“I’ve been coming back to the NAWB Forum for 18 years. I bring our board members here each year to learn about current workforce trends so that we can make continuous improvements to our system.”

Nick Schultz - Executive Director Pacific Gateway Partnership, Inc.
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Dear Members,

It is with pleasure that we present the Annual Report for the National Association of Workforce Boards.

With your support, we are working to ensure that workforce development remains a national priority, and that Congress, the Administration, and the general public are increasingly aware of the tremendous impact that you are making in your communities and your local labor markets.

When Congress passed the bi-partisan/bicameral Workforce Innovation and Opportunity Act in 2014, it transformed the workforce system and directed local business-led workforce boards to provide leadership in their local/regional workforce development systems. As local workforce boards implement WIOA, we believe the following objectives are top priorities in the workforce development system:

- Increase effectiveness
- Improve efficiency
- Ensure access and equity

WIOA promises to further strengthen our system and provide a higher level of service and responsiveness to job seekers and businesses alike. These changes will produce the return-on-investment for businesses, workers, and the federal government that should be expected.

NAWB serves as a champion for the good work of our members and supports members’ efforts to be recognized for their successes by developing advocacy and outreach tools that can be used at the local and national level, communicating the latest developments in Washington on education and training issues, and providing best-in-class learning opportunities through our annual Forum, strategic partnerships, and leadership & professional development exchanges.

In June 2015, NAWB conducted a survey to determine specific areas where members needed support the most. The results of that survey informed our service offerings for 2015 – 2016, and you will see the outcomes throughout this annual report. This survey is, again, open for your feedback and will be used to benchmark our performance and improve our service offerings in the coming year.

In 2016 and beyond, NAWB will continue to provide technical assistance, capacity building, and training opportunities – both in-person and virtual – to help our members realize the vision of WIOA. We support our members in developing tools and strategies that enable them to improve their regional labor market conditions and enhance their organizational effectiveness.

By focusing on the objectives above, NAWB and its members are doing their part to safeguard the competitiveness and greatness of the American labor force for years to come.

It is your membership and your financial support of NAWB that enables us to help your staff and Board of Directors adapt to this changing world and develop and deploy new services and technologies that better fit the needs of the 21st century workforce.

As we look back on the successes of this past year, we thank you for your membership, your commitment, and the energy you and your teams put into your work every day, year after year.

Sincerely,

Ronald D. Painter
President & CEO
OUR WORK:

The National Association of Workforce Boards advances our nation’s workforce by influencing public policy and improving workforce system effectiveness and efficiency.
OUR MEMBERS
NAWB is the national voice for Workforce Development Boards, the regional and local business-led organizations that convene and collaborate to reduce unemployment and boost economic development by aligning federal, state, and local investments in preparing job seekers and connecting employers with a highly-skilled workforce.

NAWB represents over 500 business-led Workforce Development Boards (WDBs) and the 12,000 business and public sector volunteers who sit on those Boards and plan local and state workforce development initiatives and job training programs in their communities.

NAWB helps local and state workforce boards leverage more than $4 billion in annual federal funding to support local and regional worker training initiatives that help America develop a highly-skilled workforce that can compete in the global economy.

• NAWB represents its members in the national workforce conversation by linking their efforts with national, regional, and local projects to advance workforce development initiatives.

• NAWB helped build support for enactment of the Workforce Innovation and Opportunity Act in 2014, legislation that updated the Workforce Investment Act to prepare the American workforce for the 21st Century.

• NAWB members provided assistance to more than 13 million people in the year ending December 31, 2015 and placed approximately 7.8 million of those people in jobs.
“I come to the NAWB Forum each year to reconnect with national leaders in workforce and to introduce my board to the different dynamic programs that are happening across the country.”

Judith Velasco, Executive Director
Verdugo Workforce Development Board
NAWB services are designed to help Workforce Development Board members educate key policy makers about their important mission, secure the role of the business sector in workforce development, build organizational capacity and effectiveness to execute WIOA successfully, and network with the nationwide job training and workforce development community to identify industry innovations and best practices.

ANNUAL FORUM
The Forum is the premier event in the country where workforce development professionals and leaders in business, government, labor, and education gather to gain insights into the current state of our nation’s workforce system and consider the goals and policy framework affecting the future of human capital development. Each year, roughly 1500 people gather in Washington for this national conversation around our shared responsibility to address the needs of regional economies by strengthening the ability of American businesses and career seekers to compete in a global economy. The Forum is for:

- Workforce Development Professionals, Leaders, and Board Members
- Business Leaders
- Industry and Trade Association Representatives
- Labor Representatives
- Economic Developers
- Community College & Education System Leaders
- Local Government Officials
- National Organizational Partners
- Community Organizers and Partners

STATISTICS FROM THE FORUM 2016
- This year we welcomed 1357 attendees and contributors from 43 states, 2 U.S. Territories, and the District of Columbia.
- Approximately 225 Private Sector Board Chairs attended.
- Approximately 385 state and local WDB Directors attended.
- Approximately 75 Education & Economic Development Partners attended.
- Approximately 110 CEOs or other C-level executives were in attendance.
- Government partners from six federal departments participated as speakers, panelists or presenters. (Education, Labor, Health & Human Services, Environmental Protection, Energy, and Agriculture)

THE FORUM 2016 PROGRAMMING INCLUDED:
- 330 participating presenters and panelists
- 57 workshops
- 35 Quickshops
- 65 exhibiting companies and sponsors
We take great pride at NAWB in cultivating personal relationships with all of our members, while working closely with our strategic partners to provide the tools and resources our members need to be successful.

MEMBERS-ONLY TOOLS AND COMMUNICATIONS

Members-only Online Portal
The NAWB Members-only portal is a support hub that employs technology, communications tools, and support to enhance members’ experience with NAWB. The portal allows each member to maintain organizational and personal profiles, join or renew membership, and access our developing community of practice for peer-based technical assistance and collaboration.

NAWB Career Center
The NAWB Career Center is available through the membership portal for members to post workforce-related career opportunities.

Weekly E-Alerts from DC
E-Alerts are sent to members only and include information on funding opportunities, complimentary webinars, professional development opportunities, and articles or publications of interest.

NAWB Communities of Practice
The National Association of Workforce Boards (NAWB) has developed this members-only Communities of Practice site to provide members with access to some of the best resources available for building the capacity of the Boards and building the quality of the Boards’ Workforce Innovation and Opportunity Act (WIOA) strategies and programs. Members are invited to join any or all of the Communities, or just visit them when needed. All NAWB members will have access to the Communities of Practice resources, but those members who join a Community will be part of a network of Boards that want to engage in an active conversation, sharing issues and solutions on relevant topics.

- Within each Community, members will find such resources as documents (e.g., research reports, survey results, and articles); broadcast media (e.g., webinars, podcasts, and videos); program descriptions and success stories; and curricula. Each Community will also have its own Forum that members can use to ask each other questions and share ideas. Members who would like to upload information to a Community can do so using a form accessible within that Community.
- The four Board Competencies Communities focus on the key abilities Boards need to build their capacity for leadership, while the four WIOA Strategies and five WIOA Programs Communities focus on the new requirements that are part of the Workforce Innovation and Opportunity Act. Members can join one of these currently active communities through our member portal:
  - Strategic Planning
  - Business/Sector Strategies
  - Board Governance
  - Data-Driven Performance
  - Youth

COMPLIMENTARY MONTHLY WEBINARS
NAWB conducts free webinars for its members. These sessions are very exclusive, providing members with the opportunity to engage in detailed conversations with the presenters. In 2015-2016, we hosted the following sessions:

- Creating Plans that Propel you Forward: Strategic Planning at the State and Local Level
- Board Governance: Building a Productive Partnership
- Transforming Data into Intelligence for Workforce Development Program Success
- Market Responsive Boards: Applying Technology and Data to Maximize Business Engagement
- Serving Youth under WIOA: Key Changes and Strategies

UPDATES FROM WASHINGTON
Our ongoing advocacy efforts are communicated to members through a subscription to Updates from Washington, an eNewsletter that is distributed approximately four times per year and that contains news from the Hill that members can use to interact with their own elected officials in Washington.

NAWB IN THE FIELD
NAWB leadership attended more than 15 conferences in 2015-2016, participating as keynote speakers, panel moderators, panelists, or plenary presenters. Additionally President / CEO Ron Painter and Vice President / COO Josh Copus participated in a number of partner events related to workforce development.

These opportunities to interact with our members on their home turf are invaluable for understanding the different challenges faced by our members in the areas of board governance, youth engagement, business engagement, and creating regional partnerships, making us uniquely positioned to tailor technical assistance and capacity building opportunities to the field.
Workforce Central is an interview-based podcast featuring industry experts and thought leaders from diverse backgrounds in business, economic development, education, and workforce and community development.

NAWB CEO Ron Painter selects guests based on their deep knowledge of the issues that most affect businesses, governments, and workers, and serves as host and moderator during each episode.

Interviews are generally 20 minutes in length and have been conducted remotely via telephone, as well as in person at The Forum, and onsite at conferences across the U.S.

2015-2016 INTERVIEW FORMATS
- Roundtable discussions
- Reflections with NAWB staff
- 1-1 in person interviews onsite at NAWB
- 1-1 interviews conducted via telephone and Skype

PODCAST AVAILABLE VIA:
- iTunes
- SoundCloud
- Stitcher Radio
- YouTube
- GooglePlay
- The NAWB website at www.nawb.org/workforcecentral

STATISTICS FOR 2015-2016

MOST POPULAR EPISODES
- E03: How to Transform Underserved Communities
- E04: Why Workforce Development Matters
- E06: The Future of Work
- E07: What You Need to Know About Immigration, Education and Jobs
- E11: The Intersection of People and Profit

TOTAL DOWNLOADS:
14,191

WHERE PEOPLE ARE LISTENING:
- 72% U.S.
- 28% International: Canada, France, UK, Singapore, Germany, Spain, China and Australia

THEMES FROM 2016:
- Youth Employment: Episodes 5, 8, and 13
- The Need to Build Partnerships: Episodes 2, 3, 16, 19, and 20
- The Challenge of Dealing with Disruption: Episodes 6, 11, 12, and 21
- Training Job Seekers For Skills Sets In Demand By Local Employers: Episodes 3, 4, 10, 19, 20
Barbara Dyer, President and CEO
Hitachi Foundation

Dr. Jerry Paytas, VP Research & Analytics
Fourth Economy Consulting

Maureen Conway, Vice President
The Aspen Institute
Executive Director
Economic Opportunities Program

Jennifer Laszlo Mizrahi, CEO
RespectAbility

Steve Hendrickson, Director of Government Operations
The Boeing Company

Jeff Carter, Executive Director
The National Council of State Directors of Adult Education

Kathleen McLaughlin,
President, Walmart Foundation
Chief Sustainability Officer, Walmart

Dr. Rachel Gragg, Office of Employment and Training
U.S. Dept. of Agriculture

Dr. Paul Harrington,
Professor, Drexel University
NAWB is the only association that advocates for Workforce Development Boards and collaborates with its 12,000 business members to develop workforce strategies that help America work. NAWB works closely with policymakers in Washington, DC to inform the national strategy as it relates to WDBs and our partners in education, economic development, labor, and business. As part of our advocacy work, NAWB:

- Provides congressional testimony
- Implements and organizes grass roots campaigns
- Garners appointments to national committees on workforce issues
- Partners with other national associations and think tanks
- Engages in weekly conversations with policy makers
- Provides written analysis and updates on legislative activities on Capitol Hill

In the past we have successfully mobilized the private and public sectors in support of workforce development through partnerships with the Association of Chamber of Commerce Executives and the International Economic Development Council, and by engaging private sector board members from across the country. Using NAWB’s award-winning Workforce Investment Works campaign site, we gathered electronic signatures in support of WIOA legislation and workforce funding. These efforts have afforded NAWB a nimble platform on which to communicate with elected officials and develop grassroots-style support for workforce-related issues and challenges.

NAWB maintains important relationships on behalf of our members to make sure that our members’ issues are well–represented in policy conversations in Washington, DC.

NAWB is a member of Committee for Education Funding, which holds weekly sessions where NAWB staff interact with policy makers to discuss and consider issues in education and workforce development;

- NAWB supports the advocacy efforts of Non-Defense Discretionary United, which advocates for the importance of funding made in federal workforce programs;
- NAWB is one of seven members of the Intergovernmental Organizations (IGOs), which collectively represent the interests of the nation’s cities & mayors, governors, state legislatures, county officials, local workforce boards, and state workforce agencies.

During 2015 - 2016, NAWB published several thought-leadership publications.

- A Vision for the Future: Roundtable Report
- Literacy, Technology, Community: The Importance of Smart Technology in Workforce and Adult Education
- Policy Priorities: Spring 2016 Positions in Brief
- Promising Practices for Strengthening the Regional STEM Workforce Development Ecosystem
- Recommendations for the Reauthorization of Carl D. Perkins Career and Technical Education Act
- The Workforce Innovation and Opportunity Act (WIOA): Driving Innovation, Collaboration, and Performance
“NAWB membership has afforded me the opportunity to make my region’s voice and needs heard in Washington on key workforce development issues. The collective power of NAWB is far greater than any of us in the local areas can make on our own.”

Marlena Sessions, Chief Executive Officer
Workforce Development Council of Seattle-King County
Our members turn to NAWB as an expert in understanding the intricacies of the Workforce Innovation and Opportunity Act; but our team and partners assist members with various strategic and tactical issues impacting workforce development at the local, state, and national level.

- NAWB’s leadership team has presented to local and state board leaders at regional conferences from coast-to-coast, including California Workforce Association, Southeastern Employment Training Association, Michigan Works! Association, Florida Workforce Development Association, Pennsylvania Workforce Development Association, Minnesota Workforce Council Association, North Carolina Association of Workforce Development Boards, Rocky Mountain Workforce Development Association, and Texas Association of Workforce Boards.

- NAWB participates in numerous national conferences to ensure that the important efforts of our members are both understood and appreciated on the national stage. In 2015-2016, these conference included Innovate+Educate’s Close It Summit, the Department of Labor’s National Convening, American Association of Community Colleges’ WDI Summit, AdvanceCTE’s Future of CTE Summit, National Association of Workforce Development Professionals’ annual meeting, the ASU GSV Summit, Manufacturing Skills Standards Council’s Executive Briefing, and Jobs for the Future’s National Summit.

NAWB maintains several important partnerships to ensure that our technical assistance and capacity-building efforts are truly impactful:

- NAWB has engaged Public Consulting Group in a joint partnership to respond to requests for technical assistance that provides members with the knowledge to support local priorities into successful execution.

- NAWB partners with Business U to present its WIOA & Business Engagement Blueprint boot camps, which consist of one-day events with regional stakeholders to create a collaborative business engagement plan and operational structure.
NEW INITIATIVES

• **Streamlining Our Approach to Policy Development:** On December 8-10, 2016, NAWB will convene a group of its members for a focused conversation around the major policy issues impacting the field of workforce development now and into the future. Attendees will spend this time helping to shape the future policy considerations on behalf of the public workforce system. This set of recommendations will provide a clear, concise set of policies and actions that NAWB and its members can reference in their conversations with legislators at the local and national level.

• **Connecting with Industry and Business:** Over the past year, NAWB has ramped up its partnerships with key business and industry leaders. These partnerships laid the groundwork for next year’s activities with the Walmart Foundation, The Solar Foundation, National Restaurant Association Educational Foundation, and other industry associations to provide our network with connections and information on national industry trends so that workforce boards are better informed in conversations with local business leaders in these and other industries.

• **Implementing WIOA with Innovation and Opportunity:** NAWB will continue its involvement in the technical assistance efforts of the Intergovernmental Organizations and Department (IGOs) of Labor’s Employment and Training Administration. The collaborative will begin to ramp up several new efforts related to WIOA and its relationship to data and technology, governance, and performance reporting. NAWB also will maintain close involvement with the IGOs and DOL as we provide technical assistance regarding WIOA and the Final Rules and Regulations released in June 2016.
NAWB’S FINANCIAL OUTLOOK:
A FOCUS ON SUSTAINABLE GROWTH
Over the past year, NAWB’s Board of Directors and management team have examined what we provide as an organization and how we can be more efficient and effective in the things we do best.

Programmatically, we made a commitment to one another that NAWB would make the necessary investments and changes to ensure that we provide excellent member benefits to those organizations that support us through dues. We also devoted ourselves to assembling a world-class Forum that continuously delivers an experience that rivals the experience delivered in prior years.

These two major activities have always characterized the work of NAWB; however, the organization has not always been in a financial position to do these things as well as it wanted. Beginning in 2013, the organization set down a path of re-examining the way it did business. As with any organization, NAWB has been faced with the challenge of balancing the work its members deserve and demand with a limited set of financial resources. Over the past several years – through an in-depth examination of our programs, processes, and management systems – NAWB has not only found ways to increase the value it delivers to its members, but has also managed to decrease its costs.

The graphic below provides a snapshot of this growth. NAWB is happy to report that the organization has eliminated a long-running deficit, paid-off a line of credit, and put itself on a path to sustainable growth.

While these successes have been the result of hard work and several difficult conversations among our staff and Board of Directors, our members deserve the most thanks. The organization is fortunate to have a dedicated base of members from across the country that has supported the work of NAWB as advocate, communicator, and leader over the years. We look forward to continuing to support our loyal members in the years to come and will continue to look for new ways to grow and drive value for those that support NAWB.
“Last year was a transformational year for NAWB as it enhanced its financial stability and implemented a variety of new services for its members. As NAWB Board Chair, and long-time member, I take pride in our accomplishments and look forward to another exciting year.”

Cathy Weik, Board Chair, NAWB
Chair, Dakota-Scott Workforce Board
Minnesota Workforce Council Association
Sr. VP Administration/Compliance Officer, Stratis Health
BOARD OF DIRECTORS

WE EXTEND OUR THANKS TO OUR 2015-2016 BOARD OF DIRECTORS.
Cathy Weik, Board Chair, NAWB
Chair, Greater Metropolitan Workforce Council
Immediate Past Chair, Dakota-Scott Workforce
Board and Minnesota Workforce Council Asso-
ciation
Sr. VP Administration/Compliance Officer
Stratis Health
Minnesota

Michael J. Biskie, Vice Chair
CareerSource Citrus Levy Marion
Florida

Patrick J. Eiding, Secretary
Philadelphia Workforce Board
President
Philadelphia Council AFL-CIO
Pennsylvania

William Villano, Treasurer
President & CEO
Workforce Alliance
Connecticut

Steve Hendrickson, Past Chair
Oklahoma Governor’s Council on
Workforce and Economic Development
Director, Government Operations
The Boeing Company
Oklahoma
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<td>Andrew Bercich</td>
<td>Deborah Murphy</td>
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<td>Arapahoe/Douglas Works!</td>
<td>Business Consultant</td>
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<td>Comcast Business Talent Channel Lead</td>
<td>Ernest Maier, Inc.</td>
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<td>Phil Blair</td>
<td>Monte Perez</td>
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<td>San Diego Workforce Partnership</td>
<td>President</td>
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<td>Franchise Owner</td>
<td>Los Angeles Mission College</td>
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<td>Tim Dempsey</td>
<td>Tom Peterson</td>
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<td>Lake County WDB</td>
<td>Seattle King County WDC</td>
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<td>President/Owner</td>
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<td>The Dempsey Financial Group</td>
<td>Hoffman Construction Company</td>
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<td>Nancy Eisenbrandt, CCE</td>
<td>Darrell Rich</td>
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<td>COO and Chief Workforce Development Officer</td>
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<td>Jobs for the Future</td>
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<td>Policy Counsel</td>
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<td>Microsoft Corporation</td>
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<td>Raymond McClellan</td>
<td>James Worthington, Sr. Esq.</td>
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