

# SKILLSOURCE REGIONAL WORKFORCE BOARD

(serving North Central Washington)

## Board Meeting Agenda

**Tuesday, December 2, 2025 - 5:30 p.m.**

### **Join Zoom Meeting**

<https://skillsource.zoom.us/j/82398202483>

Meeting ID: 823 9820 2483

Passcode: 406573

1. Call to Order – Zach Williams, Chair
2. September 23, 2025 Board Meeting Minutes ACTION
3. Audit Committee  
Presentation by Cordell, Neher & Company  
-- Motion to Approve 24-25 Audit Report Recommended ACTION  
-- Motion to Approve IRS Form 990 Recommended ACTION
4. Director's Report INFO
5. **Consent Agenda** ACTION  
The consent agenda enables the Board to approve items listed below together without discussion or individual motions. All items have been discussed and recommended for approval by their respective sub-committees. If any Board member believes an item does not belong on the consent agenda, they may at any time request the item be removed and considered for an individual discussion and vote, at the discretion of the Chair.
  - a. Funds Transfer Request
  - b. Direct Delivery Extension

### **New Business**

6. Officers (Vice Chair & Treasurer) INFO
7. Board Engagement: Network Mapping & Advocacy DISCUSSION

**\*\*Note:** this activity/discussion will involve gathering some feedback from board members. Ideally you are able to attend on a computer vs. your phone as we'll be asking you to type some responses. Though this can be done on a mobile device, a computer will be easier.

### **Enclosures**

Sub-Area Performance Reports – Q1  
Fiscal Reports 1st Quarter  
Meeting Schedule  
Membership Roster  
Draft 2024 Audit Report  
Draft Form 990

### **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  
Draft Board Meeting Minutes  
September 23, 2025  
Via Zoom**

Zach Williams, Board Chair, called the meeting to order at 5:37 pm following a round of introductions.

**June 24, 2025 Board Meeting Minutes**

***Augustine Gallegos moved, and Sara Thompson Tweedy seconded, to approve the minutes for the June 24, 2025 Board Meeting. Motion passed.***

**Director's Report**

Lisa welcomed the board members present and summarized the agenda, including the consent agenda items. Lisa updated the board on the House appropriations bill that had just voted out of committee as the agenda came out. This bill would have slashed Title I grants by 65% and eliminated several programs. The Senate rejected this bill after it passed the House along party lines, and the federal government looks headed for a shutdown. Sara asked how a shutdown might affect operations; Laura responded that funds may continue to be drawn based on signed grant agreements. SkillSource's Adult and Dislocated Worker grants that are due to be released on October 1 may be affected, but all other funds are accessible. In the worst-case scenario, SkillSource can also dip into savings as needed. Planning is underway at the state level to prepare for a likely shutdown scenario.

Lisa continued with highlights on strategic goal progress. She briefly outlined the new Pathways Home 6/RESET re-entry grant, which will extend services to incarcerated individuals in Chelan County. Rep. Brian Burnett will visit SkillSource Wenatchee on October 3<sup>rd</sup> and will meet several participants. Hill Climb is in January and Lisa will send out information if any board members are interested. The SkillSource Recognition Banquet will be on Thursday, March 19<sup>th</sup> in Wenatchee; Governor Ferguson may choose to attend. She concluded by briefly summarizing the business and engagement report, including the WWA Peer to Peer convening and the next round of Community Reinvestment small business grants.

**Consent Agenda – PY25-26 Budgets and Policy Updates**

The agenda listed the following items as consent agenda items which were discussed and recommended for approval by their respective sub-committees.

- PY25-26 Executive Budget
- Okanogan PY25-26 Service Delivery Budget
- Grant/Adams PY25-26 Service Delivery Budget
- Chelan/Douglas PY-25-26 Service Delivery Budget
- Policy Updates (Youth Eligibility Directive and State EcSA/Community Reinvestment Directive)

***Nate Mack moved and Irasema Ortiz-Elizalde seconded to approve the consent agenda. Motion carried.***

### **Guest Presentation: John Traugott, Washington Workforce Association (WWA)**

Lisa introduced John Traugott, executive director of WWA. John started his career at SkillSource at 2009 with the Youth program. John commended SkillSource for consistently high performance and leadership among the local workforce development boards, and Lisa specifically for advocacy for board autonomy in respect to state policy. WWA is a nonprofit member association whose board is comprised of the 12 local board CEOs and has a staff of two plus contracted support. Lisa will assume chair duties of WWA in 2026. WWA's activities include advocacy and policy work, program and partnership development and support, and professional development and technical assistance, in partnership with the local boards. Their goal is to improve partnerships, increase funding and promote local flexibility. Recent focus areas for the association include the Community Reinvestment project and Economic Security for All; John recapped efforts for those initiatives. He described legislative advocacy and communication efforts at state and federal levels, and reiterated Lisa's comments about the 2026 federal budget proposals. Sara thanked John for all his work and advocacy; Zach acknowledged Lisa for her work and congratulated Lisa on her appointment as WWA chair.

### **Workforce Investment Year End Performance Report: PY24-25**

Aaron presented the annual performance report. In Program year 2024-25, SkillSource received 6% of the state federal formula allocation and achieved 109% of its federal performance targets, which tied for third statewide. Aaron summarized outcomes for the Adult, Dislocated Worker, and Youth programs. He updated the board on work-based learning activities, which continue to increase year over year; SkillSource led the state in these activities last year. Aaron also summarized the impact of the Economic Security for All and Community Reinvestment programs, which issued \$1.66 million in incentives and Matched Savings to participants in the program year. SkillSource's EcSA participants exceeded target outcomes for entering employment at self-sufficiency and above 200% of the federal poverty level. He concluded with a brief overview of ongoing and planned initiatives. Sara and Augustine commended Lisa and the staff for this year's performance. Pablo applauded the great job engaging job seekers and local employers to lead the state in work-based learning.

### **Communication, Outreach & Engagement Report**

Kelli updated the board on communication initiatives since her last report in June 2024. This past year, Kelli and Jazmin worked on refining, clarifying, and creating awareness. Several core communications applications such as the monthly board newsletter, quarterly staff update, and success story and media outreach rhythms are well established. The SkillSource website has been overhauled and upgraded to improve clarity, access and usability for customers and staff; work continues to improve the user experience. This year saw the launch of the "Thrilled to be Skilled" campaign and the relaunch of the annual Impact Report. SkillSource has been a consistent presence at community events to engage the public and local organizations. Kelli recapped the various media outlets with whom she engaged over the past year to provide clear and targeted messaging, communications' impact on advocacy efforts at the local and state levels, and SkillSource's ongoing social media strategy that integrates with other messaging. Kelli ended with a call to action for the board members to continue their support to amplify the message. Zach commended Kelli for energizing and growing engagement in the community.

Lisa oriented the board members to the results of the interactive activity at the June board meeting, and said that she and the staff are looking forward to more opportunities to convene board members for further exploration of strategic themes.

The board meeting adjourned at 6:59 PM.

**In Attendance:**

Ryan Beebout  
Augustine Gallegos  
Julie Helligso  
Tad Hildebrand  
Roni Holder-Diefenbach  
Nate Mack  
Brant Mayo  
Irasema Ortiz-Elizalde  
Sara Thompson Tweedy  
Pablo Villareal  
Zach Williams  
Todd Wurl

**Not In Attendance:**

Randy Curry  
Crystal Gage  
Faimous Harrison  
Ken Johnson  
Kyle Niehenke  
Anthony Popelier  
Michelle Price

**Staff in Attendance:**

Lisa Romine  
Susan Adams  
Laura Leavitt  
Aaron Parrott  
Christy Mataya  
Dana Osterlund  
Kelli Martinelli  
Toby Haberlock  
Heidi Lamers  
James Beck  
Alicia Wallace  
Juan Martinez  
Lisa Bauer  
Mayra Eaton-Garcia

**Guest:**

John Traugott (WWA)

**Audit Committee Report (via Zoom)**  
**2:00 pm, November 19, 2025**

**Members:** Zach Williams, Tad Hildebrand, Roni Holder-Diefenbach

**Cordell, Neher & Company PLLC:** Sean Patton CPA, Cindy Ulrich CPA, Jennifer Faulconer CPA

**Staff:** Lisa Romine, Laura Leavitt

**2025 Audit Results:**

Cordell, Neher & Co. is expected to issue an unmodified opinion on the Financial Statements and an unmodified opinion on Internal Control over financial reporting and compliance with major federal programs. Both are the highest opinions a firm can issue.

**Financial Statement:**

Total assets are \$7 million up from \$5.8 million in 2024, an increase of \$1.2 million or about 20%. This is primarily due to the Matched Investment Saving custodial accounts (MISA). This \$683,000 is a new line item on the Balance Sheet. The corresponding liability shows up under Participant Savings Payable (see note 5).

Revenue totaled \$9.46 million, an increase of \$2.58 million. Expenses increased by a similar amount. This increase is mainly due to the State Discretionary Funding. Change in Net Assets is \$484,000 similar to 2024.

Other statements covered were the Statement of Functional Expenses where the presentation breaks down the expenses by both their natural classification and functional program, Cash Flow Statement details out the change in cash, and Statement of Expenditures of Federal Awards required by all entities receiving more than \$750,000 in Federal funds. The notes to the Financial Statements have remained the same with just updating the current year values with the exception of Note 11 – Retirement Plan. SkillSource reinstated the 2% employer contribution for all eligible staff calculated on the individual's gross pay, bringing the total employer contribution to a maximum of 7.5% (2% + another 5.5% dollar for dollar match. This was funded by the elimination of a \$70 monthly flexible spending amount added to each employee's paycheck offsetting costs of dependent healthcare premiums, higher out of pocket deductibles etc. The effect has been an increase in the number of staff participating in the plan.

There were no material weaknesses or significant deficiencies identified over financial reporting or internal control over major programs. There was no noncompliance material to financial statements noted.

**IRS Form 990:**

The Return has not changed in form over the past few years. This document is available to the public on Guidestar.org. Page 6 Sec B relates to the policies of the organization, which should be reviewed as no changes were made from last year. Page 7 is the listing of officers and directors; this list captures all board members active within the year up through June 30, 2025. Due to the public nature of the document, there is no personally identifying information such as addresses, phone numbers etc.

There were no changes to Schedules A or B, denoting public charitable organization and donor information. Schedule D Part 11 reconciles revenue by summarizing donations. New this year is Schedule J which is required when any employee's compensation (salary & benefits) exceeds \$150,000.

***Zach Williams made a motion recommending the Board accept both the Audit Report and IRS 990. Roni Holder-Diefenbach seconded the motion. Motion carried.***

Cordell, Neher & Co. will provide a summary overview of the Audit Report and the IRS Form 990 for action at the December 2nd Board Meeting.

**Funds Transfer Request:**

Lisa presented a draft request to transfer \$110,000 from Dislocated Worker to Adult for Chelan/Douglas. This is unique as historically our requests include all three subareas. Grant/Adams and Okanogan both are seeing Dislocated Workers so no transfer is necessary or recommended in those areas. If that changes in subsequent months, we may recommend a second transfer request in the Spring. However, Chelan/Douglas Dislocated Worker enrollments are low and the demand for Adult training has exceeded the funding available. A waiting list has started in the event additional funding is received. Overall this is a decrease of 15 Dislocated Worker enrollments and an increase of 21 Adult enrollments.

***Roni Holder-Diefenbach made a motion recommending the Board approve the request to transfer \$110,000 of Dislocated Worker funding to the Adult grant for Chelan/Douglas. Tad Hildebrand seconded the motion. Motion carried.***

**Direct Delivery Extension:**

In March of 2024, the Board and Forum of County Commissioners approved the Request to Direct Deliver Services in our 5 counties. This request covered the 2024-2028 program years covered by our Regional Workforce Plan. The State Workforce Board replied with a temporary extension through June 30, 2026 as they were working on a new policy. However, that policy has been stalled and another extension will be requested. Lisa went over the data elements demonstrating that we can efficiently enroll participants into training at a reasonable cost per while meeting and exceeding our performance measures compared to the other areas in the state over the past 5 years. The benefits of direct delivery are cost efficiencies with vertical integration, agility to make changes quickly and adapt, and reduces complexity.

***Zach Williams made a motion recommending the Board approve the direct delivery extension for Adult, Dislocated Worker, and Youth. Tad Hildebrand seconded the motion. Motion carried.***

**2026-28 Officer Elections and Member Vacancies:**

Currently there are three vacancies on the Board: Annette Herup, Grant County, Ken Johnson, Adams County, and Tom Legel, Chelan County. Ken just recently was elected Mayor of Othello and no longer qualifies to sit on the Board. All of the vacancies are in the business sector. We currently have the following industries represented, AG, Healthcare, Professional Services, Economic Development, Technology, Care Economy and Manufacturing. Other key industries that are not represented are Construction, Energy, Telecom, Infrastructure, Finance, Recreation, Tourism, and Small Business (not an industry). Lisa will be meeting with the Forum of County Commissioners in December, if you have recommendations of individuals who might be interested in serving on our board, please contact Lisa.

The meeting adjourned at 3:03 PM.

## 1. Current Significant Issues

### a) Workforce Coalition Urges Congress to Reject Funding Cuts

This week, the Campaign to Invest in America's Workforce (CIAW), which is led by NAWB, delivered a powerful message to Congress: protect and strengthen federal workforce development programs.

In a joint letter signed by 24 national organizations, CIAW expressed strong opposition to the proposed FY26 funding cuts approved by the House Appropriations Committee. "The bill, HR 5304, calls for a 63% reduction in Title I WIOA state funding, and calls for the complete elimination of several vital workforce development programs, including Adult Education, Youth, Re-entry Employment Opportunities, National Farmworker Jobs Program, and the Senior Community Service Employment Program," the coalition wrote. "We urge Congress to advance a bipartisan commitment to rebuilding and strengthening our nation's public workforce development system."

### b) U.S. Department of Education Takes New Step to Move Programs to DOL

The administration announced plans to shift OCTAE from the U.S. Department of Education to the Department of Labor as part of a broader effort to realign education programs with labor market needs. NAWB has raised strong concerns, noting the president's FY26 budget proposes major program eliminations, consolidations, and funding cuts—raising doubts about DOL's capacity to take on an expanded mission. While the administration says programs will remain substantively unchanged, the move is framed as a "refocusing" to better serve students and grantees. This transition also creates an opportunity for workforce boards to strengthen their role in aligning K–12 and postsecondary education with labor market demands to ensure students graduate with career-ready skills.

### c) Major SNAP changes taking effect November 2 will end Washington's work-requirement waivers and require reassessment of roughly 105,000 ABAWDs (Able-Bodied Adult Without Dependents) outside King County under new federal standards. Work requirements expand to ages 18–64 and mandate documentation of 80 hours per month in qualifying employment, training, or education. DSHS anticipates increased caseloads, potential disenrollment, and added administrative demands, with rural areas facing the greatest strain. These shifts will drive higher demand for workforce services and tighter coordination across SNAP E&T, EcSA, and WIOA Title I. SkillSource and the WorkSource system expect increased numbers of individuals seeking help to meet the new requirements.

### d) Governor's Budget Proposal – Mid December Release

Governor Ferguson is scheduled to release the state's biennial budget proposal in mid-December, which will set funding priorities for state-funded workforce programs, including EcSA and CRP. Local workforce boards, including SkillSource, should anticipate potential impacts on training capacity, supportive services, and administrative resources depending on funding levels. Policy changes, such as expanded SNAP work requirements, may increase demand for employment and training services, particularly in rural and underserved areas, further emphasizing the need for sufficient funding and coordination. SkillSource will monitor the proposal closely, assess potential service gaps, and engage with state partners to ensure resources align with local workforce needs and high-demand sector priorities.

## 2. Compliance Update

### a) Auditors

Cordell, Neher & Co. completed the annual audit this month. Results will be presented at the December board meeting.

### b) State Monitoring

State Monitors from Employment Security Department completed their programmatic and fiscal operations & compliance review for program year 24-25. The results will be shared with the board when received. The review went smoothly with no concerns.

## 3. Progress on Goals/Strategic Plan Implementation

Stories and News articles published over the past quarter highlighting progress toward strategic goals and objectives:

Story/News Article	Aligned Goal(s) & Objective(s)	How It Connects
<b>New Investment – RESET Reentry Program</b> (Aug 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal Three: Skills &amp; Credentials</b> (Objective 2: prepare career seekers), <b>Goal One: Industry</b> , <b>Goal Four: System &amp; Data</b>	RESET provides workforce training, career readiness, and employment pathways for justice-impacted individuals — building credentials, connecting to in-demand industries, and strengthening system coordination among workforce, corrections, and training partners.
<b>Josiah’s Story – Laying the Groundwork for Growth</b> (Oct 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal Two: Youth</b> (Objective 1: informed career pathway choices), <b>Goal Three: Skills &amp; Credentials</b>	At 19, Josiah earned his GED, entered a construction job through SkillSource, and is now planning further training (CDL, electrical), showing a clear, supported career pathway.
<b>Business Investment Awards 2025</b> (Oct 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal One: Industry</b> (Objective 2: coordinate business services; Objective 5: promote strategic partnerships)	SkillSource granted up to \$5,000 to 16 small local businesses, helping them grow, recover, or start up — strengthening the regional economy and supporting employer-workforce alignment.
<b>Rep. Burnett Visit</b> (Oct 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal Four: System &amp; Data</b> (Objective 1: enhance collaboration)	Representative Burnett met with staff, participants, and partners, seeing first-hand how SkillSource integrates workforce development, adult education, and reentry/life supports — reinforcing the value of local workforce systems to policymakers.
<b>16 Caregivers Earn CPR Certification</b> (Aug 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal One: Industry</b> (Objective 3: Upskill and reskill working learners)	Caregivers at Welcome Home Care earned CPR training through IWT, increasing their skills, certification, and safety capacity — directly strengthening a critical local industry (healthcare).
<b>Matched Savings Unlock New Life Levels</b> (Oct 2025) ( <a href="https://www.skillsource.org">skillsource.org</a> )	<b>Goal Two: Youth / Adults</b> , <b>Goal Four: System &amp; Data</b> (Objective 3)	Participants used matched savings to achieve life goals — paying off debt, buying homes, or starting businesses — which enhances financial stability and supports long-term engagement with workforce and training systems.



#### 4. Items of Information

- **Legislative Activity on the Horizon:** Representative Alex Ybarra will visit SkillSource for an overview of services and tour the Center in December. WWA will join AWB for a Legislative Advocacy Day and Hill Climb – January 27<sup>th</sup> in Olympia. Board members interested in attending the Hill Climb, let me know, you are welcome and encouraged to attend.
- **Recognition Banquet 2026:** Scheduled for Thursday, March 19<sup>th</sup> in Wenatchee. Save the Date and e-vites have been sent. We are looking forward to another fantastic celebration!
- **National Association of Workforce Board Forum:** is scheduled for March 23- 26 in Las Vegas, NV. Please consider attending! We typically take 2-3 board members. More [HERE](#). “From AI to talent pipelines, from new funding models to employer partnerships, The Forum will bring together the innovators driving the next era of workforce development. Hands-on sessions, innovative experiences, and dynamic conversations will give you the tools and insights to lead confidently in a changing landscape.”
- **ESD Wenatchee Relocation:** Planning discussion continue as ESD plans to relocate their staff into the SkillSource Wenatchee location. Target date for move is June/July 2026
- **Fundraising Campaign to begin with Giving Tuesday:** Read more [HERE](#).
- **COMING SOON! Common Thread** is our new bi-monthly conversation series to share stories and perspectives that connect our regional workforce system. Conversations will be held over Zoom, facilitated by Kelli Martinelli, and recorded for sharing.
  - o January 16, 2026 — Zach Williams with Sara Thompson-Tweedy
  - o March 6, 2026 — Tad Hildebrand with Michelle PriceCalendar invites with Zoom links will go out to all board members and staff ahead of the conversation.
- **Board Engagement** has been an ongoing focus. I have had the pleasure of connecting with several of you in various ways this quarter. Thank you to....
  - o Nate Mack for presenting about apprenticeships at the Wenatchee Learning Center
  - o Sara Thompson-Tweedy for representing NC Washington at Microsoft Elevate event
  - o Kyle Niehenke for collaborating/connecting with us re: various business layoffs in Adams Co.
  - o Augustine Gallegos for reaching out for assistance with Shared Work registration for some of your members.
  - o Roni Holder Diefenbach for reviewing proposed awardees of the small business grants.
  - o Todd Wurl, Pablo Villareal for attending the WWA Annual Conference with us.
  - o Zach Williams for inviting me to lunch to catch up and lend your support! Much appreciated!

One of my goals for 2026 is to be more intentional around connecting with each of you 1:1, let's get coffee, go to lunch or connect in other ways. I'm looking forward to it!

## Business Outreach & Engagement Report

| October - December 2025 | Susan Adams & Mayra Garcia

### **"AI in the Workplace" - Staff Training**

On October 17, SkillSource launched a vital initiative: "AI in the Workforce." This staff training focused on establishing a secure, responsible foundation, reviewing our draft AI Policy with essential guardrails like human oversight, equity, and data protection. Crucially, the day centered on practical application: staff shared "Best Use Case Spotlights" on how AI can enhance core functions like curriculum development and job task analysis. A hands-on exercise challenged them to utilize AI as an Assistant, Creator, and Strategist within their workflows. The session concluded with planning our "AI Roadmap" and launching the "AI Arena," our new resource hub, ensuring strategic and skilled AI adoption across our organization.

### **WWA Fall Conference 2025:**

The 2025 Washington Workforce Association Fall Conference in Tacoma brought together professionals from across the state to learn, share, and reimagine what's next for our state's workforce system. Staff across our five counties engaged in three days of networking, learning, and sharing.



Under the theme Innovate. Elevate. Accelerate., this year's gathering drew nearly 350 workforce professionals from across Washington. SkillSource staff were among the presenters this year. Kelli Martinelli, Communications & Outreach Manager, and Lisa Romine, CEO and incoming WWA Board Chair, co-presented More Than a Message, showing how communications — when treated as infrastructure — can build trust, shape policy, and amplify impact. Mayra Eaton-Garcia, Business Solutions Manager, joined Susy Moran from South Central Workforce for Say What They Hear, helping attendees learn how to translate workforce services like OJT and IWT into business language that connects. Learn more: [WWA Conference News Article](#)

### **North Central WA Poverty Simulation**

On October 24, Workforce partners across North Central Washington participated in a Poverty Simulation hosted at Big Bend Community College and sponsored by the Grant/Adams LPA. The interactive training offered a glimpse into the daily challenges and tough decisions faced by families living in poverty. The simulation illustrated poverty's challenges by making them a felt lived experience. And for those who serve others every day, that difference matters. As one attendee put it, "Even when someone's doing everything right, the system can make it feel impossible to move forward." Read more: [Inside a Poverty Simulation](#)

### **Graduation: A Team Effort (GATE) Advisory Committee**

WWA appointed Susan Adams to be their representative to the Graduation: A Team Effort (GATE) Advisory Committee. This committee works to provide a wide lens of input on specific goals and topics related to the development and implementation of a dropout prevention, intervention, and reengagement system across cradle to career milestones. Susan was nominated for her extensive experience with Open Doors programs and partnership with local school districts.

## **COMMUNITY REINVESTMENT – BUSINESS SERVICES**

### **Small Business Grants**

This quarter, SkillSource awarded Small Business Investment Grants to 16 businesses owned or operated by individuals who identify as Latine, Tribal, Black, Asian, Hawaiian, or Pacific Islander. Recipients are using the funds to support a variety of needs, including equipment purchases, training, marketing, licensing, inventory, supplies, and general operations. Awards were distributed across the three sub areas. See the awardees here: <https://skillsource.org/announcement-of-business-investment-awards-2025/>

### **Rapid Response**

This quarter, the Business Solutions teams also supported multiple Rapid Response events across the region. In Grant and Adams counties, staff responded to four layoffs involving Starbucks, Group14, and SGL Carbon, collectively impacting approximately 140 employees. In Chelan and Douglas counties, three Rapid Response events were conducted, serving roughly 29 affected workers. Staff are coordinating with employers and WorkSource partners to ensure timely outreach, resource navigation, and reemployment support for all impacted individuals.

### **Connecting**

This month, our partnerships with the Othello and Wenatchee Valley Chambers of Commerce continue to grow. In Othello, Café y Conexión has shifted from a roundtable-only format to incorporating workshops every other month. In November, the group hosted a session with the Department of Revenue focused on business taxes, with the next workshop planned for January. In Wenatchee, the monthly Conexión networking events for Hispanic-owned businesses continue to thrive, consistently drawing between 30–70 participants and building strong momentum within the business community. In Okanogan County, the team has begun collaborating with the Okanogan Economic Alliance to support their member businesses and has established regular coordination meetings with OIC of Washington. OIC provides scholarships, on-the-job training, and internships for job seekers with agricultural backgrounds, and this partnership is helping strengthen referrals and shared business engagement efforts across the region.

### **Business Solutions Lab**

On October 14th, the Business Solutions teams met for a training focused on strengthening our employer messaging and relationship-building strategies. The session aimed to equip staff with practical tools for effective business engagement and deepen understanding of our work-based learning programs. Teams participated in interactive breakout groups to practice active listening and learn how to clearly communicate our services in employer-friendly terms. The feedback was overwhelmingly positive, and moving forward we will convene Business Solutions staff quarterly around rotating topics related to business engagement. Each region will have an opportunity to lead a one-hour session aligned with the quarterly theme, and we will continue incorporating breakouts and case studies to help identify opportunities for career seekers and business development. Our next gathering will be on March 5th, 2026.

### **Expanding Business Solutions Across the Five Counties**

This month, the Business Solutions teams advanced several initiatives to strengthen regional employer engagement. Beginning next quarter, staff will convene in person every three months for focused strategy sessions that include employer outreach planning, training, and case-study discussions. The Chelan–Douglas team has also started planning a Brown Bag Lunch-and-Learn series to introduce employers to SkillSource services, answer questions, and encourage peer connection within the business community. The first session is anticipated for January or February, with details forthcoming. Weekly coordination meetings continue to support aligned outreach efforts and ensure consistent communication across all five counties.

# **Consent Agenda**

**12/2/2025**

## **SUMMARY:**

The consent agenda enables the Board to approve items listed below together without discussion or individual motions. All items have been discussed and recommended for approval by their respective sub-committees. If any Board member believes an item does not belong on the consent agenda, they may at any time request the item be removed and considered for an individual discussion and vote, at the discretion of the Chair.

## **This consent agenda includes: (Enclosed)**

- a. Funds Transfer Request
- b. Direct Delivery Extension

(Both items were recommended for Board Approval by Executive Committee, 11/19/2025)

## 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 \$110,000 (10%) from Dislocated Worker formula to Adult formula (for Chelan & Douglas counties) for these reasons:

- 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.
- 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.
- 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.
- 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	lisar@skillsource.org
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		Adult Cost Per Trained	DW		DW Cost Per Trained	Youth		Youth Cost Per Trained
	Trained	Total \$ Adult		Trained	Total \$ DW		Trained	Total \$ Youth	
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
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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.

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

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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
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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

Rev: 11/2025

<b>Okanogan</b>	<b>Chelan/Douglas</b>	<b>Grant/Adams</b>
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### 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

## Enclosures

- Sub-Area Performance Reports – Q1
- Fiscal Reports 1st Quarter
- Meeting Schedule
- Draft 2024 Financial Statements (Auditor will provide a summary overview during the meeting)
- Draft Form 990 (Auditor will provide a summary overview during the meeting)





## Chelan/Douglas Quarterly Performance Report

July 1, 2025 - September 30, 2025

Board Meeting

Via Zoom @ 5:30pm

Tuesday, December 2nd, 5:30 PM

### Matched Savings Unlock New Life Levels

People are turning Matched Savings Accounts into tangible, life-changing achievements. For every dollar saved, a matching investment is added — supporting goals like buying a home, paying for education, or starting a business. The Matched Investment Savings Account (MISA) opportunity is a part of the Washington State Department of Commerce's Community Reinvestment initiative. As part of a broader network of services that includes career navigation, skills training, and financial coaching, MISA helps Washington residents build real and lasting stability. The impact can be seen in the everyday successes of people across North Central Washington — each saving, striving, and achieving, making progress towards self-sufficiency.

**Starting a Business:** When Nayeli Cabrera came to SkillSource, she was focused on building a career and a steady life for herself and her young son. Through Matched Savings she earned during her skills training, she paid off her car loan and is now prepared to open her own in-home daycare business.

Last month, Nayeli joined SkillSource staff at the Wenatchee center to share her experience during a visit from Representative Brian Burnett. Nayeli described, through tears, how — because of the training she received and the savings and matched investment funds — she is the first in her family to buy a new car, pay it off, and start a business. And now she has her sights set on continuing her education in early childhood development, laying the groundwork for a strong, independent future for herself and her family.



**Buying a Home:** Richy first heard about the Matched Investment Savings opportunity during an orientation at Wenatchee Valley College where he received a training scholarship through Economic Security for All (EcSA). At the time, homeownership felt out of reach. "I was nowhere near being eligible to buy a home," he said. "The idea of financial freedom seemed like something I'd only ever hope for."



Guided by staff at SkillSource and Wenatchee Valley College, Richy stuck with it and built momentum. "Each step gave me more confidence," he said. "Their support made all the difference when the process felt overwhelming." When his savings were matched, everything shifted. "The matched savings made the impossible possible," Richy said. "With the funds, I was able to purchase a home. That achievement has changed my daily life entirely — giving me stability, security, and the opportunity to build a future for myself and my family."

He's now looking ahead with confidence. "If MISAs hadn't been available, I truly believe I would still be struggling to find stability," he said. "This program changed the trajectory of my life."





## Registration & Exit

Current Actual

Annual Goal

**Total Served**

**290**

**576**

### Adults

Registered	65	63
Placement Rate (% employed at exit)	80%	80%
Credential Rate (% trained in voc ed who earn a credential)	75%	82%

### Dislocated Workers

Registered (includes incumbent worker trainees)	20	71
Placement Rate (% employed at exit)	80%	81%
Credential Rate (% trained in voc ed who earn a credential)	100%	81%

### Youth

Registered	33	44
Placement Rate (% of youth employed or in post sec ed)	NA	65%
Credential Rate (% youth who achieved a HSD or GED)	NA	51%

Discretionary Grant Enrollments/Goal: State EcSA 50/34



Participants in Occupational Education	25-26 Students (YTD)				24-25 Students (Year Total)			
	Big Bend	WVC	WVC Omak	Other	Big Bend	WVC	WVC Omak	Other
Health Care	10	11	14	10	23	24	20	15
Office / Misc	9	2	0	4	9	7	0	7
Industrial & Technical	7	6	0	10	16	9	1	74



Workforce Investment Fiscal	Budget	Expenditures	Expenditure Rate	Obligation Rate
<b>Career Services</b>	<b>1,144,127</b>	<b>286,515</b>	<b>25%</b>	<b>88%</b>
<b>Employer Based Training</b>				
On-The-Job / Incumbent Worker Training	120,357	13,348	11%	28%
Work Experiences / Project Learning	156,187	45,849	29%	42%
<b>Occupational Education</b>	<b>132,941</b>	<b>14,575</b>	<b>11%</b>	<b>38%</b>
Healthcare		5,984		
Office/Other		800		
Industrial/Technical		7,791		
<b>Basic Education</b>				
Secondary Education	490,182	116,095	24%	95%
<b>Support and Incentives</b>	<b>147,102</b>	<b>8,037</b>	<b>5%</b>	<b>42%</b>
<b>Total</b>	<b>2,190,896</b>	<b>484,419</b>	<b>22%</b>	<b>77%</b>



Board Meeting

Via Zoom

Tuesday, December 2nd, 5:30 PM

## Grant/Adams Quarterly Performance Report

July 1, 2025 – September 30, 2025

### Laying the Groundwork for Growth

Josiah first connected with SkillSource when he was a junior in high school, searching for career development opportunities in the construction field. After an unfortunate incident with a bully at school, Josiah dropped out, and turned to his SkillSource career counselor, Amanda, for help getting his GED. Within weeks, Josiah earned his GED and Amanda connected him to his first job experience with Firouzi Development in Moses Lake.

The work clicked. Josiah learned quickly, gained confidence, and showed determination on the job. What started as a short-term placement soon turned into a full-time offer. Firouzi hired him on at \$19 an hour, giving Josiah his first big step into a high-demand industry.

The partnership between SkillSource and Firouzi made it possible. SkillSource helped Josiah with training and support services, while Firouzi provided real-world skills and a career entry point. "SkillSource helped me get my GED quickly and start working," Josiah said. "They even paid for my GED, which made the process easier. If I were you, I'd get into SkillSource for the benefits and what they can do for you."

Now 19, Josiah is looking ahead. This winter he'll begin CDL training, and his next goal is to learn the electrical trade. For him, construction is never dull — the variety of the work and the opportunities to keep growing are exactly what he was searching for, and he's excited about the future. With a strong start and a clear path forward, Josiah is doing more than helping build homes, he's building a strong foundation for a successful career.





<b>Registration &amp; Exit</b>		<b>Current Actual</b>	<b>Annual Goal</b>
<b>Total Served</b>		<b>371</b>	<b>494</b>
<b>Adults</b>			
Registered		<b>65</b>	<b>77</b>
Placement Rate (% employed at exit)		<b>90%</b>	<b>80%</b>
Credential Rate (% trained in voc ed who earn a credential)		<b>100%</b>	<b>82%</b>
<b>Dislocated Workers (including Rapid Response Add'l Assistance)</b>			
Registered (includes incumbent worker trainees)		<b>40</b>	<b>79</b>
Placement Rate (% employed at exit)		<b>100%</b>	<b>81%</b>
Credential Rate (% trained in voc ed who earn a credential)		<b>100%</b>	<b>81%</b>
<b>Youth</b>			
Registered		<b>73</b>	<b>81</b>
Placement Rate (% of youth employed or in post sec ed)		<b>83%</b>	<b>65%</b>
Credential Rate (% youth who achieved a HSD or GED)		<b>83%</b>	<b>51%</b>



Discretionary Grant Enrollments/Goals: State EcSA 41/30

Participants in Occupational Education	25-26 Students (YTD)				24-25 Students (Year Total)			
	Big Bend	WVC	WVC Omak	Other	Big Bend	WVC	WVC Omak	Other
Health Care	10	11	14	10	23	24	20	15
Office / Misc	9	2	0	4	9	7	0	7
Industrial & Technical	7	6	0	10	16	9	1	74



Workforce Investment Fiscal	Budget	Expenditures	Expenditure Rate	Obligation Rate
<b>Career Services</b>	<b>1,097,074</b>	<b>273,540</b>	<b>25%</b>	<b>89%</b>
<b>Work Based Training</b>				
On-The-Job / Incumbent Worker Training	189,859	3,255	2%	13%
Work Experiences / Project Learning	180,261	47,388	26%	32%
<b>Occupational Education</b>	<b>293,000</b>	<b>28,812</b>	<b>10%</b>	<b>38%</b>
Healthcare		6,500		
Office/Other		5,999		
Industrial/Technical		16,313		
<b>Basic Education</b>				
Secondary Education	232,586	53,483	23%	79%
<b>Support and Incentives</b>	<b>120,469</b>	<b>5,165</b>	<b>4%</b>	<b>58%</b>
<b>Total</b>	<b>2,113,249</b>	<b>411,643</b>	<b>19%</b>	<b>67%</b>



## Okanogan Quarterly Performance Report

July 1, 2025 – September 30, 2025

**Board Meeting**  
**Via Zoom @ 5:30 pm**  
**Tuesday, December 2nd, 5:30 PM**

### Where There's A Will, There's A Work Experience

Jazmon's education history was non-traditional. But despite not participating in the public school system, they were determined to find their own path to success. That determination – along with the strong support and encouragement of their aunt – brought Jazmon to WorkSource Okanogan where they enrolled at the Omak Learning Center.

Jazmon quickly proved themselves in the classroom, completing coursework and joining workshops and tours. By March 2025, they had their GED in hand and walked proudly at Okanogan's Alternative High School graduation ceremony that June.

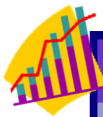
Jazmon's learning continued with a 260-hour work experience at the Omak Mirage Theater where they earned strong evaluations. Their supervisor Darrel shared, "Jazmon started out nervous but grew confident, became comfortable talking with people, and did an incredible job in their first role." Jazmon also secured a Food Handler's Card through Basic Food Employment & Training (BFET), which is a requirement for jobs and careers in the food industry. The work experience and the new credential provide a strong base for future employment opportunities and growth.

Thanks to support received from WorkSource, like financial aid and a campus work study, Jazmon is excited to start a transfer degree program this fall at Wenatchee Valley College, laying the groundwork to continue on to a four-year university.

No matter what the path to success might look like – whether traditional or custom-made – the way forward requires skills, support, and the opportunity for growth.

In order to develop the workforce for the future, we need to continue to invest in the youth of today. Congratulations to Jazmon on their accomplishments!





## Registration & Exit

YTD Actual

Annual Goal

**Total Served**

**166**

**319**

### Adults

Registered

42

37

Placement Rate (% employed at exit)

100%

80%

Credential Rate (% trained in voc ed who earn a credential)

100%

82%

### Dislocated Workers

Registered (includes incumbent worker trainees)

14

67

Placement Rate (% employed at exit)

100%

81%

Credential Rate (% trained in voc ed who earn a credential)

100%

81%

### Youth

Registered

19

32

Placement Rate (% of youth employed or in post sec ed)

100%

65%

Credential Rate (% youth who achieved a HSD or GED)

100%

51%

Discretionary Grant Enrollments/Goal: State EcSA 40/22



Participants in Occupational Education	25-26 Students (YTD)				24-25 Students (Year Total)			
	Big Bend	WVC	WVC Omak	Other	Big Bend	WVC	WVC Omak	Other
Health Care	10	11	14	10	23	24	20	15
Office / Misc	9	2	0	4	9	7	0	7
Industrial & Technical	7	6	0	10	16	9	1	74



Workforce Investment Fiscal	Budget	Expenditures	Expenditure Rate	Obligation Rate
Career Services	654,306	116,859	18%	90%
<b>Work Based Training</b>				
On-The-Job/Incumbent Worker Training	66,745	2,123	3%	38%
Work Experiences/Project Learning	52,414	34,711	66%	80%
<b>Occupational Education</b>	108,833	13,000	12%	52%
Healthcare		1,000		
Office/Other				
Industrial/Technical		12,000		
<b>Basic Education</b>				
Secondary Education	142,102	36,390	26%	102%
<b>Support and Incentives</b>	55,766	3,514	6%	50%
<b>Total</b>	<b>1,080,166</b>	<b>206,597</b>	<b>19%</b>	<b>82%</b>



SkillSource  
Statement of Financial Position  
As of 9/30/2025

	Current Year	Beginning Year Balance
<b>Assets</b>		
Current Assets		
Cash and Cash Equivalents	2,203,274	1,716,901
Trade Receivables	403,060	773,944
Due from Government	0	325,294
Other Receivables	64	6,653
Prepaid Expenses	<u>99,307</u>	<u>95,726</u>
Total Current Assets	2,705,705	2,918,518
Property and Equipment		
Land	813,351	813,351
Land Improvements	724,496	724,496
Building and Equipment	4,970,095	4,970,095
Less: Accumulated Depreciation	<u>(3,311,142)</u>	<u>(3,271,121)</u>
Total Property and Equipment	3,196,799	3,236,820
Other Assets		
Restricted Cash	<u>602,329</u>	<u>850,446</u>
Total Other Assets	<u>602,329</u>	<u>850,446</u>
Total Assets	6,504,833	7,005,783
<b>Liabilities</b>		
Current Liabilities		
Current Portion of Long-Term Debt	63,954	63,299
Accounts Payable	444,264	939,530
Accrued Wages and Benefits	64,178	15,748
Accrued Vacation	159,062	171,258
Accrued Interest	<u>2,012</u>	<u>2,533</u>
Total Current Liabilities	733,471	1,192,367
Long-Term Debt payable after one year		
Long-term debt payable after one year	<u>2,131,400</u>	<u>2,147,610</u>
Total Liabilities	2,864,870	3,339,977
<b>Net Assets</b>		
Unrestricted	3,639,963	3,665,806
Total Net Assets	<u>3,639,963</u>	<u>3,665,806</u>
Total Liabilities and Net Assets	6,504,833	7,005,783

## **10 - Executive**

**7-1-25 thru 9-30-25**

	<b><u>Total</u></b>	<b><u>Budget</u></b>	
<b>Expenditures</b>			
<b>Salaries</b>			
<b>Salaries &amp; Benefits</b>	<b>265,319</b>	<b>1,078,846</b>	<b>25%</b>
<b>Travel</b>	<b>5,047</b>	<b>29,950</b>	<b>17%</b>
<b>Miscellaneous</b>	<b>57,626</b>	<b>157,942</b>	<b>36%</b>
<b>Supplies</b>	<b>2,624</b>	<b>26,154</b>	<b>10%</b>
<b>Equipment</b>	<b>1,903</b>	<b>7,000</b>	<b>27%</b>
<b>Facilities</b>	<b>5,127</b>	<b>35,898</b>	<b>14%</b>
<b>Communication</b>	<b>1,717</b>	<b>8,480</b>	<b>20%</b>
<b>Training</b>	<b>1,976</b>	<b>83,000</b>	<b>2%</b>
<b>By &amp; For Subcontracts</b>	<b>6,250</b>	<b>25,000</b>	<b>25%</b>
<b>Small Business Grants*</b>	<b><u>0</u></b>	<b><u>43,000</u></b>	<b>0%</b>
<b>Total Executive Expenditures</b>	<b><u>347,589</u></b>	<b><u>1,495,270</u></b>	<b>23%</b>

20 - Chelan/Douglas

7-1-25 thru 9-30-25	Total	Budget	Expenditure Rate	Obligation thru 6/30/2026	Obligation Rate
<b>Expenditures</b>					
<b>Training related</b>					
<b>Salaries</b>					
Salaries & Benefits	245,431	941,285	26%		
OneStop Operator		14,000	0%		
Travel	578	5,400	11%		
Miscellaneous	17,854	37,533	48%		
Supplies	8,335	36,667	23%		
Equipment	445	10,000	4%		
Facilities	12,586	85,636	15%		
Communication	1,062	8,606	12%		
Training	<u>224</u>	<u>5,000</u>	4%		
<b>Total Training</b>	<b>286,515</b>	<b>1,144,127</b>	<b>25%</b>	<b>1,004,810</b>	<b>88%</b>
<b>Direct Training</b>					
Incumbent Worker	2,299	30,000	8%	4,888	16%
On the Job Training	11,049	90,357	12%	29,144	32%
Participant Wages	45,849	156,187	29%	66,263	42%
Institutional Training	15,949	132,941	12%	51,698	39%
Basic Skills Training	116,095	490,182	24%	464,382	95%
<b>Support services</b>					
GED Fees	144				
Incentives	4,700				
Housing	-				
Transportation	178				
Car Repair	-				
Supportive	<u>1,642</u>				
<b>Total Support</b>	<b>6,663</b>	<b>147,102</b>	<b>5%</b>	<b>59,813</b>	<b>41%</b>
<b>Total Direct Training</b>	<b>197,905</b>	<b>1,046,769</b>	<b>19%</b>	<b>676,188</b>	<b>65%</b>
<b>Total Expenditures</b>	<b><u>484,420</u></b>	<b><u>2,190,896</u></b>	<b>22%</b>	<b><u>1,680,998</u></b>	<b>77%</b>



### 30 - Grant/Adams

7-1-25 thru 9-30-25	Total	Budget	Expenditure Rate	Obligation thru 6/30/2026	Obligation Rate
<b>Expenditures</b>					
<b>Training related</b>					
<b>Salaries</b>					
<b>Salaries &amp; Benefits</b>	236,521	870,098	27%		
<b>OneStop Operator</b>	0	28,000	0%		
<b>Travel</b>	2,203	19,100	12%		
<b>Miscellaneous</b>	22,512	44,985	50%		
<b>Supplies</b>	4,347	35,242	12%		
<b>Equipment</b>	0	10,000	0%		
<b>Facilities</b>	1,933	77,301	3%		
<b>Communication</b>	1,336	7,348	18%		
<b>Training</b>	4,689	5,000	94%		
<b>Total Training</b>	273,540	1,097,074	25%	972,852	89%
<b>Direct Training</b>					
<b>Incumbent Worker</b>	0	30,000	0%	8,819	29%
<b>On the Job Training</b>	3,255	159,859	2%	16,562	10%
<b>Participant Wages</b>	47,388	180,261	26%	58,517	32%
<b>Institutional Training</b>	28,812	293,000	10%	112,468	38%
<b>Basic Skills Training</b>	53,483	232,586	23%	183,369	79%
<b>Support services</b>					
<b>Prevoc Other</b>	314				
<b>Incentives</b>	3,350				
<b>Housing</b>	441				
<b>Transportation</b>	809				
<b>Supportive</b>	251				
<b>Total Support</b>	5,165	120,469	4%	70,115	58%
<b>Total Direct Training</b>	138,103	1,016,175	14%	449,850	44%
<b>Total Expenditures</b>	411,643	2,113,249	19%	1,422,702	67%

**50 - Okanogan**

<b>7-1-25 thru 9-30-25</b>	<b>Total</b>	<b>Budget</b>	<b>Expenditure Rate</b>	<b>Obligation thru 6/30/2026</b>	<b>Obligation Rate</b>
<hr/>					
<b>Expenditures</b>					
<b>Training related</b>					
<b>OneStop</b>	-	28,000	0%		
<b>Subrecipient</b>	102,378	532,389	19%		
<b>Subrecipient</b>	14,482	93,917	15%		
<b>Total Training</b>	<u>116,859</u>	<u>654,306</u>	18%	588,924	90%
<b>Direct Training</b>					
<b>Incumbent Worker</b>	-	15,000	0%	14,468	96%
<b>On the Job Training</b>	2,123	51,745	4%	10,638	21%
<b>Participant Wages</b>	34,711	52,414	66%	41,692	80%
<b>Institutional Training</b>	13,000	108,833	12%	56,834	52%
<b>Basic Skills Training</b>	36,390	142,102	26%	145,558	102%
<b>Support services</b>					
<b>Prevocational</b>	664				
<b>Incentives</b>	<u>2,850</u>				
<b>Total Support</b>	<u>3,514</u>	<u>55,766</u>	6%	<u>27,664</u>	50%
<b>Total Direct Training</b>	<u>89,738</u>	<u>425,860</u>	21%	<u>296,854</u>	70%
<b>Total Expenditures</b>	<u><u>206,597</u></u>	<u><u>1,080,166</u></u>	19%	<u><u>885,778</u></u>	82%

# SkillSource Regional Workforce Board

## 2025-26 Meeting Calendar

September 2025	8	Okanogan Committee
	9	Grant/Adams Committee
	10	Chelan/Douglas Committee
	<b>23</b>	<b>Board Meeting 5:30 pm – via Zoom</b>

November 2025	17	Okanogan Committee
	18	Grant/Adams Committee
	19	Chelan/Douglas Committee

December	<b>02</b>	<b>Board Meeting 5:30 pm – via Zoom</b>
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March 2026	2	Okanogan Committee
	3	Grant/Adams Committee
	4	Chelan/Douglas Committee

**19<sup>th</sup> - Board Meeting & Recognition Banquet (Confluence Tech Center, Wenatchee)**

**March 23-26 National Association of Workforce Board Conference (Las Vegas)**

June 2026	8	Okanogan Committee
	9	Grant/Adams Committee
	10	Chelan/Douglas Committee

	<b>23</b>	<b>Board Meeting 5:30 pm – via Zoom</b>
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Committee Meetings: Noon – 1:30PM and include lunch

Board Meetings: 5:30 – 7:00PM