

# **SKILLSOURCE REGIONAL BOARD**

## **Executive/Audit Committee Meeting**

**WEDNESDAY, November 19, 2025 - 2:00pm**

**Via Zoom**

<https://skillsource.zoom.us/j/86056746683?>

Meeting ID: 860 5674 6683

Passcode: 258704

### **AGENDA:**

1. 2025 Audit – Presentation by Cordell, Neher & Company PLLC  
(Cordell, Neher & Co will present results of the Audit, no attachment for pre-reading)
2. Funds Transfer Request  
(Action – See attached request)
3. Direct Delivery Extension  
(Action – See attached request)
4. 2026-28 Officer Elections: Vice Chair & Board member vacancies  
(Discussion – Board Composition Chart attached for reference)

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### **Board Meeting**

**Tuesday, December 2<sup>nd</sup>**

**5:30 pm**

**via ZOOM**

### **Mission Statement**

*SkillSource builds workforce skills with business and one-stop partners to increase economic prosperity throughout North Central Washington and the Columbia Basin.*

## SkillSource Regional Workforce Board (WDA 8)

### Request for Funds Transfer

### December 2025

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**1) The Transfer Fund Source:** Dislocated Worker formula to Adult formula

**2) The dollar amount of the transfer request, including the percentage share of the base allocation represented by that dollar amount:**

The amount requested is broken down as follows:

| Program/Fiscal Year | Program | Administration | Total   | % Allocation |
|---------------------|---------|----------------|---------|--------------|
| FY26                | 99,000  | 11,000         | 110,000 | 10%          |

**3) The reason(s) for the transfer:** SkillSource requests a transfer of \$75,000 (7%) from Dislocated Worker formula to Adult formula (for Chelan & Douglas counties) for these reasons:

- a. In Program Year (PY) 24, SkillSource requested a \$284,500 (30%) transfer from Dislocated Worker to Adult. The PY24 transfer request totaled \$48,889 (30%) and the FY25 transfer was \$235,611 (30%). In Chelan and Douglas counties, the underlying issues which triggered those requests have not changed. Numbers of dislocated workers seeking retraining through the local one stop system remain low. In contrast, the relatively higher number of Adults seeking career and training services continues to grow. Waiting lists have already been implemented for Adult vocational and work-based training in Chelan and Douglas counties. This transfer would be applied only to Chelan & Douglas counties.
- b. This transfer will fund vocational (ITA) and on-the-job training (OJT), case management and support needs of the larger number of Adult participants enrolling for services. More Adults are seeking services than dislocated workers in these counties (65 Adults vs. 20 DWs through 9/30/2025). The business environment is relatively stable in these three counties, meaning that there are few large layoffs or closures which would require substantial Dislocated Worker services.
- c. Expanded work requirements for Supplemental Nutrition Assistance Program (SNAP) participants enacted by the federal government include WIOA Title I as an allowed work search activity to qualify for continued SNAP benefits. We anticipate increased referrals and career seeker interest as a result of this change.
- d. This transfer will also assure that Adult PY25 base quarter funds are sufficient to continue Adult outreach, intake and new enrollment throughout the remainder of the program year.

**4) Approval from the local board requesting the transfer:** The SkillSource Board will act on this request at their December 2, 2025 board meeting.

## 5) Change in Planned Participants

**a) *Proposed services and number of participants originally planned to be served by the base allocation compared to the services and number of participants planned to be served after funds are transferred:***

The PY25 Adult participant goal for Chelan and Douglas Counties is 63 with enrollments through October 2025 at 71 (113% of goal). The PY25 Dislocated Worker participant goal for Chelan and Douglas Counties is 71 while 24 participants (34% of goal) have been enrolled through October with eight months left in the program year. 34 Adult participants have been enrolled in ITA/OJT against a goal of 28 (121% of goal). 10 dislocated workers have trained in OJT/ITA through October with an annual goal of 27 (37% of goal).

Sufficient budget remains available to enroll additional Chelan/Douglas dislocated worker participants in training activities from November-June with remaining Dislocated Worker funds.

This transfer will reduce the planned number of Formula dislocated workers enrolled from 71 to 54 (-16) and increase Adults from 63 to 84 (+21).

Even with about seven months of service remaining in the fiscal year, this transfer will have no adverse impact serving dislocated workers. Dislocated Worker funds in the other three counties (Grant, Adams & Okanogan) of North Central will remain as budgeted to address current and projected numbers of dislocated workers.

**b) *Justification that the transfer of funds will not adversely impact the provision of services to participants and the necessary services and client-planned activities will be maintained in the program from which funds are transferred:***

Currently, we are aware of no potential or actual permanent closures that will require significant Dislocated Worker funds in Chelan or Douglas counties. Formula funds post-transfer will be sufficient to match PY25 Dislocated Worker activity in those counties. Also, adequate local Formula funds will be carried over to meet dislocations anticipated through September 30, 2026. PY25/FY26 Dislocated Worker formula funds will also be available to serve laid-off workers next fiscal year. With all of these factors, this transfer is justified and will not adversely impact our ability to serve dislocated workers in Chelan and Douglas counties over the program year.

**Attachment A:****Title I Service Delivery Request Application – Adult & Dislocated Worker Career Services**

(Per draft Policy 1015)

**Local Request to Serve in Operational Role**

|                      |                                                                  |
|----------------------|------------------------------------------------------------------|
| Date                 | November 19, 2025                                                |
| LWDB                 | SkillSource Regional Workforce Board (WDA 8)                     |
| Contact Person/Title | Lisa Romine, CEO                                                 |
| Phone                | 509.663.3091                                                     |
| E-mail Address       | <a href="mailto:lisar@skillsource.org">lisar@skillsource.org</a> |
| Mailing Address      | 240 N Mission Avenue, Wenatchee WA 98801                         |

1. Please indicate the specific One-Stop site(s) in which you are requesting approval to serve as direct operational provider (add more rows as necessary):

|   | Name                               | Address                                      |
|---|------------------------------------|----------------------------------------------|
| 1 | SkillSource (WS Central Basin)     | 309 E 5th Ave Suite B, Moses Lake, WA 98837  |
| 2 | SkillSource (Wenatchee)            | 233 N. Chelan Ave, Wenatchee WA              |
| 3 | SkillSource (Othello)              | 165 N 1st Ave, Othello, WA 99344             |
| 4 | WorkSource Okanogan (if necessary) | 126 S Main St, Omak, WA 98841                |
| 5 | WorkSource Wenatchee Affiliate     | 270 9th St NE #240, East Wenatchee, WA 98802 |

2. Please indicate what services your LWDB and/or the organization supporting your LWDB are seeking approval for and the time period (not to exceed expiration date of current local plan) to provide these services (separate application is required for each service area):

**Career Services Provider: Start Date: July 1, 2026 End Date: June 30, 2028 (upon expiration of the local plan)**

(to include: Adult Basic and Individualized Career Services, Dislocated Worker Basic and Individualized Career Services)

3. List specific services you are seeking to directly provide. See Attachment B for a complete list of Career Services. For youth services, list the specific Youth Program Elements which can be found on Attachment C.

**BASIC CAREER SERVICES per 20 CFR 678.430(a)**

- Eligibility determination to receive assistance from the adult, dislocated worker, or youth programs
- Outreach, intake, and orientation to information and services available through the one-stop delivery system
- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs
- Labor exchange services, including job search and placement assistance, career counseling, provision of information on in-demand industry sectors and occupations, provision of information on non-traditional employment
- Appropriate recruitment and business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the one-stop delivery system

- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the one-stop delivery system and other workforce development programs
- Provision of workforce and labor market information including accurate information relating to:
  - job vacancy listings in labor market areas,
  - information on job skills necessary to obtain the vacant jobs listed,
  - information relating to local occupations in demand and the earnings, skill requirements and opportunities for advancement
- Provision of information (in usable and understandable languages and formats) regarding how the State and local area are performing on the performance accountability measures
- Provision of information on:
  - Performance and cost information on eligible providers of training by the program
  - Eligible providers of Youth workforce investment activities
  - Providers of adult education
  - Providers of career and technical education activities available to school dropouts
  - Providers of career and technical education activities available to school dropouts Providers of vocational rehabilitation services
- Provision of information (in usable and understandable formats and languages) relating to the availability of assistance and supportive services, and appropriate referrals to those programs, services and assistance including:
  - Childcare
  - Child support
  - Medical or child health assistance through states' Medicaid and Children's Health Insurance program
  - SNAP benefits
  - Assistance through earned income tax credit
  - TANF assistance, including other supportive services and transportation provided by that program
- Provision of meaningful assistance to individuals seeking assistance in filing a claim for unemployment insurance compensation including:
  - Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and rights and responsibilities of claimants; or
  - Providing assistance by phone or via other technology, as long as the assistance is provided by trained staff within a reasonable time
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not funded under WIOA

### **INDIVIDUALIZED CAREER SERVICES per 20 CFR 678.430(b)**

- Comprehensive and specialized assessment of skills levels and service needs of adults and dislocated workers including:
  - Diagnostic testing and use of other assessment tools
- In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve their employment goals, including list of, and information about eligible training providers
- Group counseling
- Individual counseling
- Career planning (e.g., case management)
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
- Internship and work experience (including transitional jobs) that are linked to careers
- Workforce preparation activities (as described in 34 CFR 463.34)
- Financial literacy services available through WIOA Title I youth program, including:
  - Supporting ability of participants to create household budgets, initiate savings plans, and make informed financial decisions about education, retirement, home ownership, wealth building, or other savings goals
- Supporting the ability to manage spending, credit, debt, including credit card debt, effectively
- Out of Area job search assistance and relocation assistance
- English language acquisition programs and integrated education and training programs

4. Please provide a written narrative of the competitive process that was utilized, if any, for the selection of the One Stop Operator, Career Services Provider, Training Services Provider, or Youth Services Provider. **Or**, provide an explanation of why competitive procurement was not utilized and what factors led the LWDB to believe participants will be better served by providing these services directly rather than through a competitive procurement process. Where applicable, include information about specifics of the local procurement process which ensured no unfair advantage was afforded to the LWDB, the role of any partner or third-party neutral entity, why you feel you were unable to secure qualified bidders, the LWDBs qualifications to directly provide these services, and strengths of the proposal that led to the selection.

SkillSource has applied and been approved to provide direct delivery of Adult and Dislocated Worker career services in four of its five counties since the inception of WIOA as well as its two predecessors (WIA & JTPA). Services in Okanogan county have been provided through a competitive selection over the same period of time. The last four attempts to procure Title I services in Okanogan County, spanning almost a quarter century (2000, 2009, 2017, 2023), have been failed competitions with only one bidding respondent; the most recent request for proposals allowed for multiple agencies to apply as a consortium in an attempt to attract more service providers to participate, with no success. Currently, all Title I-B services in Okanogan County are provided through a sub-contract with Employment Security Department (ESD) and we have no intention of changing that relationship. However, this request includes Okanogan County in the event that the provider is unable to meet contract performance creating a need for SkillSource to directly deliver those services. In June 2025 ESD completed a corrective action plan implemented due to high staff turnover and performance instability.

**Rationale:** The Local Board consolidates and integrates to maximize resources. A non-profit, block-grant recipient's bottom line is the quantity and quality of desired results attained. A commercial firm is driven to maximize profit, but the SkillSource Board is driven to maximize the number of career seekers and businesses benefited. This drive produces decisions to consolidate delivery of all workforce investment career services through a single provider.

Small, rural Areas have insufficient resources to engage multiple separate entities to deliver similar, but different services. Economies of scale are essential to provide robust, substantive career services yet conserve resources for vocational education and workplace learning.

There are two primary reasons customers (business and workers) benefit from Basic and Individual Career Services directly delivered by SkillSource. First, minimizing service delivery costs makes more resources available for individual workforce preparation and training services; and second, maximizing control enables quick response to community needs and additional funding opportunities.

#### **1. Minimize Cost:**

Vertical integration advances economies of scale, whereas subrecipient delivery adds a layer of administrative and overhead costs. Direct delivery saves these costs, increasing efficiency, which means more customers can be served. Unlike direct delivery, a subrecipient typically expenses their administrative costs to program funds. Board delivery demands efficiency

since all administrative costs must be charged to limited administrative funds. SkillSource prioritizes direct participant training, such as basic education, work-based learning and occupational skills training by consolidating multiple programs in a single service delivery structure and sharing common costs. Administration and management are kept to one layer at the local level. North Central's efficiencies and prioritization of training are evident when the number of persons educated and trained per dollar received is compared to other workforce areas. The following table depicts this efficiency for Program Year 2022-23.

**Figure 3A-1. Cost per Trained WIOA Participant, Program Year 2022-2023**

| Area                    | Adult       |                      |                        | DW          |                      |                     | Youth       |                      |                        |
|-------------------------|-------------|----------------------|------------------------|-------------|----------------------|---------------------|-------------|----------------------|------------------------|
|                         | Trained     | Total \$ Adult       | Adult Cost Per Trained | Trained     | Total \$ DW          | DW Cost Per Trained | Trained     | Total \$ Youth       | Youth Cost Per Trained |
| 01 Olympic              | 126         | \$ 856,968           | \$ 6,801.33            | 28          | \$ 777,619           | \$ 27,772.11        | 85          | \$ 762,960           | \$ 8,976.00            |
| 02 PacMtn               | 51          | \$ 818,155           | \$ 16,042.25           | 44          | \$ 1,119,968         | \$ 25,453.82        | 68          | \$ 1,083,557         | \$ 15,934.66           |
| 03 Northwest            | 124         | \$ 815,832           | \$ 6,579.29            | 86          | \$ 1,037,545         | \$ 12,064.48        | 72          | \$ 736,472           | \$ 10,228.78           |
| 04 Snohomish            | 50          | \$ 1,557,003         | \$ 31,140.06           | 60          | \$ 2,041,540         | \$ 34,025.67        | 146         | \$ 1,693,143         | \$ 11,596.87           |
| 05 Seattle-King         | 234         | \$ 2,981,296         | \$ 12,740.58           | 214         | \$ 2,959,697         | \$ 13,830.36        | 292         | \$ 3,302,174         | \$ 11,308.82           |
| 06 Pierce               | 171         | \$ 2,627,558         | \$ 15,365.84           | 127         | \$ 2,784,039         | \$ 21,921.57        | 105         | \$ 3,002,434         | \$ 28,594.61           |
| 07 Southwest            | 78          | \$ 1,608,490         | \$ 20,621.67           | 36          | \$ 1,519,350         | \$ 42,204.17        | 131         | \$ 1,184,734         | \$ 9,043.77            |
| <b>08 North Central</b> | <b>129</b>  | <b>\$ 1,033,347</b>  | <b>\$ 8,010.44</b>     | <b>146</b>  | <b>\$ 1,082,378</b>  | <b>\$ 7,413.55</b>  | <b>165</b>  | <b>\$ 824,330</b>    | <b>\$ 4,995.94</b>     |
| 09 South Central        | 161         | \$ 1,639,160         | \$ 10,181.12           | 190         | \$ 1,296,795         | \$ 6,825.24         | 214         | \$ 1,434,245         | \$ 6,702.08            |
| 10 Eastern              | 94          | \$ 905,831           | \$ 9,636.50            | 85          | \$ 680,047           | \$ 8,000.55         | 180         | \$ 688,800           | \$ 3,826.67            |
| 11 Benton-Franklin      | 68          | \$ 927,169           | \$ 13,634.84           | 66          | \$ 817,515           | \$ 12,386.59        | 164         | \$ 1,043,196         | \$ 6,360.95            |
| 12 Spokane              | 139         | \$ 1,888,056         | \$ 13,583.14           | 70          | \$ 1,402,508         | \$ 20,035.83        | 229         | \$ 1,238,370         | \$ 5,407.73            |
| <b>Total/Average</b>    | <b>1425</b> | <b>\$ 17,658,865</b> | <b>\$ 12,392.19</b>    | <b>1152</b> | <b>\$ 17,519,001</b> | <b>\$ 15,207.47</b> | <b>1851</b> | <b>\$ 16,994,415</b> | <b>\$ 9,181.21</b>     |

**Source: ETO (Data retrieved 10/2023); fiscal data from ESD Financial Services (3/2024)**

Counts unduplicated individuals receiving the following services in WIA/WIOA Adult, Dislocated Worker, In-School Youth and Out of School Youth, 7/1/22-6/30/23: Alternative Secondary School Services or Dropout Recovery Services (Youth Only), Apprenticeship Training, Customized Training, Entrepreneurial Training, Entrepreneurial Skills Training (Youth Only), Incumbent Worker Training, Occupational Skills Training, Occupational Skills Training (2.0), Occupational Skills Training (Youth Only), On-the-Job Training (2.0), Paid and Unpaid Work Experience with Academic/Education Component - All Types (Youth Only), Work/Internship Experience

Additionally, small contracts in a large rural area are especially draining on resources as even a small sub-recipient must understand and fulfill extensive Federal, State, Local and One-Stop Requirements. Consolidating administrative functions (i.e. purchasing, accounting, personnel, property), program functions (outreach, assessment, planning, case management, ITA & OJT contracting, placement assistance, follow up) and One-Stop functions (orientation, access, collaboration) enables the Fiscal Agent to effectively meet these obligations without "breaking the bank." Without the cost savings of vertical and horizontal integration, substantive services would not be available at all locations.

## 2. Maximize control

Direct delivery allows for the greatest control of staff activity – the single largest cost of providing career services. An email or phone call to employees can immediately change priorities or tactics. No time is lost waiting to modify a service delivery agreement work statement. Confusion, doubt or misunderstandings are reduced when Board executives direct staff.

As fiscal agent, SkillSource can receive funding and implement its use immediately without having to renegotiate contracts and budgets with subrecipients or solicit proposals from

third party service providers. This results in no time lost, or customers delayed from receiving needed services. Vertical integration of services is a proven, cost-effective way to deliver high quality programming across a comprehensive range of activities.

Direct delivery permits the quickest response to changing scenarios and circumstances, new income opportunities or different funding requirements. Federal regulations and guidance letters, State policies and Local Directives are expeditiously transmitted to front line staff. In the past five years, SkillSource accepted additional funding that other Areas were unable to utilize.

Finally, vertical integration ensures compliance with state and federal rules. For example, the Performance and Programs Manager, who does not directly supervise service delivery staff, performs internal monitoring and follows up directly with front line management and staff to provide training and technical assistance. This allows for more reflexive and granular compliance across the organization; single persons or managers can be retrained and held accountable more effectively. In contrast, Boards and Fiscal Agents have limited control over sub-recipient staff compared to employees. In the event a subrecipient fails to perform, the Fiscal Agent essentially has one recourse – contract termination.

Direct delivery reduces complexity within the WorkSource system. WorkSource partner agencies in the North Central region have a single Title I provider with which to coordinate service delivery, billing, and other issues, rather than separate agencies, each with different staffs, processes, and locations. This simplifies the local partnership, and also provides a less confusing service experience for the career seeker.

5. Provide the WDA's WIOA Title I-B state and federal performance outcomes, costs per participant, and cost per employment for programs for each program the LWDB intends to provide direct services (Youth; Adult and/or Dislocated Worker Career Services, One-Stop Operator, Training Service Provider) for each of the past five years. Describe how those outcomes compare with other LWDBAs in the state. Explain how direct service delivery will improve equitable access, performance, and outcomes.
  - Appended File **"SkillSource FedPerf 5 year.xlsx"** depicts all outcomes against federal performance measures for the past 5 years for the Adult and Dislocated Worker Programs. During those five program years, SkillSource met or exceeded 96% of Adult and 100% of Dislocated Worker Federal Performance Measures as published in the Quarterly Performance Reports (QPR) from the Department of Labor. SkillSource's average Federal Performance Measure attainment rate for Adults over this six-year period was 114% compared to the statewide average of 103%, tied for second in the state when local statistical adjustments are applied. Average Federal Performance Measure attainment rate for Dislocated Workers over the same period was 107% compared with the statewide average of 102%, tied for fifth in the state when local statistical adjustments are applied.
  - Appended File **"SkillSource CostPers 5 year".xlsx** depicts costs per participant and employment over the five years from 2018 to 2023, compared to other areas. For Adult cost pers, North Central is compared to five other areas which also do not practice universal co-enrollment of WIOA Adult participants with Wagner-Peyser services. It is



impractical to compare an area that co-enrolls all Adult participants with W-P for basic services only with one that does not, because the areas that do co-enroll will have a much higher Adult enrollment count, driving down the average cost per. Costs per employment are only shown for North Central; employment figures at exit for other areas are not readily available to local boards. This information is more accessible to staff of the WTECB and ESD. The Cost per Trained WIOA Participant table is also included for your reference.

6. Provide a statement of how the LWDB has or will establish a clear firewall that separates and defines its existing role as the strategic coordinator and oversight body for the local one-stop system from the role of One-Stop Operator or direct service provider. This must include a delineation of the internal controls, distinct separation of duties, and processes for preventing and mitigating conflicts of interest. Include details about how the LWDB will ensure appropriate oversight and monitoring practices are in place. Please attach or link any specific policies and/or procedures that codify these separations.

Several internal policies establish clear firewalls between its oversight duties as the Local Workforce Development Board and as a direct delivery provider of WIOA Title I-B Youth Services. The organization implements appropriate supervisory functions over all employees while preserving the day-to-day operational autonomy at the service delivery level.

- Conflict of Interest - [Local Directive 16-152](#): all board members and management employees must acknowledge that they have reviewed and understand SkillSource's conflict of interest policy. This directive also outlines board members' actions to be taken prior to board or committee action on a contract or transaction that would present a conflict of interest.
  - Internal & Subrecipient Monitoring - [Local Directive 16-139 Revision 1](#): selected management staff with no direct service delivery duties will perform internal fiscal and programmatic monitoring.
  - Procurement, Contracting & Codes of Conduct - [Local Directive 16-141 Revision 2](#): No employee, officer or agent of SkillSource shall participate in the selection, award or administration of a sub-grant supported by federal funds if a conflict of interest (real or apparent) would be involved. This includes service delivery and One-Stop operations.
  - Other Operational and Administrative Directives may be found [here](#).
7. Explain how the LWDB will secure against conflicts of interest in any future competitive procurement processes. This explanation may include an outreach plan to engage a wider array of potential bidders, and for educating local community-based organizations (CBOs) on the procurement.
    - SkillSource procures and contracts with independent procurement managers to manage any service delivery procurements in which SkillSource intends to bid. No staff members directly involved with or overseeing service delivery are involved in the competitive selection of procurement managers or service providers at any time.
  8. Attach documentation (signed and dated letter) that the members of the Local Workforce Development Board reviewed the information prepared for the request (items 1-7 above) and approved the request in a public meeting.

Letter from Chair and minutes from 12/2/2025 SkillSource Regional Workforce Board meeting attached

9. Attach documentation (signed and dated letter) that the local Chief Elected Official reviewed the information prepared for the request (items 1-8 above) and approved the request.

Letter from Chair of the Forum of County Commissioners attached.

10. If applicable, attach the following:

RFI, RFQ, and/or RFP

Evidence of RFI/RFP Distribution and Outreach

Evidence of Pre-Proposal or Bidder's Conference and Supporting Meeting Notes including Attendees

All Submitted Proposals

Summary of Proposal Evaluations including Scoring Matrix

Not applicable

**Complete question 11 and 12 only if you are applying to directly provide youth services.**

N/A: Will be submitted in a separate application

11. Please attach a narrative explaining LWDB's unique service strengths in providing Youth Program Elements described in #3 and what factors went into the decision for the LWDB to directly provide youth services. Please explain how youth participants will be better served by LWDB directly providing these services.
12. Describe the youth services to be directly provided by the LWDB including any prior experience in providing such services and duration, if applicable.

**Complete Questions 13 and 14 only if you are applying to directly provide training services.**

N/A

13. Please attach a narrative explaining (1) how the LWDB meets the requirements of an eligible training provider under WIOA Section 122, and (2) how the LWDB's proposed training services prepare adult and dislocated worker participants for in-demand industry sectors or occupations in the local area.
14. Describe how the LWDB subjected its approval determination to a minimum 30-day public comment period. Attach supporting documentation, including any and all comments received during the public comment period.

**Complete Question 15 only if you are applying to directly provide career services.**

15. Describe the basic and/or individualized career services the LWDB plans to provide, including its qualifications, prior experience, and efficiency in providing those services, how long it has served in this role, and how it plans on meeting/exceeding performance expectations.

SkillSource provides all basic and individualized career services listed in item #3. [The North Central Regional Workforce Plan](#) describes in detail service delivery and coordination.

SkillSource employees have provided workforce investment services to area participants for over 35 years. They have developed a strong knowledge and skill base with experienced staff, and seasoned management, the majority of which have 15-20 years in the field. The organization places a high priority on developing employees with up-to-date assessment, career and education counseling methods and resources. SkillSource’s proven track record in meeting or exceeding federal performance measure targets speaks to its capability in delivering outcomes to the benefit of the state workforce system.

SkillSource is also highly compliant with state and federal law and policy, as documented by external fiscal audits and state monitoring reviews over the past five years. SkillSource plans to continue this trend of excellence by prioritizing highly competent and compassionate service to individuals, highly compliant business processes, and a well-trained and motivated staff.

**FOR SWB STAFF USE ONLY:**

Local CEO approval letter included? Yes\_\_\_No\_\_\_

Approval Granted: Yes\_\_\_No\_\_\_

Date of Approval: \_\_\_\_\_

Duration of Approval: \_\_\_\_\_(Max: Current Local Plan Duration)

Notes:

(Per draft Policy 1015)

### Local Request to Serve in Operational Role

|                      |                                                                  |
|----------------------|------------------------------------------------------------------|
| Date                 | November 19, 2025                                                |
| LWDB                 | SkillSource Regional Workforce Board (WDA 8)                     |
| Contact Person/Title | Lisa Romine, CEO                                                 |
| Phone                | 509.663.3091                                                     |
| E-mail Address       | <a href="mailto:lisar@skillsource.org">lisar@skillsource.org</a> |
| Mailing Address      | 240 N Mission Avenue, Wenatchee WA 98801                         |

1. Please indicate the specific One-Stop site(s) in which you are requesting approval to serve as direct operational provider (add more rows as necessary):

|   | Name                                     | Address                               |
|---|------------------------------------------|---------------------------------------|
| 1 | SkillSource (@ WorkSource Central Basin) | 309 E 5th Ave Suite B, Moses Lake, WA |
| 2 | SkillSource (Wenatchee)                  | 233 N. Chelan Ave, Wenatchee WA       |
| 3 | SkillSource (Othello)                    | 165 N 1st Ave, Othello, WA            |
| 4 | WorkSource Okanogan (if necessary)       | 126 S Main St, Omak, WA               |

2. Please indicate what services your LWDB and/or the organization supporting your LWDB are seeking approval for and the time period (not to exceed expiration date of current local plan) to provide these services (separate application is required for each service area):

☒ **Youth Services Provider** - Start Date: July 1, 2026 - End Date: June 30, 2028 (upon expiration of the local plan)

3. List specific services you are seeking to directly provide.

- Tutoring, study skills, and dropout prevention
- Alternative Education
- Paid and unpaid work experience
- Occupational skills training
- Leadership development
- Supportive services
- Adult mentoring
- Financial literacy
- Provision of labor market information
- Preparation for postsecondary education
- Entrepreneurial skills training
- Follow-up services
- Comprehensive guidance and counseling
- Education offered concurrently with workforce preparation

4. Please provide a written narrative of the competitive process that was utilized, if any, for the selection of the One Stop Operator, Career Services Provider, Training Services Provider, or Youth Services Provider. **Or**, provide an explanation of why competitive procurement was not utilized and what factors led the LWDB to believe participants will be better served by providing these services directly rather than through a competitive procurement process. Where applicable, include information about specifics of the local procurement process which ensured no unfair advantage was afforded to the LWDB, the role of any partner or third-party neutral entity, why you feel you were unable to secure qualified bidders, the LWDBs qualifications to directly provide these services, and strengths of the proposal that led to the selection.

SkillSource has conducted multiple competitive procurements over the years for Title I-B WIOA Youth services using an independent procurement manager and has repeatedly been the sole respondent. RFP Notifications have been sent out to the public at large as well as targeted outreach to potential providers. Multiple organizations with the corporate capability and experience to deliver Title I youth services have supported SkillSource to directly deliver those services through letters of support as well as representation on the Board. In addition, the last four attempts to procure Title I services in Okanogan County, spanning almost a quarter century (2000, 2009, 2017, 2023), have been failed competitions with only one bidding respondent; the most recent request for proposals allowed for multiple agencies to apply as a consortium in an attempt to attract more service providers to participate, with no success. Currently, all Title I-B services in Okanogan County are provided through a sub-contract with Employment Security Department and we have no intention of changing that relationship. However, this request includes Okanogan County in the event that provider is unable to meet contract performance where SkillSource would need to directly deliver those services. ESD has been in a corrective action plan over the last year and a half due to high staff turnover and performance instability.

**Rationale:** The Local Board consolidates and integrates to maximize resources. A non-profit, block-grant recipient's bottom line is the quantity and quality of desired results attained. A commercial firm is driven to maximize profit, but the SkillSource Board is driven to maximize the number of career seekers and businesses benefited. This drive produces decisions to consolidate delivery of all workforce investment career services through a single provider.

Small, rural Areas have insufficient resources to engage multiple separate entities to deliver similar, but different services. Economies of scale are essential to provide robust, substantive career services yet conserve resources for vocational education and workplace learning.

There are two primary reasons customers (business and career seekers & youth) benefit from services directly delivered by SkillSource. First, minimizing service delivery costs makes more resources available for individual workforce preparation and training services; and second, maximizing control enables quick response to community needs and additional funding opportunities.

#### **1. Minimize Cost:**

Vertical integration advances economies of scale, whereas subrecipient delivery adds a layer of administrative and overhead costs. Direct delivery saves these costs, increasing efficiency,

which means more customers can be served. Unlike direct delivery, a subrecipient typically expenses their administrative costs to program funds. Board delivery demands efficiency since all administrative costs must be charged to limited administrative funds. SkillSource prioritizes direct participant training, such as basic education, work-based learning and occupational skills training by consolidating multiple programs in a single service delivery structure and sharing common costs. Administration and management are kept to one layer at the local level. North Central's efficiencies and prioritization of training are evident when the number of persons educated and trained per dollar received is compared to other workforce areas. The following table depicts this efficiency for Program Year 2022-23 (most recent available data.)

| <b>Figure 3A-1. Cost per Trained WIOA Participant, Program Year 2022-2023</b> |                |                       |                               |                |                      |                            |                |                       |                               |
|-------------------------------------------------------------------------------|----------------|-----------------------|-------------------------------|----------------|----------------------|----------------------------|----------------|-----------------------|-------------------------------|
| <b>Area</b>                                                                   | <b>Adult</b>   |                       | <b>Adult Cost Per Trained</b> | <b>DW</b>      |                      | <b>DW Cost Per Trained</b> | <b>Youth</b>   |                       | <b>Youth Cost Per Trained</b> |
|                                                                               | <b>Trained</b> | <b>Total \$ Adult</b> |                               | <b>Trained</b> | <b>Total \$ DW</b>   |                            | <b>Trained</b> | <b>Total \$ Youth</b> |                               |
| 01 Olympic                                                                    | 126            | \$ 856,968            | \$ 6,801.33                   | 28             | \$ 777,619           | \$ 27,772.11               | 85             | \$ 762,960            | \$ 8,976.00                   |
| 02 PacMtn                                                                     | 51             | \$ 818,155            | \$ 16,042.25                  | 44             | \$ 1,119,968         | \$ 25,453.82               | 68             | \$ 1,083,557          | \$ 15,934.66                  |
| 03 Northwest                                                                  | 124            | \$ 815,832            | \$ 6,579.29                   | 86             | \$ 1,037,545         | \$ 12,064.48               | 72             | \$ 736,472            | \$ 10,228.78                  |
| 04 Snohomish                                                                  | 50             | \$ 1,557,003          | \$ 31,140.06                  | 60             | \$ 2,041,540         | \$ 34,025.67               | 146            | \$ 1,693,143          | \$ 11,596.87                  |
| 05 Seattle-King                                                               | 234            | \$ 2,981,296          | \$ 12,740.58                  | 214            | \$ 2,959,697         | \$ 13,830.36               | 292            | \$ 3,302,174          | \$ 11,308.82                  |
| 06 Pierce                                                                     | 171            | \$ 2,627,558          | \$ 15,365.84                  | 127            | \$ 2,784,039         | \$ 21,921.57               | 105            | \$ 3,002,434          | \$ 28,594.61                  |
| 07 Southwest                                                                  | 78             | \$ 1,608,490          | \$ 20,621.67                  | 36             | \$ 1,519,350         | \$ 42,204.17               | 131            | \$ 1,184,734          | \$ 9,043.77                   |
| <b>08 North Central</b>                                                       | <b>129</b>     | <b>\$ 1,033,347</b>   | <b>\$ 8,010.44</b>            | <b>146</b>     | <b>\$ 1,082,378</b>  | <b>\$ 7,413.55</b>         | <b>165</b>     | <b>\$ 824,330</b>     | <b>\$ 4,995.94</b>            |
| 09 South Central                                                              | 161            | \$ 1,639,160          | \$ 10,181.12                  | 190            | \$ 1,296,795         | \$ 6,825.24                | 214            | \$ 1,434,245          | \$ 6,702.08                   |
| 10 Eastern                                                                    | 94             | \$ 905,831            | \$ 9,636.50                   | 85             | \$ 680,047           | \$ 8,000.55                | 180            | \$ 688,800            | \$ 3,826.67                   |
| 11 Benton-Franklin                                                            | 68             | \$ 927,169            | \$ 13,634.84                  | 66             | \$ 817,515           | \$ 12,386.59               | 164            | \$ 1,043,196          | \$ 6,360.95                   |
| 12 Spokane                                                                    | 139            | \$ 1,888,056          | \$ 13,583.14                  | 70             | \$ 1,402,508         | \$ 20,035.83               | 229            | \$ 1,238,370          | \$ 5,407.73                   |
| <b>Total/Average</b>                                                          | <b>1425</b>    | <b>\$ 17,658,865</b>  | <b>\$ 12,392.19</b>           | <b>1152</b>    | <b>\$ 17,519,001</b> | <b>\$ 15,207.47</b>        | <b>1851</b>    | <b>\$ 16,994,415</b>  | <b>\$ 9,181.21</b>            |

**Source: ETO (Data retrieved 10/2023); fiscal data from ESD Financial Services (3/2024)**

Counts unduplicated individuals receiving the following services in WIA/WIOA Adult, Dislocated Worker, In-School Youth and Out of School Youth, 7/1/22-6/30/23: Alternative Secondary School Services or Dropout Recovery Services (Youth Only), Apprenticeship Training, Customized Training, Entrepreneurial Training, Entrepreneurial Skills Training (Youth Only), Incumbent Worker Training, Occupational Skills Training, Occupational Skills Training (2.0), Occupational Skills Training (Youth Only), On-the-Job Training (2.0), Paid and Unpaid Work Experience with Academic/Education Component - All Types (Youth Only), Work/Internship Experience

Additionally, small contracts in a large rural area are especially draining on resources as even a small sub-recipient must understand and fulfill extensive Federal, State, Local and One-Stop Requirements. Consolidating administrative functions (i.e. purchasing, accounting, personnel, property), program functions (outreach, assessment, planning, case management, ITA & OJT contracting, placement assistance, follow up) and One-Stop functions (orientation, access, collaboration) enables the Fiscal Agent to effectively meet these obligations without "breaking the bank." Without the cost savings of vertical and horizontal integration, substantive services would not be available at all locations.

## **2. Maximize control**

Direct delivery allows for the greatest control of staff activity – the single largest cost of providing career services. An email or phone call to employees can immediately change priorities or tactics. No time is lost waiting to modify a service delivery agreement work statement. Confusion, doubt or misunderstandings are reduced when Board executives

direct staff.

As fiscal agent, SkillSource can receive funding and implement its use immediately without having to renegotiate contracts and budgets with subrecipients or solicit proposals from third party service providers. This results in no time lost, or customers delayed from receiving needed services. Vertical integration of services is a proven, cost-effective way to deliver high quality programming across a comprehensive range of activities.

Direct delivery permits the quickest response to changing scenarios and circumstances, new income opportunities or different funding requirements. Federal regulations and guidance letters, State policies and Local Directives are expeditiously transmitted to front line staff. In the past five years, SkillSource accepted additional funding that other Areas were unable to utilize.

Finally, vertical integration ensures compliance with state and federal rules. For example, the Performance and Programs Manager, who does not directly supervise service delivery staff, performs internal monitoring and follows up directly with front line management and staff to provide training and technical assistance. This allows for more reflexive and granular compliance across the organization; single persons or managers can be retrained and held accountable more effectively. In contrast, Boards and Fiscal Agents have limited control over sub-recipient staff compared to employees. In the event a subrecipient fails to perform, the Fiscal Agent essentially has one recourse – contract termination.

Direct delivery reduces complexity within the WorkSource system. WorkSource partner agencies in the North Central region have a single Title I provider with which to coordinate service delivery, billing, and other issues, rather than separate agencies, each with different staffs, processes, and locations. This simplifies the local partnership, and also provides a less confusing service experience for the career seeker.

5. Provide the WDA's WIOA Title I-B state and federal performance outcomes, costs per participant, and cost per employment for programs for each program the LWDB intends to provide direct services (Youth; Adult and/or Dislocated Worker Career Services, One-Stop Operator, Training Service Provider) for each of the past five years. Describe how those outcomes compare with other LWDBAs in the state. Explain how direct service delivery will improve equitable access, performance, and outcomes.
  - Appended File **“SkillSource FedPerf 5 year 20-25.xlsx”** depicts all outcomes against federal performance measures for the past 5 years for 12 Area Youth programs based on the WIOA Performance Scores as calculated by the WTB. During those five program years, SkillSource's average Federal Performance Measure attainment rate for Youth was 133% compared to the state average of 103%, first in the state when local statistical adjustments are applied.
  - Appended File **“SkillSource CostPers 5 year”**.xlsx depicts costs per participant and employment over the five years from 2018 to 2023, compared to other areas. Costs per employment are only shown for North Central; employment figures at exit for other areas are not readily available to local boards. This information is more accessible to



staff of the WTECB and ESD. The Cost per Trained WIOA Participant table is also included for your reference.

6. Provide a statement of how the LWDB has or will establish a clear firewall that separates and defines its existing role as the strategic coordinator and oversight body for the local one-stop system from the role of One-Stop Operator or direct service provider. This must include a delineation of the internal controls, distinct separation of duties, and processes for preventing and mitigating conflicts of interest. Include details about how the LWDB will ensure appropriate oversight and monitoring practices are in place. Please attach or link any specific policies and/or procedures that codify these separations.

Several internal policies establish clear firewalls between its oversight duties as the Local Workforce Development Board and as a direct delivery provider of WIOA Title I-B Youth Services. The organization implements appropriate supervisory functions over all employees while preserving the day-to-day operational autonomy at the service delivery level.

- Conflict of Interest - [Local Directive 16-152](#): all board members and management employees must acknowledge that they have reviewed and understand SkillSource's conflict of interest policy. This directive also outlines board members' actions to be taken prior to board or committee action on a contract or transaction that would present a conflict of interest.
  - Internal & Subrecipient Monitoring - [Local Directive 16-139 Revision 1](#): selected management staff with no direct service delivery duties will perform internal fiscal and programmatic monitoring.
  - Procurement, Contracting & Codes of Conduct - [Local Directive 16-141 Revision 2](#): No employee, officer or agent of SkillSource shall participate in the selection, award or administration of a sub-grant supported by federal funds if a conflict of interest (real or apparent) would be involved. This includes service delivery and One-Stop operations.
  - Other Operational and Administrative Directives may be found [here](#).
7. Explain how the LWDB will secure against conflicts of interest in any future competitive procurement processes. This explanation may include an outreach plan to engage a wider array of potential bidders, and for educating local community-based organizations (CBOs) on the procurement.
    - SkillSource procures and contracts with independent procurement managers to manage any service delivery procurements in which SkillSource intends to bid. No staff members directly involved with or overseeing service delivery are involved in the competitive selection of procurement managers or service providers at any time.
  8. Attach documentation (signed and dated letter) that the members of the Local Workforce Development Board reviewed the information prepared for the request (items 1-7 above) and approved the request in a public meeting.

[Letter from Chair and minutes from 11/19/2025 SkillSource Executive Committee meeting attached](#)



9. Attach documentation (signed and dated letter) that the local Chief Elected Official reviewed the information prepared for the request (items 1-8 above) and approved the request.

Letter from Chair of the Forum of County Commissioners attached.

10. If applicable, attach the following:

RFI, RFQ, and/or RFP

Evidence of RFI/RFP Distribution and Outreach

Evidence of Pre-Proposal or Bidder's Conference and Supporting Meeting Notes including Attendees

All Submitted Proposals

Summary of Proposal Evaluations including Scoring Matrix

Not applicable

**Complete question 11 and 12 only if you are applying to directly provide youth services.**

11. Please attach a narrative explaining LWDB's unique service strengths in providing Youth Program Elements described in #3 and what factors went into the decision for the LWDB to directly provide youth services. Please explain how youth participants will be better served by LWDB directly providing these services.

The organization has been recognized at the state level for its best practices in a variety of youth services. The organization has increased capacity and leveraged multiple resources and partnerships to holistically serve youth and young adults toward educational and career attainment. In addition to providing workforce investment service for over 35 years, SkillSource has developed strong partnerships with local school districts and has operated Open Doors programs at its youth service locations for over 15 years. Adding school district resources to its dropout recovery and career development services helps to provide excellent secondary education options for disengaged youth while bringing overall costs down. SkillSource is in the top quarter of providers of work-based learning for youth in the state; last year SkillSource delivered 112 paid work experiences to enrolled youth, third in the state. SkillSource also contracts with the Department of Vocational Rehabilitation to provide pre-employment transition services to high school students throughout North Central, facilitating entry into the world of work for hundreds of students with disabilities each year. The braiding and leveraging of these multiple fund sources and services is one of the keys to our strong results.

SkillSource is highly compliant with state and federal law and policy, as documented by external fiscal audits and state monitoring reviews over the past five years. SkillSource plans to continue this trend of excellence by prioritizing highly competent and compassionate service to individuals, highly compliant business processes, and a well-trained and motivated staff.

12. Describe the youth services to be directly provided by the LWDB including any prior experience in providing such services and duration, if applicable.

SkillSource provides all 14 Youth Elements as listed in item #3. [The North Central Regional Workforce Plan](#) describes in detail service delivery and coordination.

SkillSource employees have provided workforce investment services to area participants for over 35 years. They have developed a strong knowledge and skill base with experienced staff, and seasoned management, the majority of which have 15-20 years in the field. The organization places a high priority on developing employees with up-to-date assessment, career and education counseling methods and resources. SkillSource's proven track record in meeting or exceeding federal performance measure targets speaks to its capability in delivering outcomes to the benefit of the state workforce system.

SkillSource is also highly compliant with state and federal law and policy, as documented by external fiscal audits and state monitoring reviews over the past five years and beyond. SkillSource plans to continue this trend of excellence by prioritizing highly competent and compassionate service to individuals, highly compliant business processes, and a well-trained and motivated staff.

**FOR SWB STAFF USE ONLY:**

Local CEO approval letter included? Yes\_\_\_No\_\_\_

Approval Granted: Yes\_\_\_No\_\_\_

Date of Approval: \_\_\_\_\_

Duration of Approval: \_\_\_\_\_(Max: Current Local Plan Duration)

Notes:

## SkillSource Regional Board Membership Composition

This roster conforms to WIOA section 107(b)(2) Local Workforce Development Board Membership Composition. The information informs the Governor for certification under WIOA Section 107(c)(2).

| Required categories                  | Name/Title/Organization                         | Nominated by             | Year Appt | Term Expires  |
|--------------------------------------|-------------------------------------------------|--------------------------|-----------|---------------|
| <b>Business (51% minimum)</b>        |                                                 |                          |           | <b>Dec 31</b> |
| 1. Healthcare                        | Crystal Gage/ Practice Manager/ Omak Clinic     | OK Economic Alliance     | 2019      | 2026          |
| 2. Manufacturing                     | Anthony Popelier / HR Dir/ Reman Reload         | OK Economic Alliance     | 2023      | 2027          |
| 3. Ec Dev                            | Roni Holder-Diefenbach/ Exec Dir/ Ok Econ       | Career Path Services     | 2005      | 2028          |
| 4.                                   | Vacant (Annette Herup)                          | Grant Co EDC             | 2019      | 2025          |
| 5. Professional Svcs                 | Tad Hildebrand /Consultant/Pilot Rock Cons      | Adams Co Dev Council     | 2017      | 2027          |
| 6.                                   | Vacant (Ken Johnson)                            | Adams Co Dev Council     | 2014      | 2027          |
| 7. Ec Dev                            | Brant Mayo/Executive Dir/Grant Co EDC           | Grant Co EDC             | 2018      | 2028          |
| 8. Tech                              | Ryan Beebout/ VP/ Sabey Data Centers            | Wenatchee Chamber        | 2023      | 2027          |
| 9.                                   | Vacant (Tom Legel)                              | Wenatchee Chamber        | 2023      | 2026          |
| 10. Care Econ/Prof Svcs              | Julie Helligso /Exec Director/ Cascade Vet      | Wenatchee Chamber        | 2023      | 2026          |
| 11. Agriculture                      | Zach Williams /HR Manager/ Stemilt Growers      | Wenatchee Chamber        | 2021      | 2028          |
| <b>Workforce/Labor (20% minimum)</b> |                                                 |                          |           |               |
| 1. Labor                             | Nathan Mack/ Field Representative/LiUNA 348     | Central Labor Council    | 2023      | 2027          |
| 2. Other workforce                   | Michelle Price/ Superintendent /NC ESD          | North Central ESD        | 2009      | 2025          |
| 3. Other workforce                   | Irasema Ortiz-Elizalde/ Administrator/ DSHS     | DSHS                     | 2013      | 2027          |
| 4. Labor                             | Augustine Gallegos / Bus Agent / Teamsters      | Central Labor Council    | 2021      | 2028          |
| 5. Labor/Apprentice                  | Randy Curry / President /IBEW #191              | Central Labor Council    | 2021      | 2028          |
| <b>Education</b>                     |                                                 |                          |           |               |
| 1. Title II Adult Ed                 | Sara Thompson-Tweedy/ President / BBCC          | Big Bend Comm College    | 2021      | 2028          |
| 2. Workforce Ed                      | Faimous Harrison / President / WVC              | Wenatchee Valley College | 2023      | 2026          |
| <b>Public</b>                        |                                                 |                          |           |               |
| 1. Wagner-Peyser                     | Todd Wurl/ Regional Director/ ESD               | Employment Sec Dept      | 2023      | 2027          |
| 2. Vocational Rehab                  | Pablo Villarreal/ Acting Regional Director/ DVR | Div. Vocational Rehab    | 2019      | 2026          |
| 3. Econ Dev                          | Kyle Niehenke/ Ex. Dir/ Adams County ED         | Adams Co Dev. Council    | 2023      | 2026          |

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|                 |                       |                    |
|-----------------|-----------------------|--------------------|
| <b>Okanogan</b> | <b>Chelan/Douglas</b> | <b>Grant/Adams</b> |
|-----------------|-----------------------|--------------------|

### Current Industries Represented:

- Agriculture
- Healthcare
- Professional Svcs (Consulting)
- Econ. Dev.
- Technology (Data Centers)
- Care Economy (Veterinary)
- Manufacturing

### Other Key NCW Industry/Sectors:

- Construction
- Energy
- Telecomm/Infrastructure
- Finance
- Rec/Tourism
- Small Business