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“This organization is really about good news. You’re all about sharing the successes.”

George Miller III, referencing NAWB at its annual Forum 2017
Former Chair, U.S. House Committee for Education and the Workforce
Senior Education Advisor, Cengage Learning
THE POWER OF THE NETWORK
DEAR MEMBERS:

It is with pleasure that we present the Annual Report of the National Association of Workforce Boards, celebrating The Power of the Network. Workforce development is strengthened by the relationships that exist between NAWB and its membership, as well as the peer-to-peer relationships among its members.

- **Our power is in what we know.** The expertise of thousands of business board members provides insight into the pressures and trends in their respective industries, while professional workforce board staff contributes in-depth analysis of labor market conditions.

- **Our power is in what we do,** day in, and day out. We use our knowledge of skill needs, and the pathways for growing those skills into productive careers, to help build, maintain, and advance a qualified workforce.

- **Our power is in our collective voice.** We harness the energy of the thousands of board volunteers and the staff of workforce development entities to advocate, educate, and promote the funding and policy decisions needed to support what we know works.

Over the coming year, NAWB invites its members to explore how this inter-connectedness increases the workforce development system’s knowledge, the effectiveness of its activities, and the ability to achieve – both individually and broadly – its mission.

**WHAT WE KNOW**
The dynamics of the American economy are changing at a dizzying pace because of increased technology development and deployment, robotics, and artificial intelligence.

Robert Kennedy, in a speech in Cape Town in June 1966, said, “There is a Chinese curse which says, ‘May he live in interesting times.’ Like it or not we live in interesting times. They are times of danger and uncertainty; but they are also more open to the creative energy of men than any other time in history.”

You can be the judge of whether you believe these times are dangerous, but professionally, these are times of deep uncertainty. This uncertainty is driven by advances in technology, structural changes in our economy, and the shifting roles of the private and public sectors. At the same time, we have access to an unprecedented amount of information and data and are able to connect with colleagues from across the country and around the globe with the click of a button.

NAWB uses the dynamics of change to identify topics and areas of focus where our membership may need professional development, capacity building, or subject matter analysis.

**WHAT WE DO**
Our industry – workforce development – is changing too: labor market data is widely accessible, and many job seekers come into our centers with an awareness of “the numbers”, but need assistance translating that data into actionable “intelligence” that informs their educational or career decisions. Additionally, the highly competitive environment businesses are facing requires us to be rigorously attuned to how we can match the supply available in the labor market to the requirements of business sectors.

NAWB supports its members in their work, whether by creating opportunities for stronger peer-to-peer connections, or by better explaining the policies that are shaping our industry.

**OUR COLLECTIVE VOICE**
President Trump has proposed deep budget cuts, not only to workforce development, but to many of the support services we rely on to help people advance from one skill level to the next, find their place in the labor market, and advance from one job to another. While we do not expect these draconian cuts to pass completely, the initial budget proposal is a reminder that we need to join together and demonstrate to Congress and the Administration the value we bring to individuals, businesses, our regions, and the nation as a whole.

NAWB dedicates much of its time and resources to ensuring that our story is being told – on the Hill, to the Department of Labor, and even within the White House.
• **WorkforceInvestmentWorks.com** continues to be a resource that is cited by policy makers at the national level. Workforce boards across the country submit dozens of stories each month, sharing how job seekers and employers have identified new employment or business opportunities by relying on their expertise. The campaign website currently houses more than 3,600 success stories, testimonial quotes, and workforce innovations.

• NAWB hosted a Policy Consultation in December 2016, bringing together nearly 75 members and subject matter experts to explore the complex public policy issues that affect our organizations and our customers. NAWB used this gathering to better understand members’ views on issues and to help us shape the policy priorities we pursue in Washington, D.C.

• NAWB maintains memberships with many national organizations focused on supporting workforce development, education, and full funding, all to multiply the weight we bring to bear in advocating for the workforce system.

We do not control the President’s actions, nor ultimately what Congress will do in the FY2018 budget, but we can control what we do. We can decide that now is the time that the power of this network will be heard.

NAWB is dedicated to continuing to improve our work, and the work of our workforce development industry. We appreciate the commitment of our members to the same goals.

Together, we can fully realize **the power of the network**.

Sincerely,

Ronald D. Painter
President & CEO
“NAWB is valuable for a number of reasons. Members [receive] up to date information on what’s happening legislatively and what’s happening in our field. There are also many ancillary sectors that contribute to that work that happens in workforce development, and NAWB is always able to capture all of that in a way that we can find it useful.”

Hugh Bailey, COO, Philadelphia Works
NAWB MEMBERSHIP

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 helps its members leverage more than $4 billion in annual federal funding to support 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 supports workforce boards and their partners in implementing the Workforce Innovation and Opportunity Act, helping them respond to the push for greater innovation in workforce development services and strategies.
# States & Territories Represented:

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“The Forum is a valuable opportunity to connect with other organizations that are outside my immediate region, even outside of California. They bring different ideas and different tools that they’ve used within their system to overcome the challenges faced as a local board.”

Yolanda Castro, Ed.D., Southeast Los Angeles WDB
OUR FORUM
The Forum is the premier event 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 1,500 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 and Education System Leaders
- Local Government Officials
- National Organizational Partners
- Community Organizers and Partners
“Understanding how the workforce development system functions under WIOA can help elected officials and newly elected board members meet their goals of improving the lives of residents through education and job training, and enabling economic success and business competitiveness.”

Terri Bergman, Director of Research & Programs, NAWB
COMMUNICATIONS & RESOURCES

NAWB helps Workforce Development Boards educate key policy makers about their important missions, secure the role of the business sector in workforce development, build organizational capacity and effectiveness to execute WIOA successfully, and network with the nationwide workforce development community to identify industry innovations and best practices. The following communications and resources are available to NAWB members:

MEMBERS-ONLY ONLINE PORTAL
The NAWB members-only portal is a 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.

NAWB MEMBER-ONLY RFP POSTING
RFP posting on the official NAWB site is available to all NAWB members to help them connect with competitive bids for products and services.

WEEKLY E-ALERTS FROM DC
E-Alerts are sent to members and include NAWB news, funding announcements, professional development opportunities, and resources and publications of import.

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 with actionable news from the Hill that members can use to interact with their own elected officials in Washington.

COMPENSATION STUDY
In 2016, NAWB completed the first-ever nationwide survey of the salaries and benefits for 34 occupations at the executive, director, and manager levels of the U.S. workforce system. NAWB self-funded this report, which is full of actionable, timely data. Boards can use it to benchmark employee compensation. Members may purchase the results of the compensation study for $100 through the online portal.

STUDY WORKFORCE
Study Workforce is NAWB’s online learning platform, featuring simple navigation, and an easy-to-follow course curriculum. The project was funded through a grant from the U.S. Department of Labor ETA, and project partners include The National Association of Counties (NACo), National Association of State Workforce Agencies (NASWA), National Association of Workforce Boards (NAWB), National Conference of State Legislatures (NCSL), National Governors Association (NGA), National League of Cities (NLC), and U.S. Conference of Mayors (USCM).

Our first online course, The Case for Strong Workforce Boards and Board Staff, helps board members, staff, and local elected officials understand how to leverage WIOA in support of their workforce and economic development agenda. With simple online navigation through course topics, Study Workforce is an important new tool that helps workforce boards raise the bar on professional development for board members and staff.

PROOF POINTS
NAWB developed a new messaging platform that helps policy makers, news outlets, and the general public better understand and celebrate the successes of the workforce development community. It is through more effective storytelling and better data that our members can share how millions of job seekers and thousands of businesses have benefited from their efforts.

Using proof points, members can easily demonstrate

- how they are convening industry dialogue
- how they can unpack labor market information so that it is more easily understood by job seekers, and
- how the investments made in workforce development yield a positive return on investment for our communities and our country.
PROOF POINTS: ACTIONS
Telling the workforce system story: WHAT DO WE DO?
GUIDE
ANALYZE
CONVENE
COMMUNICATE

PROOF POINTS: VALUE
Telling the workforce system story: WHAT DO WE CONTRIBUTE?
EQUITY
ACCESS
EFFICIENCY
EFFECTIVENESS

Learn more at nawb.org/ProofPoints
NAWB continues to produce its successful interview-based podcast series, Workforce Central, 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 his deep knowledge of the issues that are having the greatest impact on businesses, governments, and workers, and serves as host and moderator during each episode.

**STATISTICS FOR 2016-2017**

**E26:** Intro, Season Two: 374 downloads  
**E27:** W.K. Kellogg: 1,941 downloads  
**E28:** Futures Thinking in Workforce, with Dr. Richard Lum: 4,465 downloads  
**E29:** Congressman George Miller on Workforce and WIOA: 1,352 downloads  
**E30:** What Workforce Boards Need to Know about Dental Therapy: 772 downloads  
**E31:** Economic Trends, with Jerry Paytas, Ph.D: 2,700 downloads  
**E32:** Connecting Talent to the Labor Market: 438 downloads  
**E33:** Turning Job Seekers Into Entrepreneurs: 1,647 downloads  
**E34:** How the Solar Industry Creates Good Jobs, with Andrea Luecke: 2,749 downloads  
**E35:** The Future of Workforce in a Jobless Era, Part 1, with Josh Copus: 1,034 downloads  
**E36:** The Future of Workforce in a Jobless Era, Part 2, with Josh Copus: 2,296 downloads
GEOGRAPHY:

74% of all listeners are from the US, though the podcast reaches listeners in France, United Kingdom, Canada, Japan, Singapore, Germany, Spain and China.

MOST POPULAR EPISODES FROM SEASON TWO:

**Episode 28**: Futures Thinking in Workforce, with Dr. Richard Lum: 4,465 downloads
**Episode 29**: Economic Trends, with Jerry Paytas, Ph.D: 2,700 downloads
**Episode 34**: How the Solar Industry Creates Good Jobs, with Andrea Luecke: 2,749 downloads
**Episode 36**: The Future of Workforce in a Jobless Era (Part 2), with Josh Copus: 2,296 downloads

THEMES FROM SEASON TWO:

- **Policy Makers/Policy Shapers**: Episodes 24, 26, 27, 29, 37, 43
- **The Future of Work**: Episodes 28, 35, 36, 42
- **Workforce Partnerships**: Episodes 30, 32, 33, 34, 41, 44, 45
- **Evaluation and Assessment**: Episodes 31, 38, 39, 40, 46

**E37**: How Workforce Boards Can Engage in Education Policy: 188 downloads
**E38**: Ron Painter on Evaluation in Workforce: 200 downloads
**E39**: Evaluation and ROI: 177 downloads
**E40**: Lessons from the Gold Standard Evaluation: 152 downloads
**E41**: Lessons from an Award-Winning Industry Partnership: 182 downloads
**E42**: Forum 2017 – Takeaways and Opportunities: 202 downloads
**E43**: Role of Workforce Development in Economic Development: 129 downloads
**E44**: Construction Industry – Workforce Challenges and Opportunities: 106 downloads
**E45**: Careers in the Hotel and Restaurant Industry: 148 downloads
**E46**: The Challenge of Full Employment: 68 downloads

Total Downloads for Season 2: **21,320**
HONORED GUESTS
“We all need to get the word out in support of our workforce system and the positive impacts we have had and can continue to have with proper funding. We are in one of the most crucial times that I have seen in my 10 years in workforce development; once again our funding is threatened. So, get out the word, make an impact, whatever it takes.”

Tom Peterson, Board Chair, NAWB
ADVOCACY

In December 2016, NAWB held its first Policy Consultation. Members joined us in Florida to identify policies that we should advance, and policies that might impede the progress the workforce development system is expected to make under the Workforce Innovation and Opportunity Act.

THE POLICY CONSULTATION FOCUSED ON THREE TOPICS:

- Why the connection between workforce boards and the education community is critical in building a workforce development system and a pipeline of talent.
- How workforce development efforts will be funded as federal support continues to decline.
- What policy changes are needed at the federal, state, and local levels to make our work more effective.

In preparation for the event, experts were engaged to write white papers providing background on each of these topics. Then, over 50 NAWB members from local boards joined NAWB national board members, NAWB staff, and the white paper authors for 1½ days of discussion. At the conclusion, NAWB leadership had a clearer sense of our members’ views and action requests.

The Policy Consultation advice formed the core of NAWB’s discussions with the U.S. Department of Labor and Congress between January and June 2017. NAWB continues to use this guidance in its work with Members of Congress and their staff, bringing the opinion of workforce development boards to legislative proposals, answering requests for information on the workforce development system, and presenting the stories of your work that you share with us.

Other outcomes of the Policy Consultation include:

- Confirmation of NAWB’s decision to hire Clark Hill, LLC, to lead lobbying efforts on behalf of NAWB and its members on Capitol Hill and with the Administration.
- **NAWB Policy Consultation 2016**: A summary paper on the Consultation’s findings and recommendations.
- **Beyond WIOA: Why Workforce Boards Should Care About Education Policy**: A finished paper on the connection between workforce boards and the education community that Jobs for the Future developed from its initial white paper. This was released to a broad audience.
- **Financing Workforce Development**: Options for funding workforce development, presented by the Federal Reserve and Third Sector Capital Partners.

EFFORTS IN THE BELTWAY

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 participates in an inter-governmental organization (IGO) network, composed of the National Association of Counties, National Association of State Workforce Agencies, National Council of State Legislators, National Governors Association, National League of Cities, and The U.S. Conference of Mayors. The IGOs meet regularly with the Department of Labor to discuss all aspects of WIOA.
- NAWB is a member of the 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 in federal workforce programs.

NAWB will continue to be an active voice on Capitol Hill to advance the needs and work of local and state workforce development boards.

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“Industry associations are key: they are the key voices for encouraging increased support for the public workforce system or diminished support for the public workforce system; at a national level, NAWB can help us establish credibility with those industry organizations.”

NAWB Member
CONNECTING WITH INDUSTRY AND BUSINESS ASSOCIATIONS

NAWB is focused on expanding the engagement of industry and business to create opportunities for collaboration and partnership across the workforce system. Industry and workforce development boards have a common mission – to place knowledgeable and skilled workers in positions that lead to economic growth for individuals, businesses, and communities. We created the “Industry Partner” program to address this common mission and to strengthen the dialogue and collaboration between workforce boards and industry.

THE INDUSTRY PARTNER PROGRAM FOCUSES ON THREE GOALS:

1. Facilitate awareness and strong relationships between industry associations and companies and workforce development boards;
2. Collaborate on building awareness of training and certification programs that align with industry workforce needs; and
3. Engage in sharing information and best practices promoting strong partnerships and economic growth.

This past year, NAWB was pleased to recognize two Industry Partners: Associated Builders and Contractors (ABC) and National Restaurant Association Educational Foundation (NRAEF). Both ABC and NRAEF are committed to supporting the priorities of NAWB and workforce development boards by collaborating to strengthen the reach and align the outcomes of the workforce development boards with the labor needs of the specific industry. In the upcoming year, NAWB will continue to expand this program to include representation from other key industries.

NAWB IN THE FIELD

Our members turn to NAWB as an expert in understanding the intricacies of the Workforce Innovation and Opportunity Act and our team and partners assist members with various strategic and tactical issues impacting workforce development at the local, state, and national level.


NAWB participates in numerous national conferences to ensure that the important efforts of our members are both understood and appreciated on the national stage. Such events include Innovate+Educate’s Close It Summit, National Convening with Department of Labor, American Association of Community Colleges’ WDI Summit, The Ready to Work Business Collaborative Summit, National Association of Workforce Development Professionals’ annual meeting, Manufacturing Skills Standards Council’s executive briefing, and Jobs for the Future’s national apprenticeship trainings, Code for America Summit, and Apprenticeship Forward.

These opportunities to interact with our members, key stakeholders, and other national thought leaders is invaluable for understanding the different challenges faced by our members in the areas of board governance, youth engagement, business engagement, and regional partnerships, making us uniquely positioned to tailor technical assistance and capacity building opportunities to the field.
“What I value about NAWB is its ability to gather our members together to get a message out and inspire all of us to let people know who we are and what we are doing.”

Luann Dunsford, CEO, Michigan Works!
WORKFORCE INITIATIVES

Through its many workforce development projects and initiatives, NAWB provides site-specific support as an expert, technical assistance provider, and facilitator. NAWB is careful to select national projects and partners that can also benefit its wider constituency of members. The NAWB team takes special care to ensure that lessons learned while working on various projects and initiatives are shared throughout its wider network – whether supported by government grants, foundation dollars, or corporate underwriting. Below are some of the key projects and initiatives that NAWB has supported over the course of the past year:

Implementing WIOA with Innovation and Opportunity
NAWB continued its involvement in the technical assistance efforts of the Intergovernmental Organizations and Department of Labor’s Employment and Training Administration (DOL-ETA). Most notably, this project provided the support necessary to launch Study Workforce and allowed NAWB to work collaboratively with the National Association of State Workforce Agencies to conduct a study of the various technology platforms and statewide reporting systems that are in use across the country. These complete evaluations will soon be available and will include case studies and lessons learned from Washington, Utah, Colorado, and Tennessee.

Encouraging Two-Gen Workforce Strategies
With support from the W.K Kellogg Foundation, NAWB and Innovate+Educate are advancing two-generation approaches to workforce development. The $1.5 million grant is creating new pathways to employment for parents and families with young children (0-8 years) while providing linkages between child development and employment that leads to economic advancement.

Supporting Federal Grant Recipients through America’s Promise Initiative
NAWB, the International Economic Development Council, and the Association of American Community Colleges are working with community colleges, workforce boards, and economic development organizations to create pathways for training that prepares participants for jobs in industries that currently utilize the H-1B temporary visa program to meet industry workforce needs.

Promoting Equity in Apprenticeship
NAWB and Jobs for the Future (JFF) have partnered to promote the inclusion of women, people of color, and disconnected youth entering and completing Registered Apprenticeship programs. Funded by Department of Labor, NAWB and JFF are working with regional partnerships to identify and scale strategies at the local level for increasing diversity in Registered Apprenticeships across industry sectors.

Advancing Workforce Retail Successes
NAWB, with the support of Walmart Giving, is working with the Chicago Cook Workforce Partnership, a Walmart Giving grantee, to disseminate best practices and lessons learned to inform new models of career services specific to the retail industry across workforce boards.

Preparing the Field for Emerging Opportunities in Renewable Energy
NAWB is working with the Solar Training Network. Funded by the Department of Energy’s SunShot Initiative, and administered by The Solar Foundation, this program focuses on meeting the workforce needs of the solar industry through solar training and strategic employment partnerships.
STATES WITH NAWB ACTIVE PROJECTS:
NAWB ACTIVE PROJECTS:

“There is a huge amount of value at the Forum in seeing the best practices that we can really collect, and coming together as a system to understand where other people come from and how they approach their challenges.”

Eric Flores, Policy Analyst, CWA
FINANCIAL OUTLOOK
NAWB’S FINANCIAL OUTLOOK

NAWB’s financial position at FYE17 reflects its commitment to growth and responsible financial stewardship on behalf of our members, grantors, and national partners. NAWB’s financial statements continue to reflect a very healthy financial position for FY17. The organization currently has nearly $1M in total assets and maintains high liquidity with over eighty percent of its total assets held in combined cash reserves in various checking and savings accounts.

The NAWB staff and Board of Directors has continued its focus on delivering its members the highest possible membership value through its membership program, communication vehicles, and the annual Forum. Consequently, NAWB has increased related revenues in membership services, technical assistance activities, and its events program.

As the organization continues to grow its base of membership support, provided by workforce boards and other affiliated organizations, it has also devoted additional resources over the course of FY17 to expand the resources available through additional grants and partnership activity. These activities have not only contributed to increased visibility for the organization and the work of its members, but it has also resulted in additional revenue streams that will enable the organization to engage in new projects with national partners supportive of a variety of national workforce causes.

Moving forward, NAWB will continue its focus on demonstrating a capacity to be a reliable partner in these projects funded by foundations and government agencies, as well as continuing to pursue efforts to promote opportunities available amongst our industry partners in retail, construction, renewable energy, and hospitality.

NAWB is confident that this two-pronged approach of continued investment in member services and dependable partnership will provide adequate resources for the organization to serve as the leading national advocate for workforce development boards and their local partners across the country.
NET ASSETS & CASH

Net Assets: $954,117

Assets
- Cash & Equivalents: $789,596
- Accounts Receivable: $106,846
- Fixed Assets (net of depreciation): $18,799
- Other: $38,876

Total Assets: $954,117

Liabilities
- Accounts Payable: $38,782
- Accrued Expenses & Other Liabilities: $144,664

Total Liabilities: $182,446

Net Assets
- Unrestricted: $258,979
- Temp. Restricted: $205,796
- Change in Net Assets: $305,896
- Total Net Assets: $770,671

Net Liabilities & Net Assets: $954,117

These financial statements were generated through May 31, 2017, are unaudited, and may include certain financial projections for activity throughout June, 2017.
BOARD OF DIRECTORS

WE EXTEND OUR THANKS TO OUR 2016-2017 BOARD OF DIRECTORS.
OFFICERS
Tom Peterson, Chair
WDC of Seattle-King County
Vice President, Hoffman Construction Company of Washington
Washington

Andrew Bercich, Vice Chair
Arapahoe Douglas WDB (Past Chair)
Colorado

Maria Flynn, Secretary
President & CEO, Jobs for the Future
Massachusetts

Deborah Murphy, Treasurer
Business Consultant, Ernest Maier, Inc.
Maryland

Cathy Weik, Past Chair
Dakota-Scott Workforce Board
Minnesota Workforce Council Association
Greater Metropolitan Workforce Council
Sr. VP Administration/Compliance Officer, Stratis Health
Minnesota
Phil Blair  
San Diego Workforce Partnership  
Franchise Owner  
Manpower Staffing  
California

Tim Dempsey  
Lake County WDB  
President/Owner  
The Dempsey Financial Group  
Illinois

Patrick Eiding  
Philadelphia Works, Inc.  
President  
Philadelphia Council AFL-CIO  
Pennsylvania

Nancy Eisenbrandt, CCE  
COO & Chief Workforce Development Officer  
Nashville Area Chamber of Commerce  
Tennessee

Eddie D. Estes  
Kansas WorkforceONE  
CEO  
Western Kansas Manufacturers Association  
Kansas

Daniel Gomez  
Managing Director  
Capitol Bridge, LLC  
Virginia

Bill Kamela  
Director, Workforce Policy  
Microsoft Corporation  
District of Columbia

Charlie Mahoney  
President & Owner  
Four-M Associates  
Michigan

Raymond McClellan  
Mississippi Partnership  
Executive Director  
Northeast MS Business Incubation System  
Mississippi

Tony Myrell  
Founder & President  
Premier Medical Transportation  
California

Edward Peachy  
President & CEO  
CareerSource Pinellas & CareerSource Tampa Bay  
Florida

Monte Perez  
President  
Los Angeles Mission College  
California

Darrell Rich  
Phoenix Business & Workforce Development Board  
Financial Advisor  
USAA  
Arizona

Valerie K. Sachariat  
Capital Area WDB  
Director of Recruiting  
Charter Communications  
North Carolina

Patricia Villalobos  
President/Owner  
Barnhart-Taylor, Inc.  
Texas

Craig L. Umstead  
Cape Fear WDB  
Owner  
Management Advisory Consulting Services  
North Carolina

William Villano  
President & CEO  
Workforce Alliance  
Connecticut

James Worthington, Sr. Esq.  
Lawyer  
Worthington Law Firm  
Kentucky