

**WDC Meeting  
 AGENDA**

February 16, 2017 • 3:00-4:00 p.m.

**Tacoma Rail  
 2601 SR 509 North Frontage Rd., Tacoma WA 98421**

- Eric Hahn, Chair  
 , 1<sup>st</sup> Vice-chair
- Ron Thalheimer, 2<sup>nd</sup> Vice-chair
- Joyce Conner
- Barbara Farino
- Steve Gear
- April Gibson
- Darci Gibson
- Mike Johnson
- Bruce Kendall
- Dale King
- Dave Lawson
- Mark Martinez
- Mary Matusiak
- Wayne Nakamura
- Sharon Ness
- Tim Owens
- Dona Ponepinto
- Patty Rose
- Sheila Ruhland
- James Walker
- Blaine Wolfe

- 1. Welcome/ Call to order/Safety Briefing**
- 2. Introductions**
- 3. Public Comment**
- 4. WorkForce Central Executive Board update – Eric Hahn**
- 5. Consent Agenda**
  - Approve November 17, 2016 minutes
  - Approve December 15, 2016 minutes
  - Approve January 19, 2017 minutes
  - Approve consolidation of Adult Services Committee and WDC One-Stop Operator & Partners Committee
  - Approve appointment to the One-Stop Committee
    - Jim Kenney, Senior Community service Employment Program Manager, Good Will of the Olympics and Rainier Region
    - Debbie McFarlane, Executive Director, Wester WA Indian Employment & Training Program
    - Anne Marie Edmunds, Program Specialist, Pierce County Community Connections
- 6. Approve Revised By-Laws**
- 7. Approve Certification and Continuous Quality Improvement Process for WIOA comprehensive center/affiliate/connection site - Lori Strumpf, Founder and President, Strumpf Associates: Center for Strategic Change**
- 8. CEO Report**
  - Additional \$2 million award from US Department of Labor to support service member transition at JBLM
  - WIOA Memorandum of Understanding and Infrastructure Funding Agreement – Executive Board and WDC responsibility
  - Diversify workforce resources discussion
- 9. WDC Committee Report Out**
- 10. Other business**
- 11. Adjourn**

WorkForce Central Staff  
 Linda Nguyen, CEO  
[lnguyen@workforce-central.org](mailto:lnguyen@workforce-central.org)

Deborah, Howell, COO  
[dhowell@workforce-central.org](mailto:dhowell@workforce-central.org)

Jan Adams, Executive Assistant  
[jadams@workforce-central.org](mailto:jadams@workforce-central.org)

WorkForce Central  
 3640 S. Cedar St. Suite E  
 Tacoma, WA 98409  
[www.workforce-central.org](http://www.workforce-central.org)

Future meetings:

WDC Meeting – Eric Hahn, Chair	Mar 16	3:00-4:00
Business Services Committee – Dave Lawson, Chair	Mar 13	8:00-9:00
Youth & Young Adult Services Committee – April Gibson, Chair	Feb 28	10:00-11:30
One-Stop System Operator & Partner Committee – Ron Thalheimer, Chair	Mar 1	8:30-10:00
WDC Coordinating Committee – Eric Hahn, Chair	Mar 14	3:30-4:30
Work-Based Training Task Force – Tim Olsen, Chair	TBD	
Adult Literacy Task Force – Mike Johnson, Chair	As Needed	

Eric Hahn, Chair

Joyce Conner, 1<sup>st</sup> Vice-chair

Ron Thalheimer, 2<sup>nd</sup> Vice-chair

Michelle Burreson

Barbara Farino

Steve Gear

April Gibson

Darci Gibson

Mike Johnson

Bruce Kendall

Dale King

Dave Lawson

Mark Martinez

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**Attendees:** Barbara Farino, Ron Thalheimer, Linda Nguyen, Bruce Kendall, Mike Johnson, Steve Gear, Dale King, James Walker, Patty Rose, April Gibson, Dave Lawson

**Guests:** Cami Hanson, Michelle Griffith, Derek Spivey, Lakesha Egardo-Jones, Felicia Dennis

**1. Welcome/Call to order**

Ron called the meeting to order at 3:02 p.m.  
Dale gave a safety briefing for the group.

**2. Public Comment**

None.

**3. Getting to Know Each Other**

Ron asked everyone to pair up, share significant happenings with each other and then share with the larger group.

**4. WFC Executive Board Update – Eric Hahn**

Linda gave the update in Eric's absence noting the WIF presentation, WFC received more funds and County Executive Pat McCarthy's replacement.

**5. Consent Agenda**

- Approve October 20, 2016 minutes  
Motion to approve made by Mike; seconded by Dale. Approved.

**6. Approve to Business Services Committee – Maria Hamper, Business Specialist, DVR**

Motion to approve made by Dave; seconded by April. Approved.

**7. Approve Eligible Training Providers List Local Policy**

Motion to approve made by Bruce; seconded by April. Linda discussed the requirements such as licensing and approval. Approved.

**8. ResCare Presentation – Lakesha Egardo-Jones, Project Director**

Linda noted ResCare is our Youth Services provide and recently was awarded the Business Services contract as well. She introduced Lakesha who gave a background and overview on ResCare. She introduced Felicia Dennis, who gave her background. Lakesha also spoke about the Construction Career Day which took place today at the WA State Fairgrounds with 2,600 attendees and about 95 presenters. She spoke about their CEO and OJT programs. Ron asked if they have a curriculum that covers this program

**9. Career Path Services Presentation – Michelle Griffith, Program Operator**

Linda noted CPS was awarded the Adult/DW Services contract. Michelle gave a short background on CPS and noted although they are new to Pierce County they have been providing WIA/WIOA services for a number of years. She also spoke about the incumbent worker program and their project grant for military members and their spouses. Ron asked if there was collaboration with ResCare in serving customers. Lakesha, Michelle and Cami all gave examples of how they work together.

**10. WDC Discussion**

- What strategies can we deploy to increase the number of businesses engaged in workforce development?  
Tabled until next meeting

**11. WDC Committee Report Out**

April thanked Felicia and Lakesha noting they are awesome at what they do.

**12. Other business**

Michelle Burreson has resigned due to work commitments; Barbara Farino will be stepping down, with Derek filling in until a replacement is found. Joyce Connor is stepping down as 1<sup>st</sup> Vice Chair.

**13. Adjourn**

Motion to adjourn made by April; seconded by Bruce. Meeting adjourned at 4:03 p.m.

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**Attendees:** Dave Lawson, Dona Ponepinto, Patty Rose, James Walker, Dale King, Darci Gibson, Eric Hahn, Linda Nguyen, Jan Adams, Deborah Howell, Mark Martinez

**On Phone:** Ron Thalheimer

**Guests:** Joe Lonergan, Julia Brooks, Jorge Mendoza-Vargas

**1. Welcome/Call to order/Introductions**

Eric called the meeting to order at 3:07

**2. Safety Briefing**

Dale gave the safety briefing for Tacoma Rail location.

**3. Public Comment**

None

**4. WorkForce Central Executive Board update – Eric Hahn**

There was no report as the meeting had been canceled.

**5. Consent Agenda**

- **Approve November 17, 2016 minutes**

No quorum, tabled until next meeting.

**6. WorkForce Central Executive Board Members Message to WDC**

Joe Lonergan thanked the WDC for their commitment to the effort and noted the year of change with a lot of momentum. He noted there are some areas to work on including doing a better job of spreading the message on the work we are doing, making sure people are fully aware of our role in the community.

**7. Construction Career Day presentation**

Mark gave a brief background and history on Construction Career Day. Julia and Jorge presented this year's process and results. There were 107 exhibitors, 2100 students from 51 schools attended and six counties participated making this the largest career day event in the state. Dave asked how many women participated. Julia noted there were 400, which was an increase over last year's number of 250.

**8. Tacoma Rail Tour – Dale King**

Dale presented the history and overview of Tacoma Rail.

**9. CEO Report**

- **WA State Auditor's Office Accountability Audit Result**  
Linda noted the "no findings results" which keeps us as a low risk auditee.
- **\$95,322.40 Job Driven NEG funds to serve more WIOA eligible dislocated workers through April 30, 2017**  
Linda noted this was a state grant, which recently provided more money to us.

**10. Other business**

Linda noted the resignation of Sheila Ruhland as TCC President

**11. Adjourn**

Eric stated the meeting will be adjourned after Dale's presentation then the Tacoma Rail tour will take place. Motion made by Mark; seconded by James. Adjourned at 4:15

## WDC Meeting MINUTES

January 19, 2017 • 3:00-4:00 p.m.

**Tacoma Rail**  
**2601 SR 509 North Frontage Rd.**  
**Tacoma WA 98421**

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**Attendees:** Eric Hahn, Ron Thalheimer, Dale King, Derek Spivey, Darci Gibson, Patty Rose, April Gibson, Linda Nguyen, Jan Adams, Deborah Howell

**Guests:** Congressman Derek Kilmer, Nicholas Carr

### 1. **Welcome/ Call to order/Introductions/Safety Briefing**

Eric called the meeting to order at 3:02 p.m. Dale gave the safety briefing.

### 2. **Welcome Congressman Kilmer**

Eric welcomed Congressman Kilmer noting his dedication to workforce services.

### 3. **Public Comment**

None.

### 4. **Check in discussion with Congressman Kilmer**

Eric gave a brief overview of the state of the workforce in Pierce County. He noted the unemployment rate is currently at 6% although there are about 8,700 open jobs. The issue of 48% of the workforce commuting to jobs outside Pierce County was also discussed. Congressman Kilmer noted there is a certain amount of uncertainty in WA DC about how things are going to play out. He noted there are some potential proposals that could be beneficial to Pierce County including a significant infrastructure package. Discussion continued about the state of the workforce, opportunities and continued funding level. There was also some discussion about how he might be able to help and what issues need to be addressed.

### 5. **WorkForce Central Executive Board update – Eric Hahn**

Eric gave a brief update of this morning's meeting notice the changes on the board of Rick Talbert and Pat McCarthy leaving and Doug Richardson and Bruce Dammeier joining the board.

### 6. **Consent Agenda**

- **Approve November 17, 2016 minutes**
- **Approve December 15, 2016 minutes**

Tabled until next meeting

### 7. **Approve Revised By-Laws**

Tabled until next meeting

### 8. **Approve consolidation of Adult Services Committee and WDC One-Stop Operator & Partners Committee**

Tabled until next meeting

## **9. Approve appointment to the One-Stop Committee**

- **Jim Kenney, Senior Community Service Employment Program Manager, Good Will of the Olympics and Rainier Region**
- **Debbie McFarlane, Executive Director, Wester WA Indian Employment & Training Program**

Tabled until next meeting

## **10. Review Sector Report Recommendations and Prioritize**

## **11. PY17/FY18 Budget and Priorities Discussion**

## **12. CEO Report**

### **1. Q2 Title 1 Dashboard**

Linda noted Career Path Services is not doing well and we will be sending them a corrective action letter to improve their performance and communication with our team. ResCare who has the Youth Services and Business Services is doing great.

### **2. Top 10 cool happenings in 2016**

- 1. In partnership with Pacific Mt WDC received \$2.5 million of second round National Emergency Grant funds from DOL to continue Camo2Commerce program - serve 450 more transitioning service members, totaling 1,350; to date 1,229 served, 87.25% placement rate, \$26.83 average hourly rate**
- 2. Conducted largest Career Day ever - aerospace, transportation, construction, advanced manufacturing - ninth annual and still feeding the children! 2,107 high school students, 107 exhibitors, \$60,000 leveraged resources**
- 3. Received clean audit from the State Auditor's Office**
- 4. Received clean monitoring visit from ESD**
- 5. Fully transitioned Title 1B services to ResCare and Career Path Services**
- 6. Conducted largest youth/young adult hiring fair – Jobfest – 66 employers; 360 attendees; 209 interviewed; number of hires increased by 58%; State Farm hired 9 on the spot!**
- 7. Completed WorkForce Central transition by targeted date of July 1st**
- 8. Completed and Disseminated Pierce County specific sector reports for Healthcare, Construction, Advanced Manufacturing, Transportation/Warehousing/Logistics, Military and Defense, Information Computer Technology/Cybersecurity**
- 9. WDC and local elected officials identify local priorities and metrics for the one stop service delivery system – first time ever**
- 10. Formed new public private partnerships to develop pipeline of talent – i.e. iron workers, teller**

## **13. WDC Committee Report Out**

## **14. Other business**

## **15. Adjourn**

Meeting adjourned at 4:08 p.m.



**Pierce County Workforce Development Council  
WDC Committee Application Form**

WorkForce Central on behalf of the Pierce County Workforce Development Council  
is accepting applications for volunteers to serve on the WDC Committees

**Date:** December 15, 2016

**Name:** Jim Kenney

**Title (If Applicable):** SCSEP Program Manager

**Employer (If Applicable):** Goodwill of the Olympics and Rainier Region

**Address:** 714 S 27<sup>th</sup> St

**City:** Tacoma **State:** WA **Zip:** 98409

**Please indicate whether this is a home or work address:** (Click on "Choose an item" and then click on the arrow.) Employer Address

**Primary Day Phone:** 253-573-6792 **Type of Phone:** Work Phone

**Alternate Day Phone:** 206-799-9143 **Type of Phone:** Cell Phone

**Email Address:** jimk@goodwillwa.org

**Type of entity that you represent:** Community Based Organization

**Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. (Double click on box and select "Checked"):**

- Business Services Committee
- One-Stop Operator & Partners Committee
- Youth and Young Adult Services Committee
- Adult Services Committee

**If you represent a community based organization, please indicate the mission of the organization and the populations served:** The Senior Community Service Employment Program (SCSEP) provided by Goodwill of the Olympics and Rainier Region is a DOL funded training program focused on providing supports and services to those 55 years of age and older who face multiple barriers towards acquiring and maintaining employment. This is in alignment with Goodwill of the Olympics and Rainier Regions mission of providing services to the disabilities and disadvantaged populations in the community. Additionally SCSEP is one of WIOA's required partners of the WorkForce Development Systems.

**Please indicate the primary age group that you represent or serve. Please click on "Chose an item":**

**Adults Ages 22-72**

**Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)**

I am seeking to become a member of the One Stop Operator and Partners Committee as SCSEP is one of the designated required partners by WIOA and also for becoming involved with the Adult Services Committee.

Over the course of a thirty year career in the human services (primarily with individuals with developmental disabilities and those with mental health challenges) Supported Employment and Supported Education field I have had the great opportunity to be involved in both the direct services and the spectrum of management level positions. These are portrayed in my resume and listing of professional experiences which is provided as an attachment.

During the past 7 years I worked with OPTUMHealth Pierce RSN as their Allied Services Liaison and also as their Housing and Employment Coordinator from 2009 -2012, With the State of Washington DSHS Aging and Long Term Services Administration as the Employment Program Manager and as the State Manager for SCSEP from 2013 – 2015 and then currently with Goodwill of the Olympics and Rainier Region as their SCSEP Program Manager from 2015 to present.

In the course of those endeavors I was involved with developing partnerships through the work with the DOL, and the Office of Disabilities Employment Policies (ODEP), the DSHS state agencies (DVR, DBHR/BHA, DDA, ESD amongst many) and then with the local Area Agencies on Aging and community mental health/behavioral health agencies. This included planning for responding to legislative requirements and the newly implemented WIOA requirements through involvement as the lead architect for the WA State SCSEP State Plan(s) and being involved with being a member of several state planning and now state level implementation committees regarding WIOA and seeking to become more involved with the local WDCs process and partnerships in the development of programs and operational practices that can meet these requirements.



Please review my attached resume and additional information on my professional experiences for your committee selection process.

**In addition to this application, a resume is required. Please submit a resume to this application.**

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

**Please submit this application form by the deadline indicated above to:**

**WorkForce Central  
WDC Committee Application Process  
Attn: Debbie Lean  
3640 South Cedar Street, Suite E  
Tacoma, WA 98405  
Or email to: [dlean@workforce-central.org](mailto:dlean@workforce-central.org)**

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

James (Jim) Kenney  
11340 SE 211<sup>th</sup> Lane # 54, Kent, WA 98031  
Home: (253) 850-0834  
Cell: (206) 799-9143  
[Jfkenney75@gmail.com](mailto:Jfkenney75@gmail.com)

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- 20 + Years' experience in Program and Project Management Leadership Positions
  - 15 + Years' experience in Strategic Planning
  - 15 + Years' experience in Community Development and Resource allocation
  - 15 + Years' experience in Public Speaking and Training
  - 15 + Years' experience in Curriculum development
  - 10 + Years' experience in Grant Writing, Contracts and MOUs
- 

## **PROFESSIONAL EXPERIENCE**

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**Senior Community Service Employment Program Manager** *Goodwill Industries of the Olympics and Rainier Region*  
Feb. 2016 - present

**Employment Program Manager** *Washington State DSHS Aging and Long Term Services Administration*  
**Washington State Senior Community Service Employment Program Manager** Oct. 2013 – Feb. 2016

Responsibilities include:

- Statewide development of employment and education services programs for the State agency
- Liaison with the Department of Labor for the Senior Community Service Employment Program
- Agency representative on such work groups as the Work Force Innovation and Opportunity Act Combined Plan Development committee and the DSHS Employment Steering Committee
- Agency representative on the Office of Disability Employment Policy (ODEP) Vision Quest Employment Strategic Planning workgroup
- Development of two pilot projects (Steps to Employment) in partnership with Vocational Rehabilitation
- Review legislative policies (Federal and State) regarding employment and education services
- Development of the 1115 Global Medicaid Waiver on Supported Employment Services
- Consultant to the Traumatic Brain Injury Council on Supported Employment and Supported Education

**Program Manager Employment Services** *Comprehensive Life Resources* May 2012 – May 2013

Responsibilities included:

- Development of a comprehensive employment services program for adults and young adults in transition
- Development of Data and Outcome measures for the purposes of Outcome measurements and QA/PI processes
- Development of partnerships with DVR, the WorkSource system, Veterans and other local community employment and education service programs
- Development of internship program(s) for Peer Support Specialists
- Developed the RFQ for becoming a DVR CRP and IL Provider
- Ongoing participation as a member of the Strategic Planning group of the Washington State DBHR/DVR Mental Health Employment Consortium
- Provided consultation and training on Supported Employment and Benefits and Financial Planning

**Provider Relations Coordinator** *OPTUMHealth Pierce RSN* January 2011 – April 2012

Responsibilities included:

- SAMHSA PORCH Permanent Supported Housing Project Lead for the RSN
- In-House Expert on Housing and Employment issues for the RSN
- RSN Contracts and MOU development and Oversight
- Research and Interpretation of Federal and State of Washington Laws and Guidelines
- QA/PI outcomes strategies and monitoring for Contracts and development of new projects for the RSN
- Member of the Mental Health Employment and Housing Consortium's Strategic planning committee

**Allied Service Provider Liaison**

*OPTUMHealth Pierce RSN*

May 2009 – January 2011

Responsibilities included:

- Developed Memorandum of Understanding with state and local agencies and organizations per our contract with the DSHS/DBHR. These include such as DSHS/DVR, JRA, DDD, ESD, HCS, DOC, local Police Department and Jails, Pierce County Chemical Dependency programs, Transit systems, Housing Authorities
- Research and Interpretation of Federal and State Laws and Guidelines
- Lead for the RSN in developing networks of support and education on the issues of Housing and Employment for individuals with Recovery and Wellness Challenges in the Community Mental Health System in Pierce County.
- Project Lead for the development of the Employment and Housing Plans for the Regional Support Network
- Developed partnerships with DVR, the Workforce Development Council, WorkSource Centers, and Housing Authorities for employment services.
- Acted as the Liaison for the organization with the local Housing Consortiums, Housing Provider Network, Homeless Coalitions, and Legislative Workgroup for Housing of Ex-Offenders, the State Mental Health Housing Consortium for the purpose of collaboration and partnership development.
- Developed education and training programs for Housing and Employment for the RSN.
- Grant Writing; SAMHSA PORCH Project lead for the RSN; Willing Partners Technical Assistance for Employment Services; Time Limited funding from DVR to support Mental Health Employment Services.

**Program Director**

*HERO House (Clubhouse) Bellevue, WA*

September 2008 – May 2009

Responsibilities included:

- Provided oversight of the overall Clubhouse model program
- Provided Clinical Supervision for the Clubhouse Staff
- Enhanced the spectrum of the Employment Services programs
- Developed Internship program with local Hopelink and WorkSource programs
- Enhanced the partnership opportunities with the King County Regional Support Network
- Enhanced the partnership opportunities with the local and state offices of the Division of Vocational Rehabilitation
- Developed grants for program operations

**Executive Director**

*Rose House (Clubhouse) Tacoma, WA*

December 2007 – July 2008

Responsibilities included:

- Overall Financial oversight of the clubhouse program.
- Overall oversight of the Clubhouse program service design and redesign of the organizations Strategic Plan
- Oversight of the House Capital facilities remodeling to meet state requirements
- Provided oversight and compliance of all grant funding requirements.
- Representative to the Consumer Transformation Project work group.
- Grant writing and contract development.
- Provided Clinical Supervision for the staff and interns from the University of Washington/Tacoma School of Social Work

**Program Manager Employment and Education Services**

*Valley Cities Counseling and Consultation WA*

October 2002- December 2007

Responsibilities included:

- Developed the Employment and Education services program for the CMHA
- Collaborated with the Management team in the integration of the Employment and Education services to provide SAMHSA Evidenced Based Best Practices in Supported Employment
- Collaborated with the Management team in the development of the agency Recovery Services Plan
- Contract development and oversight for employment services
- Grant writing
- Provided Clinical Supervisor and Management supports to the Case Management and Therapist teams
- Conducted Assessments and Intakes for Adults entering services with the organization
- Developed partnerships with the local WorkSource Centers, local DSHS/ Community Support Offices, local TANF programs. Partnerships included provision of Job Clubs, employment supports, training on Mental Health issues.
- **Manager of the Partnership program Regional Employment Service Program Center** (*Highline West Seattle, Mental Health, Transitional Resources, and Valley Cities*) providing employment services in the South King County area.
- Liaison to the King County DVR/ Mental Health Employment Services work-group.
- Liaison to the local Housing Authorities and Housing organizations in the South King County area

- Member of the workgroup DVR/MH Cross-System Training development.
- Provided all staff training on Employment and Recovery, Group Process, Navigating the Mental Health system
- Representative to the NAMI-Eastside Board of Directors
- Contracted by WIMIRT to provide training to Peer Counselors on Employment Services and Practices

**Mental Health Specialist**      *Overlake Hospital* Inpatient Unit    Bellevue, WA      January 2002 - October 2002

Responsibilities included:

- Provided Clinical supports and services to individuals on the voluntary inpatient unit.

**Program Manager Employment and Vocational Services**    *Mentor Health Northwest*    Bellevue, WA  
June 1996 - March 2001

Responsibilities included:

- Program Development, Management, and Clinical Supervision for the Adult Services Supported Employment and Education services
- Liaison with the King County RSN, and DVR offices
- Contract development, and Budgetary oversight for employment and education services programs

## **PROFESSIONAL ACTIVITIES**

### **Committees and Boards**

Washington State Mental Health Employment Consortium	2010 –
Washington State Mental Health Housing Consortium	2009–2012
Tacoma Pierce County Homeless Coalition	2009-2012
Puyallup Homeless Coalition	2010-2012
Pierce County Homeless Housing Provider Network	2010-2012
Pierce County Homeless Continuum of Care Committee	2010-2012
Advisory Panel Member    Center for Continuing Education in Rehabilitation (CCER)	2004-2007
Washington State MH Transformation Committee on Employment	2005-2009
Board Delegate      Washington State Clubhouse Coalition	1991–1994    2007-2008
Board of Directors      NAMI Eastside	2000–2002    2003-2005
Advisory Board Member    HERO House Clubhouse	2003-2008

### **Workgroups**

Washington State DSHS Employment Services Steering Committee	2015-
Washington State Work Force Innovation and Opportunity Act implementation	2015 -
Vision Quest Office of Disabilities and Employment (Federal)	2013-2014
Pierce County Mental Health Employment Services workgroup	2009-2013
Tacoma Pierce County Ex-Offender workgroup	2012-2013
Washington State Legislative Workgroup on Housing for Ex-Offenders	2009-2010
King County Supported Employment Workgroup	2002-2007    2008-2009
DVR/MH Cross System training workgroup	2007
DVR/MH Liaison workgroup	1997-2001    2002-2007
Massachusetts Task Force on developing Service System (MH)	1988-1990
Massachusetts Task Force on developing Service System (DD)	1982-1984

## **EDUCATION**

Wesleyan University, Middletown CT      Sociology/Psychology      Bachelor of Arts    1979

## **PROFESSIONAL LICENSE/CERTIFICATIONS**

Certified Six Sigma Lean Facilitator	April 2015
Mental Health Professional Status granted for the State of Washington (King County RSN)	1999-present
Affiliated Counselor State of Washington	2010-present
Registered Counselor State of Washington	1991-2010



**Pierce County Workforce Development Council  
WDC Committee Application Form**

WorkForce Central on behalf of the Pierce County Workforce Development Council  
is accepting applications for volunteers to serve on the WDC Committees

**Date:** January 4, 2017

**Name:** Debbie McFarlane

**Title (If Applicable):** Exec. Director

**Employer (If Applicable):** Western Washington Indian Employ. & Training Program WWIETP\_

**Address:** 3701 6<sup>th</sup> Ave. Suite 4

**City:** Tacoma **State:** WA **Zip:** 98406

**Please indicate whether this is a home or work address:** Employer Address

**Primary Day Phone:** 253-879-9066 **Type of Phone:** Work Phone

**Alternate Day Phone:** [Click here to enter text.](#) **Type of Phone:** Choose an item.

**Email Address:** [Debbie@wwietp.org](mailto:Debbie@wwietp.org)

**Type of entity that you represent:** Community Based Organization \_\_

**Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. (Double click on box and select "Checked"):**

Business Services Committee

One-Stop Operator & Partners Committee

Youth and Young Adult Services Committee

**If you represent a community based organization, please indicate the mission of the organization and the populations served:** 18 Counties of Western Washington Native 166 WIOA population

**Please indicate the primary age group that you represent or serve. Please click on “Chose an item”:** Adults Ages 22-72

**Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above:** sharing of resources for all 18 counties we offer WIOA 166 Native services

Click here to enter text.

**In addition to this application, a resume is required. Please submit a resume to this application.**

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

**Please submit this application form by the deadline indicated above to:**

**WorkForce Central**

**WDC Committee Application Process**

**Attn: Debbie Lean**

**3640 South Cedar Street, Suite E**

**Tacoma, WA 98405**

**Or email to: [dlean@workforce-central.org](mailto:dlean@workforce-central.org)**

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.



**Pierce County Workforce Development Council  
WDC Committee Application Form**

WorkForce Central on behalf of the Pierce County Workforce Development Council  
is accepting applications for volunteers to serve on the WDC Committees

**Date:** February 3, 2017

**Name:** Anne Marie Edmunds

**Title (If Applicable):** Program Specialist 3

**Employer (If Applicable):** Pierce County Community Connections

**Address:** 1305 Tacoma Ave S, Suite 104

**City:** Tacoma **State:** WA **Zip:** 98402

**Please indicate whether this is a home or work address:** (Click on "Choose an item" and then click on the arrow.) Employer Address

**Primary Day Phone:** 253-798-4361 **Type of Phone:** Work Phone

**Alternate Day Phone:** Click here to enter text. **Type of Phone:** Choose an item.

**Email Address:** [aedmund@co.pierce.wa.us](mailto:aedmund@co.pierce.wa.us)

**Type of entity that you represent:** Choose an item. I am in government – I wasn't sure which option to choose!

**Please check the box next to the committee that you are requesting to join. Please complete a separate application for each committee that you want to apply. (Double click on box and select "Checked"):**

- Business Services Committee
- One-Stop Operator & Partners Committee
- Youth and Young Adult Services Committee

**If you represent a community based organization, please indicate the mission of the organization and the populations served:** Pierce County Community Connections' mission is to link individuals and families in need with services to improve their quality of life and promote self-sufficiency. As a department we serve Pierce County residents and in the Homelessness Unit specifically, we fund programs that serve families and individuals over the age of 18.

**Please indicate the primary age group that you represent or serve. Please click on "Chose an item":**  
**Adults Ages 22-72** We serve families and individuals 18 years of age and older.

**Please provide a detailed explanation of your qualifications and interest in serving on the committee indicated above: (You are not limited to one page or one paragraph. This application may be more than two pages in length once completed.)**

As a Program Specialist 3 in the Homelessness Unit of Pierce County Community Connections, I am the lead staff responsible for implementing a number of projects that are tangential to the Work Force System. In 2015-16, we worked with a consultant to analyze, evaluate and re-design our Homeless Crisis Response System -- this is what we call the system by which people who are homeless in Pierce County access help.

As a part of this evaluation, we also developed a plan to re-design the access point to our system. Known now as Coordinated Entry, it was formerly known as Centralized Intake or "Access Point for Housing." I worked with the consultant and the partnership of providers implementing coordinated entry to: expand the physical access of Coordinated Entry to multiple locations; offer all households a problem-solving, solution-focused conversation as the initial point of engagement into the system; develop and implement a mechanism to not only improve the matching of households to program openings but also to prioritize households with the greatest need to receive services first; and integrate all the data into one shared data system – the homeless management information system (HMIS).

Additionally, I am responsible for overseeing our Rapid Rehousing program contracts. As a result I am regularly providing policy interpretation, technical assistance and on-going dialogue about best practices with Rapid Rehousing provider agencies. This provides me with an up-close look into the challenges and issues that our stakeholders and programs face – including making a lasting connection to the workforce system for our clients.

Lastly, over the last several months I have been supporting our Continuum of Care Board through a re-framing and strategic planning process. The Board oversees the allocation of funding the Pierce County/Tacoma/Lakewood Continuum of Care receives from the federal government, as well as sets the strategic direction for all Pierce County funded homeless programs. The Continuum of Care Board is made up of a variety of representatives from several



sectors, including the WorkForce Development Council. These Board Members work together to identify and deploy strategies that will contribute to ending homelessness in Pierce County.

I believe all of this work demonstrates my qualifications. However, I am most interested in joining this committee because I enjoy cultivating effective partnerships and designing efficient systems – this is at the heart of my work with Pierce County and I would genuinely love to expand this work even further. I believe this committee would deeply support my ability to support increased partnership between the workforce and homeless systems. I am eager to learn, problem-solve, and work together.

**In addition to this application, a resume is required. Please submit a resume to this application.**

By checking this box, I indicate that the information submitted is accurate to the best of my knowledge and that this form should be considered as electronically signed by the applicant listed above.

**Please submit this application form by the deadline indicated above to:**

**WorkForce Central  
WDC Committee Application Process  
Attn: Debbie Lean  
3640 South Cedar Street, Suite E  
Tacoma, WA 98405  
Or email to: [dlean@workforce-central.org](mailto:dlean@workforce-central.org)**

If you have questions related to this process you may call Debbie Lean, Executive Assistant at 253.414-0141. Thank you for your interest in serving on a committee of the Pierce County Workforce Development Council. You will be notified of the status of your application as quickly as possible.

# Anne Marie Edmunds

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## Experience

Pierce County Community Connections, Tacoma, WA

*Program Specialist 3*                      *September 2014 – Current*

- Develop program plans. Facilitate planning committee meetings and public hearings/forums as appropriate. Coordinate citizen groups, service agencies, and other organizations involved in the planning process.
- Participate in local and statewide workgroups regarding planning and policy development.
- Assist the Social Service Supervisor with overall policy development.
- Prepare special studies, reports, and statistical information necessary for future planning and community policy decisions.
- Assist the Social Service Supervisor in the coordination and recruitment of citizen groups, service agencies and other organizations involved in the planning process.
- Provide guidance in the implementation and monitoring of plans.
- Interpret complex or detailed federal or state regulations to ensure program compliance.
- Identify systems concerns and suggest appropriate changes and/or interventions.
- Assist Social Service Supervisor with resolution of appeals and grievances.
- Coordinate the implementation of overall systems corrective action plans and monitor their effectiveness.
- Provide technical assistance to Social Service Program Specialists 1 and 2 and contractors. Research applicable county, state, and federal laws, rules, regulations, policies and procedures to develop and answer programmatic questions.
- Represent the agency at meetings including State and Federal stakeholder workgroups related to assigned program area.

Building Changes, Seattle, WA

*Manager, Contracts*                      *October 2013 – September 2014*

- Convene grant making staff monthly and facilitate meetings to develop grant policy with regard to the Washington Families Fund System Innovation Grant program and draft policies/procedures for approval.
- Oversee the grant contracting process for all Washington Families Fund grants, including contract development and delivery, contract amendments, and contract renewals.
- Monitor contract performance for all Washington Families Fund grants; collect all related reports and review to ensure grantee compliance with contract obligations; identify any non-compliance issues (program or financial) and liaise with program staff to resolve issues and help form policy (when necessary); attend monitoring site visits.
- Manage the payment process for all grant contracts; ensure grant funds are used according to the grant purpose, spent within the grant timeline and received in a timely manner; reconcile all grant payments with Accounting on a quarterly basis; reconcile individual grant payments with grantee prior to grant end.
- Assist program staff in the Request For Proposal and applicant selection process; prepare draft Letters Of Interest and/or Request For Proposal documents; coordinate all related communications; participate in community meetings/bidder's conference/FAQ sessions;

participate in application review; prepare funding recommendations and related grant information for Building Changes Board Program Committee and Board of Directors.

- Maintain an accurate and up-to-date database of contract- and grant-related data; implement process improvements when possible.
- Prepare grant-related reports for both internal and external audiences, as needed.

Building Changes, Seattle, WA

*Grant Program Coordinator*      *March 2012 – October 2013*

- Prepare, process, and track grant agreements for all Washington Families Fund grants.
- Assist program staff with general program oversight, including monitoring of projects' service and financial activities; preparation and review of quarterly and annual reports; payment of grant contracts; arrangement of site visits; establishing and maintaining a "learning network" among grantees; and coordination of data collection and evaluation efforts.
- Provide support to program staff in the Request For Proposal, evaluation and applicant selection process; coordinate all related communications.
- Coordinate and monitor grantee requests for use of training scholarship funds; facilitate the processing and payment of requests; and the related communication with grantee applicants.
- Participate in the development and implementation of new grant-management software; assist with database maintenance, updates and process improvements; perform data entry and customized querying/reporting; maintain database of project and grant-related information.
- Respond to community requests: compose and/or edit correspondence; format documents; respond to mail, email or phone calls.

Building Changes, Seattle, WA

*Program Assistant*      *February 2010 – February 2012*

- Provide program support, including: meeting scheduling and support, development of PowerPoint presentations, and creation of agendas, briefings, and reports.
- Manage calendars, scheduling, and travel: enter appointments, set up and track meetings, and provide relevant materials.
- Provide logistical arrangements and coordination for trainings to grantee organizations on a variety of programs and issues.
- Initiate communications and respond to community requests: compose and/or edit correspondence, format documents.
- Provide a range of program-related support activities including: correspondence, word processing, data entry, copying, faxing, filing, and mailing.
- Provide back-up for office support as needed (mail processing, office organization, meeting support).

La Belle Associates, Inc., Bellingham, WA

*Executive Assistant*      *October 2003 – September 2008*

- Manage the administrative functions of the President's office and provide confidential office support to the company President by communicating with senior staff as a liaison for the

President; capturing meeting notes and preparing executive reports; coordinating and managing the President's internal and travel schedule.

- Act as advisor to President regarding increased office efficiencies in flow and task completion and improved team relationships
- Manage reception responsibilities (multi-line phone answering, faxing, distributing mail, data-entry, courier shipping, and training reception staff).

## **Education**

Western Washington University

*Bachelor of Arts. Business Administration, Management Concentration, 2003*

- Magna Cum Laude Graduate

## **Volunteer Activities**

Bible Study Fellowship International, Seattle, WA

*Group Leader, September 2013 – May 2014; April 2016 – Current*

- Facilitate a time-budgeted small-group discussion of 15 group members weekly, responsible to contact each group member weekly, participate in weekly Group Leader training (including weekly assignments) and complete daily bible study.

Mars Hill Church, Seattle, WA

*Junior High Leader, October 2012 – March 2013*

- Participate in weekly junior high youth group, including small-group discussion; responsible for purchasing and distributing snacks weekly.

Breakwater Community Church, Bellingham, WA

*Trustee, May 2005 – September 2008*

- Work as part of a five-person team to advise the Pastor on decisions such as building location, debt management, and resource allocation. Also collaborate to make both budget and policy decisions.

*Treasurer, February 2007 – September 2008*

- Maintain accurate and timely records of church finances. Includes collecting, counting and depositing tithes, reconciling church accounts, timely payment of all bills and taxes, as well as any donations or offerings made by the church. Supply the Trustee board and Pastor with monthly financial reports as well as recommendations upon request. Work requires extreme discretion and attention to detail.

**BY-LAWS  
OF PIERCE COUNTY  
WORKFORCE DEVELOPMENT COUNCIL**

Amended ~~February 18, 2016~~ January 19, 2017

**ARTICLE I**  
**NAME**

The Name of the organization shall be Pierce County Workforce Development Council (WDC).

**ARTICLE II**  
**PURPOSE**

The WDC, in partnership with the chief local elected officials, dba the Executive Board, ~~has is~~ transitioning from the Workforce Investment Act of 1998 (WIA) to the Workforce Innovation and Opportunity Act (WIOA), and shall plan and oversee the Workforce Development System of Tacoma-Pierce County. Such planning and oversight activities shall include, but are not limited to, developing and obtaining approval of the local WIOA plan; selecting "One-Stop" service delivery operators and providers; selecting youth providers; identifying training series providers; negotiating local performance measures with the state Workforce Development Board and governor; monitoring local ~~WIA and/or~~ WIOA system performance against established performance measures; assisting development of a labor market information system, directing disbursement of ~~WIA and then~~ WIOA grants, and promoting participation of private sector employers in the WIOA system.

**ARTICLE III**  
**MEMBERS**

**SECTION 1. APPOINTMENT/TERMS.** Membership on the WDC shall be by appointment of the Executive Board in accordance with criteria established by the governor. Members shall be elected for three (3) year terms or such other terms as may be established by the Executive Board. **Renewal of terms shall be approved by the Executive Board.**

**SECTION 2. GENERAL POWERS.** All business and policy affairs of the WDC shall be governed by its Members.

**SECTION 3. NUMBERS AND COMPOSITION.** The number of WDC Members shall be determined by the Executive Board. A majority of the WDC Members shall be representatives of businesses and labor. The balance of the memberships, as defined by WIOA, shall be comprised of the following: local educational entities; labor organizations; economic development agencies;

community-based organizations (including organizations representing individuals with disabilities and veterans); "One-Stop" partners; and such other organizations designated by the Executive Board. The Executive Board and the WDC will use its best efforts to assure representation of the entire Tacoma Pierce County region.

**SECTION 4. VOTING.** Each Member, except for a Member Emeritus, shall be entitled to one vote. Members in emeritus status shall not have voting privileges. Proxy voting will be permitted only when a Member is unavailable to attend a meeting due to illness, or travel. Proxies must be executed in writing or be submitted electronically to the WDC Chair, WorkForce Central CEO/Designee and must specify the date the proxy shall expire. No Member may designate more than three proxies in any twelve month period.

**SECTION 5. EMERITUS STATUS.** A Member who has left the WDC in good standing and has demonstrated outstanding service during his/her membership is eligible for nomination as an Emeritus. Any WDC member may submit to the WDC Coordinating Committee nominations for consideration. Upon acceptance and approval of the WDC Coordinating Committee, the nomination will be forwarded to the WDC for action. An Emeritus shall serve a term without limit. While this position is non-voting with regard to official actions of the WDC, an Emeritus may be invited to participate in all WDC meetings and functions, be eligible to be appointed by the Chairperson to serve on any of the WDC's committees, and may be called upon to assist the WDC on matters where the individual's interest, experience and expertise will best serve the WDC. ~~on matters where the individual's interest, experience and expertise will best serve the WDC and its efforts.~~ The number of such positions is discretionary with the WDC, however the honor will be reserved for individuals with a record of distinguished service.

Commented [NL1]: Good catch Percy!

**SECTION 6. REMOVAL.** At the discretion of the WorkForce Central Executive Board, any Member may be removed for cause. The WDC Chairperson and WorkForce Central Chief Executive Officer (CEO) may recommend to the WDC the removal of a Member from the WDC. Members are expected to attend all scheduled WDC meetings with the exception of three excused absences provided that proxies are designated (as referenced in Article 3, Section 4), actively participate in at least one committee, and maintain good standing in the community. Failure to meet his/her expectations shall warrant removal from the WDC. Upon the approval of the WDC, the recommendation for removal of the member will be forwarded to the WorkForce Central Executive Board which is comprised of the local elected officials and the WDC Chairperson. The WDC Chairperson and WorkForce Central Chief Executive Officer may recommend an exception to the WorkForce Central Executive Board.

**SECTION 7. VACANCIES.** A vacancy on the WDC shall be filled by the Executive Board. Each successor Member shall complete the term vacated and shall stand for reappointment at the end of the term. The WDC Chair or WorkForce Central CEO will notify the Executive Board on vacancies. Need to add a sentence or two on how the WDC notify the Executive Board on vacancy.

**SECTION 8. REMUNERATION.** Members shall not receive any compensation for attendance at regular or special meetings.

**SECTION 9. RESIGNATION.** Any Member may resign at any time by delivering written notice of resignation to the Chairperson. Upon receipt and acknowledgement by the Chairperson, such resignation shall be effective on the date set forth in the notice.

**ARTICLE IV**  
**MEETING OF MEMBERS**

**SECTION 1. REGULAR MEETINGS.** Regular meetings of the Members shall be held at least six times a year at such time and place as Coordinating Committee shall determine. Video conferencing technology will be used to facilitate participation of members who cannot physically travel to the meeting location. It is encouraged that members attend all meetings at the physical location. However, should it be necessary for members to use the video conferencing option, a limit of two meetings annually is permitted. The Coordinating Committee shall set the agenda for the regular meetings of the WDC. Such meetings shall be open to the public and shall be conducted in accordance with Robert's Rules of Order.

**SECTION 2. SPECIAL MEETINGS.** Special meetings of the WDC may be called by request of the Chairperson or any three (3) Members.

**SECTION 3. MEETING LOCATION.** Meetings of the WDC shall be conducted within Pierce County, Washington.

**SECTION 4. NOTICE.** If mailed, the notice shall be deemed to be delivered when deposited, postage prepaid, in the United States mail, addressed to the Member at his or her address as it appears in the records of the WDC. Notice of any regular meeting may, but need not specify the business to be transacted at or the purpose of, such meeting.

**SECTION 5. WAIVER OF NOTICE.** A Member may waive any notice required to be given by these bylaws before or after the meeting that is the subject of such notice, A valid waiver is created by 1) a written, signed waiver delivered to the WDC; 2) attendance at the meeting unless at the beginning of the meeting, the Member objects to holding the meeting or transacting business threat; or 3) failure to object at the time of the presentation of a matter not within the purpose or purpose described in the meeting notice.

**SECTION 6. QUORUM.** Fifty-one percent (51%) of the total number of Members attending in person, by proxy, or by video conferencing shall constitute a quorum. If fifty-one percent results in a fractional number, the fraction shall be rounded upward to indicate the number of Members required for a quorum. The act of the majority of the Members present at the meeting at which a quorum is present shall be the act of the Members unless otherwise specially required by law or by the bylaws. If a quorum is not present at the meeting of the Members, the Members present may adjourn the meeting.

**SECTION 7. FAILURE TO HOLD MEETING.** The failure to hold any meeting of the Members whether special or regular shall in no way suspend or invalidate the business of the WDC.

**SECTION 8. WDC MEMBERS SERVING ON WDC COMMITTEES.** Each Member of the WDC shall serve on at least one WDC committee.

**ARTICLE V**  
**OFFICERS**

**SECTION 1. OFFICERS.** The Officers of the WDC shall be the Chairperson, Vice-Chairperson and second Vice-Chairperson. Each Officer shall be elected for a term of three years.

**SECTION 2. ELECTIONS.** The Officers shall be elected by the Members and shall serve two terms. The Coordinating Committee will, at the June meeting, recommend a slate of officers to serve during the following year.

**SECTION 3. VACANCIES.** Vacancies shall be filled at any meeting of the Members. Officers so elected shall serve until the next election of officers.

**SECTION 4. CHAIR PERSON.** The Members shall elect the Chairperson from among the business representatives on the WDC. The Chairperson shall preside at the meetings, supervise and control the business and affairs of the WDC and shall see that orders and resolutions of the Members are carried into effect. She/he may not serve more than two consecutive terms. ~~The current WDC chair shall be eligible for one more term.~~

**Commented [NL2]:** When this was revised, we needed to add this language in to ensure smooth transition from WIA to WIOA – now with a new update, we can delete

**SECTION 5. FIRST VICE-CHAIRPERSON.** The First Vice-Chairperson shall act for the Chairperson in her/his absence and perform such other duties as the chairperson may direct.

**SECTION 6. SECOND VICE-CHAIRPERSON.** The Second Vice-Chairperson shall act for the First Vice-Chairperson in her/his absence and perform such other duties as the Chairperson may direct.

**ARTICLE VI**  
**WIOA ADMINISTRATIVE ENTITY**

As ~~designated determined~~ by the Executive Board, the Tacoma-Pierce County Employment and Training Consortium, doing business as WorkForce Central, is the official Administrative Entity that serves as the local WIOA grant recipient and fiscal agent for the distribution of the funds. Any WorkForce Central staff assigned to support the WDC or its committees shall be ex-officio members of the council or committee.



**ARTICLE VII**  
**COMMITTEES**

**SECTION 1. STANDING COMMITTEES.** The standing committees of the WDC shall be the Coordinating Committee, the Business Services Committee, the Adult Services Committee, the Youth and Young Adult Services Committee, and the One-Stop System Operator(s) & Partners Committee.

**SECTION 2. COMMITTEE CHAIRS.** The Chair of the Coordinating Committee shall be the Chair of the WDC. The Chairs of the remaining committees shall be members of the WDC and are appointed by the Chair of the WDC.

**SECTION 3. COMMITTEE VICE CHAIRS.** The Vice Chair of the Coordinating Committee shall be the Vice Chair of the WDC. The Vice Chairs of the remaining committees shall be Members of the Committees selected by the committee membership.

**SECTION 4. COMMITTEE MEMBERSHIP.** Membership of the committees will be a combination of WDC Members and non-WDC Members. The process and appointment of non-WDC members to the committees shall be determined by the WDC Chair, the WDC Vice Chair, and the WDC Chairs of the Committees.

**SECTION 5. COMMITTEE MEETINGS.** The committees shall determine the frequency of their meetings based upon the work that must be done. The Chair of each committee shall determine the meeting dates and the agenda as needed or directed.

**SECTION 6. STANDING COMMITTEE PURPOSES**

~~WIOA Section 107(b)(4)(iii) calls for a standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188, if applicable. I AM NOT SURE IF ONE OF THE EXISTING COMMITTEES HANDLE THIS AREA. IF NOT WE MAY WANT TO RECOMMEND CREATING A STANDING COMMITTEE ON SERVICES TO INDIVIDUALS WITH DISABILITIES.~~

**SECTION 6.1. COORDINATING COMMITTEE PURPOSE.** The purpose of the Coordinating Committee is to coordinate the work of the WDC and any of its committees.

**SECTION 6.2. BUSINESS SERVICES COMMITTEE PURPOSE.** The purpose of the Business Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of employer engagement and economic development in the WIOA workforce system.

~~**SECTION 6.3. ADULT SERVICES COMMITTEE PURPOSE.** The purpose of the Adult Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of adult services in the WIOA workforce system.~~

**SECTION 6.4. YOUTH AND YOUNG ADULT SERVICES COMMITTEE PURPOSE.** The purpose of the Youth and Young Adult Services Committee is to provide the WDC with assistance in the planning, implementation, and performance of youth and young adult services in the WIOA workforce system.

**SECTION 6.5. ONE-STOP SYSTEM OPERATOR(S) & PARTNERS COMMITTEE PURPOSE.** The purpose of the One-Stop System Operator(s) & Partners Committee is to provide the WDC with assistance in the planning, implementation, and performance of the One-Stop System in Pierce County. The committee provides information and assists with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with section 188 of WIOA Final Rules. This committee, for the most part, is made up of current partners in the system. Therefore, a significant number of the Members will be partner representatives, identified in a specific Memorandum of Understanding (MOU) that will guide the work of this committee. These representatives will be selected by the organization that they represent in the partnership. The membership in the One Stop Committee will not be limited to official MOU partners since the goal is to have a broad based group of demonstrated expertise and effectiveness in the field of workforce development on each of the committees.

**SECTION 6.6. CORE 6 LEADERSHIP COMMITTEE.** The purpose of the Core 6 Leadership Committee is to advise and recommend to the WDC and the WorkForce Central Executive Board solutions to issues related to the aspirational vision, strategic direction and priority changes/improvements required for the Pierce County Workforce Development System.

**ARTICLE VIII  
CONFLICT OF INTEREST**

No Member or ex-officio Member of the Workforce Development Council (whether compensated or not) shall engage in any activity, including participation in the selection, or award of a sub-grant or contract supported by ~~WIA or~~ WIOA formula funds if a conflict of interest, real or apparent, would be involved, Such a conflict work arise when the Member, or any member of his/her immediate family, a partners or an organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm or organization selected for award. A WDC Member shall declare when a conflict of interest, real or apparent, could occur. The minutes of the meeting shall reflect that a disclosure was made and an abstention from voting or discussing during the meeting shall occur. Members or ex-officio Members of the WCD will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors or parties to sub-agreements. Each Member is entitled to one vote, unless prohibited by a declared conflict of interest. SUGGESTION TO ADD: ANNUAL DISTRIBUTION AND REVIEW OF CONFLICT OF INTEREST POLICY TO MEMBERS

**Commented [NL3]:** Too hard to keep up with. The sign off says that each member must declare should a conflict arise

**SECTION 1.** Workforce Central may enter into contracts and agreements that are in accord with the goals and objectives of the Executive Board, the WDC and ~~WIA or~~ WIOA. All such contracts must be executed by the WorkForce Central CEO based upon local, state, and federal laws, regulations and ordinances.

**SECTION 2. FISCAL YEAR AND PROGRAM YEAR.** The fiscal year of the WDC and WorkForce Central shall begin on the first day of January in each year and shall end on the last day of December in each year. The program year of the WDC and WorkForce Central shall be the first day of July in each year and shall end on the last day of June each year.

**SECTION 3. NONDISCRIMINATION.** The WDC shall comply with all applicable federal, state, and local laws, regulations and ordinances. The WDC shall adhere to a policy of equal opportunity for all people, regardless of race, color, sex, sexual orientation, age, marital status, creed, religion, disability or national origin. WorkForce Central ~~and WorkSource Pierce are~~ is an equal opportunity employer. ~~s and providers of employment and training services.~~

**SECTION 4. BOOKS AND RECORDS.** The WorkForce Central shall keep correct and complete books and records of account and minutes of the meetings of the council and its committees. All books and records of the WDC may be inspected by any Member or Officer for any proper purpose at any reasonable time.

**ARTICLE X**  
**AMENDMENTS**

These bylaws may be amended or repealed at any meeting of the members at which a quorum is present, by the affirmative vote of two-thirds (2/3) of the members present at such a meeting provided that any proposed amendment shall be acted upon in advance by the WDC Coordinating Committee and shall be submitted in writing to the members in advance of their next meeting.

**CERTIFICATION**

I do hereby certify that the foregoing bylaws, consisting of seven (7) pages, are a true and correct copy of the bylaws of the Pierce County Workforce Development Council as adopted by its members on January 16, 2015.



\_\_\_\_\_  
WDC Chair

21/189/167  
Date

## QUALIFICATIONS AND EXPERIENCE

**Strumpf Associates: *Center for Strategic Change*** (SA) is uniquely qualified to provide these services to the Workforce Development Council and Workforce Central. Beginning in 1999 with the advent of the Workforce Investment Act (WIA), Strumpf Associates began working in Washington to assist the state and local areas transition from the former legislation, JTPA, to the requirements of WIA. From 1999 through 2002, Lori Strumpf worked with the Pierce County Workforce Board to help develop a Memorandum of Understanding process and document that met the requirements of WIA and established a process and document for the WIB-LEO agreement. In addition, Lori worked with the board and the staff to develop the continuous quality improvement (CQI) framework that resulted in the center certification process that exists today. At that time, this framework for CQI and certification was developed by Strumpf Associates for use and customization by Strumpf's clients.

SA is a Washington, DC-based firm that provides organizational change consulting and facilitation to a variety of institutions, including community-based organizations, local governments, city and county councils, schools, social service agencies, and workforce entities. SA works nationwide as an organizational change consultant, helping public institutions and multi-agency initiatives develop integrated service delivery systems, become more business-like in process management and results, and transform organizations to quality managed workplaces. SA helps not for profit and government organizations improve the quality of their delivery systems and services by becoming high performance workplaces. We provide facilitation for strategic planning, facilitate board development, technical assistance, leadership training, partnership facilitation, creative problem solving and practical research linked to best practices - all designed to improve customer satisfaction.

Our firm offers an unparalleled depth of experience in the workforce development, human services, community development and organization development fields. This includes knowledge of best practices from other communities across the country that have tackled the issue of diversifying funding, developing technology driven solutions, developing new service structures under the Workforce Innovation and Opportunity Act, and joint planning and integrated service delivery to better serve customers. Our strengths are a comprehensive understanding of how to apply business practices in the public sector as well as human service delivery in the context of broader economic and community development efforts and what it takes to change organizations to deliver quality services. Strumpf Associates has over 35 years of experience in strategy development and change management in public systems.

Strumpf Associates provides organizational change management consulting and executive coaching to not for profit community organizations, workforce boards, schools, welfare organizations, and local governments. Strumpf Associates is well known in the area of strengthening public not for profit organizations through facilitation of inclusive strategic planning processes, board development, development of thriving, high-performance leadership teams, alignment of program operations, development of integrated service delivery systems, identification of staff competencies, and the development of customer satisfaction systems.

Since our inception in 1984, Strumpf Associates has been dedicated to the principles of quality

as the foundation for re-engineering systems and restructuring services. We have worked with several organizations for a period of years to accomplish a change in organizational culture dedicated to the principles and practices of continuous improvement. These organizations include the Northern Virginia Workforce Development Board (1999 through the present) with program design, strategic planning, board development, aligning services under WIOA and developing the local WIOA plan; the Albemarle County Department of Social Services (2000 through the present) with strategic planning and organizational change to become a high performance organization; the Albemarle County Department of Fire Rescue (2011 through 2012) to facilitate a comprehensive strategic planning process and develop the strategic plan; the Prince William County Department of Social Services (1998 through 2002) to become a high performance organization through organizational change practices; the Fairfax County Office of Public Private Partnerships (2007 through 2009) to re-engineer how the office would function; the Northern Virginia Community College System (2009 through 2014) with strategy development and execution to merge six workforce development departments across six campuses into one department with one set of processes and systems; and the Capital Region (VA) Workforce Development Board (2009 through 2014) to facilitate a process to develop the first and second strategic plan that included the City of Richmond and assisted the board with implementation of the plans which included the establishment of a Business Solutions Team.

Strumpf Associates has also worked with the Montgomery County (MD) County Executive and the County Council (2011 through the present) to create a 501c3 to deliver workforce services to all the residents of Montgomery County that would be more accessible and customer friendly and to start up the new organization; the Riverside County (CA) Workforce Development Board (2001 through the present) to facilitate the strategic planning process every 3 years, develop the plan and facilitate annual updates and activities to become a high performance organization; the Chicago Mayor's Office of Workforce Development through the transition to the new Chicago Workforce Council and the Chicago Department of Family Services and Support (2007 through 2012) to develop a continuum of services that broke down the siloes between units serving youth to seniors; Montgomery County Hospice (2012 through 2014) to develop a strategy and implementation plan with the board to merge their foundation with their 501c3. Two of our clients, the Albemarle County Department of Social Services and the Prince William County Department of Social Services were awarded the Virginia Productivity and Quality Award during our association with them.

Strumpf Associates took the lead in facilitating the process of partner engagement and writing the Montgomery County, Maryland WIOA Local Area Plan that was recently submitted to the state. We are currently assisting the Northern VA Workforce Board and their operating arm, SkillsSource, Inc. in facilitating the process of partner engagement in the development of their WIOA Local Area Plan.

## Resume

### *Lori J. Strumpf*

*Strumpf Associates*: Center for Strategic Change  
1050 17th St., N.W., Suite 600  
Washington, D.C. 20036  
(202) 872-0776

#### Key Qualifications

##### Experience

- Thirty years of ownership and operation of organizational development firm.
- The firm is dedicated to facilitating organizational change in public organizations.
- The Center's practice is focused on change management consulting in state and local organizations.
- The primary focus of the company is in school reform, welfare reform, and workforce development as those organizations contribute to community development.
- The firm is dedicated to the vision of developing quality in public service organizations that serve youth, unemployed individuals and people in transition in their lives.
- Demonstrated proficiency in helping public institutions change organizational systems, processes, and practices.
- Assists organizations in developing a team-based approach to organizational structure.
- Contributes to the development of the annual quality improvement goals and objectives in multiple sites.
- Coordinates the completion of quality improvement studies in multiple sites.
- Monitors the quality improvement activities in multiple sites.
- Provides feedback and assistance to individuals and teams responsible for improvement activities
- Ten years' experience teaching undergraduate and graduate classes on change management for Brandeis University and Stratford University.
- Twenty-five years of conducting job task analysis, development of valid and reliable evaluation systems and assessment tools for job skills.
- Development and implementation of customer satisfaction data collection and analysis systems.

##### Skills/Expertise

- A desire to get things done
- Willingness to work with others and respect their views
- Good communication skills
- Organizational skills
- Ability to work in a fluid environment and demonstrate flexibility
- Process management
- Project management
- Confident with numbers
- Comfortable with IT
- Negotiating skills
- Ability to challenge the status quo and find viable new alternatives
- Honesty and fairness in dealing with other people
- Leadership
- A commitment to the ideals of quality and equity in delivering workforce development services
- Determination, motivation and commitment

##### Education

- M.Ed., Eds. Counselor Education with focus on community development, June 1979. University of Florida, Gainesville, Florida.

• B.A., Psychology, also completed all requirements for B.A. in Criminal Justice, December 1976.  
University of Florida, Gainesville, Florida.

#### Professional Experience

June 1986 to Present: President

*Strumpf Associates*: Center for Strategic Change  
Washington, D.C.

**Strumpf Associates: Center for Strategic Change** (CSC) is a firm dedicated to facilitating organizational change in public organizations. The Center's practice is focused on change management consulting in state and local organizations. The primary focus of the company is in school reform, welfare reform, and workforce development as those organizations contribute to community development. The firm is dedicated to the vision of developing quality in public service organizations that serve youth, unemployed individuals and people in transition in their lives.

March 1992 to December 2002 Senior Associate  
Center for Human Resources  
Brandeis University

Dedicates part time to the Center for Human Resources where responsibilities include development of quality services to disadvantaged youth and adults. Her work is focused on workplace literacy, total quality management (TQM) in the public sector, and development of effective employability assessment systems.

March 1983 to August 1986 Assistant Director  
National Association of Private Industry Councils

Responsibilities: Monitored, analyzed and advocated for legislation related to employment and training; wrote and developed information to keep member agencies up-to-date on legislative and programmatic issues; directed project on youth employment funded by private foundations; fundraising responsibility for youth project specifically and overall agency budget generally; provided training and technical assistance to local private industry councils on a variety of issues including program design and operation; managed local programs and marketing; designed training curricula; represented agency at public forums.

July 1980 to March 1983 Training Director and Youth Employment Policy Analyst  
National Youth Work Alliance  
Washington, D.C.

Responsibilities: Overall responsibility for planning, coordination and on-site management of annual 600 attendees National Youth Workers Conference; design of curricula, planning and coordinating of 17 two-day annual seminar series, as well as direct delivery of training on various topics; designed, organized and conducted national symposium on fundraising; developed annual program plan, including all budgeting, publications, brochures, marketing strategy and source development for above activities resulting in overall project to agency; provided technical assistance and training to constituent agencies on-site and through subcontract; Project Manager for \$250,000 federal grant to design curricula and provide training to agency directors on planning and designing programs for the Serious and Violent Juvenile Offender.

Other responsibilities included fundraising for overall agency programs. Worked on Capitol Hill around youth policy issues generally and youth employment issues specifically; maintained



liaison with youth work professionals and concerned citizens at federal, state and local levels, government project officers and other agencies and individuals.

August 1979 to July 1980 Program Specialist Assigned to the Vice President's Task Force for Youth Employment National Youth Work Alliance  
Washington, D.C.

Responsibilities: Assisted the development, planning and coordination of three regional conferences with 1,750 attendees overall under contract to the Vice President's Task Force on Youth Employment. Topics included high-risk youth and employment needs, and education and youth employment strategies. Assisted unit director in planning and management of National Youth Workers Conference; planned and coordinated 22 two-day seminars.