

PARTNER WORK

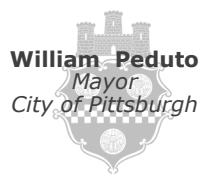
The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book

S e p t e m b e r 1 4 , 2 0 1 8



Mark T. Latterner
Chair



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Partner4Work Secretary
Chief Games Officer
Simcoach Games

Washington, Dr. Nancy
Director
Allegheny Housing Rehabilitation
Corporation

PARTNER4WORK Board of Directors' Meeting

7:45 to 9:45 a.m. September 14, 2018

Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222

1. Welcome and call to order *Mark Latterner, Chair*
2. A conversation with Dan Gilman, Chief of Staff, Office of Mayor William Peduto
3. Chairman's Report and Consent Agenda *Mark Latterner*

APPROVE: Minutes from June 1 and June 28, 2018

ACKNOWLEDGE: The actions taken by the Executive Committee since the last full Board meeting:

- **Accept** grant funding to support adult and youth-related programming. A chart of funding received, and an explanation of projects follows on page 24.
- **Approve** updates to P4W policies:
 - a. Youth Eligibility
 - b. Adult/Dislocated Worker Eligibility
 - c. Customized Job Training
 - d. Incumbent Worker Training
 - e. Individual Training Account
 - f. On-the-Job Training
 - g. Personally-Identifiable Information
 - h. Priority of Service
 - i. Right to Know
 - j. Self Sufficiency
 - k. Supportive Services
 - l. Transitional Jobs
 - m. Youth Incentive
 - n. Youth Work Experience

4. CEO's report *Earl Buford*

5. Committee reports

- Fiscal and Operations *Ed Hartman and Ray Herron*
- Youth *Deb Caplan*
- Service Delivery *Jess Trybus*

Action: Accept the recommended revisions to the P4W Individual Training Account and Supportive Services policies.

6. Open forum and Public Comment Period
Individual speakers limited to three (3) minutes
7. Adjournment

2017-19 Overall Strategic Plan Dashboard



Thought Leadership

Be the local go-to organization on workforce development.

Increase visibility and understanding of Partner4Work regionally and nationally through a comprehensive communications strategy.

Influence local, regional, and state policy to enhance the workforce system.

Serve youth through a high quality youth workforce system through strategic investments in programs that produce results.

Create systemic connections between youth-serving organizations and secondary/post-secondary training.

Strengthen the connection between year-round and summer programming and expand employment opportunities for youth.

Manage a highly efficient job placement infrastructure through alignment of local public and private services

Serve people where they live.

Define appropriate intersections with human services programs in preparing job seekers for job placements.

Pilot industry engagement initiatives to meet the talent needs of key industries.

Create new on-ramps to career opportunities for job seekers.

Build capacity of providers to apply for Partner4Work funding and deliver successful outcomes.

Manage diversified portfolio in support of strong public/private WD infrastructure

Reinforce internal infrastructure that supports sustainability and efficiency of the organization.

Build system of evaluation and oversight to position the organization and its networks to solve problems creatively.



Youth Pipeline Development



Connecting Job Seekers to Careers



Incubate Systemic Workforce Solutions



Internal Infrastructure

Speaking engagements with local, state and national audiences, Pennsylvania Workforce Development Association; National Association of Workforce Boards; Senate HELP Committee

Local, regional, and national press coverage received of the P4W's new CEO and MUS; communications strategy in progress

P4W, Southwest Corner WDBs partner on regional strategy to address shortage in commercial drivers; P4W and PBEOC developing joint advocacy agenda; P4W advocated for increased flexibility regarding the one-stop operator.

Young adult providers are engaged with each other and with the Pittsburgh Works network to provide system of services.

Post-secondary navigator onboarded and meeting with youth providers. CMU SMARTER program connected with youth providers.

Learn & Earn 2018 concluded Aug. 3; MOU negotiations continue with the City.

ULA exceeded 1,800 placement goal in PY218.

CareerLink staff distributed to communities through libraries, public housing developments, Energy Innovation Center; outcomes being assessed.

Nearly 1,500 EARN and Work Ready participants were served through June 30. Over 100 reentrants were served by the Training to Work Program through June 30.

P4W spearheading Industry Advisory Council to address CDL hiring challenges.

120 individuals placed with UPMC as a result of the ESV/EIC program. 51 individuals placed in jobs through Quick Train. 25 individuals received scholarships to TechHire coding boot camps; 5 placed in tech jobs as of 7/31/18.

Amplify technical assistance trainings began in Jan. 2018, monthly events occurring. Pittsburgh Works relaunched Employer Talks and interactive member directory at partner4work.org.

Diversification of funding sources continues to evolve through P4W's fundraising, as well as consistently applying for non-WIOA grants.

Board membership compliant, certified through 2019; officers elected; Personnel and Service Delivery Committees re-established. Fiscal system selection process underway; full implementation targeted for year-end.

State monitoring and independent audit resulted in zero findings; sub-recipient monitoring continues to evolve with connecting program evaluation to procedures.



On target



In progress; challenges due to external factors



Struggling/ adjust course

2017-19 Board Strategic Plan Dashboard



Regionalism

1

Explore board-to-board intersections; chair to communicate with other regional WDB chairs.

2

Explore political willingness for regional strategy.

3

Using a map of the region's job seekers, demonstrate crosswalks for regional efforts.



Business Engagement

1

Using a series of case studies and marketing materials, demonstrate efficacy of Business Services including OJT, Learn & Earn, sector strategies; develop three-point checklist of how to engage with the system.

2

Every Board member is engaged and uses the public system when possible; every board member identifies 5 companies and makes a warm handoff to Partner4Work.

3

Leverage the efforts and outreach of one-stop operator to integrate and coordinate business outreach; explore fundraising opportunities to support the expansion of business solutions and hiring of a specialist.



Influence

1

Establish a Policy and Advocacy Committee and agenda; advocate at the state level to allow better performance, including use of technology, access to wage records, and data sharing agreements.

2

Demonstrate the Partner4Work's consultative model of program evaluation beyond basic monitoring.

3

Develop a catalog of businesses engaged with PA CareerLink and identify opportunities with businesses not represented.

STRATEGIC OBJECTIVES



THOUGHT LEADERSHIP



- Hard-to-fill jobs reports released
- P4W Transition Committee convened and on target for December strategy implementation.

RECENT MEDIA COVERAGE

- [Partner4Work joins consortium of workforce development boards](#)
- [Viewpoint: A welcome message from Earl Buford](#)
- [Filling the gap: New Partner4Work CEO starts to develop strategy](#)
- [Pittsburgh-area students tackle community challenges in Learn & Earn program](#)
- [Mayor unveils new youth summer job program by working at McDonald's drive-thru](#)

RECENT REPORTS

Jobs Reports

Partner4Work issues reports highlighting online job posting data, in-demand positions, and wage information.

- [Hard to Fill Jobs, January-March 2018](#) and [Hard to Fill Jobs, April-June 2018](#) These reports highlight jobs that pay at least \$15/hour and Pittsburgh area employers had the most difficulty filling compared to the national average.
- [Where are the Jobs? July 2018](#) Businesses in the Pittsburgh area posted more than 24,000 job openings online in July 2018, a 35 percent increase from the previous month.

Digital Skills Occupations

Each quarter, Partner4Work publishes reports about jobs that require workers to use information technologies fully or partially to fulfill their work responsibilities.

- [Digital Skills Occupations, April-June 2018](#) In the second quarter of 2018, digital skills occupations represented 58 percent of all jobs posted online in the Pittsburgh region. These jobs included registered nurses, software developers, and HR specialists.

Opportunity Occupations

Partner4Work issues quarterly reports that present data about jobs that pay at least \$15/hour and are accessible without a four-year degree.

- [Opportunity Occupations, April-June 2018](#) Opportunity occupations represented 43 percent of all jobs posted online in the Pittsburgh region in the second quarter of 2018.



YOUTH PIPELINE DEVELOPMENT



- Year-round providers served 947 youth in PY17. They have begun enrolling for PY18. Connections are being made to Learn & Earn Youth to ensure connections between programs.
- New funding received to expand Educator in the Workplace programming.
- Learn & Earn offered a job to every eligible applicant this summer. More than 1,800 youth were employed through 26 providers. Corporate recruitment underway for 2019.

IN-SCHOOL AND OUT-OF-SCHOOL PROGRAMS

Partner4Work funds several programs throughout Pittsburgh and Allegheny County to ensure young adults can complete high school or receive a GED, prepare for post-secondary education, receive industry-recognized credentials, and/or explore career opportunities in the region.

- In PY2017, out-of-school youth (OSY) earned 509 industry-recognized credentials, including 249 high school diplomas and GEDs; 239 OSY (47 percent) have already begun working or entered post-secondary education (placement outcomes are measured at the 2nd quarter after exit, October-December 2018 for most OSY); 352 in-school youth (ISY) earned an industry-recognized credential in PY17 (84 percent).
- Eleven providers are contracted to serve 392 in-school youth (ISY) and 440 out-of-school youth (OSY) in PY18, a slight reduction from PY17 as one OSY provider did not seek to renew a contract and an ISY provider voluntarily reduced its contract. As of July 31, 2018, ISY programs are 30 percent enrolled; OSY programs are 10 percent enrolled. Providers are contacting Learn & Earn participants to connect them with year-round programs.
- Conversations ongoing about procuring pilot programs for PY18 and to release a Request for Proposals (RFP) for year-round youth serving programs in the fall.

LEARN & EARN

Partner4Work administers the Learn & Earn program on behalf of Allegheny County and the City of Pittsburgh. The summer internship program runs from late June through early August and serves nearly 2,000 young adults age 14-21 each year.

- The Learn & Earn program served 1,813 youth in 2018. Youth earned \$1,561,925 in wages (\$862 average) and \$144,273 in work readiness training stipends (\$80 average). Every young person that completed an eligible application was offered a job.
- 32 interns completed the corporate internship with area companies. Goodwill of SWPA was contracted to manage the corporate program in 2018. Preliminary feedback received from corporate partners was positive about Goodwill's program oversight.
- Youth participated in a range of activities, including earning college credits, learning archival skills, tending community gardens, and building community consensus around key issues.

PILOT PROGRAMS

- Forty-six youth are enrolled in Digital Skills training classes through the Google initiative. Forty-one of these youth (89%) have completed at least one module of the five-module training program. Twenty-two youth have completed two modules (48%). One young person has completed four modules. Youth will be trained in basic computer skills, networking, coding, and cyber-security. P4W is keeping pace with other nonprofits in the initiative.
- Strategic Innovation Grant: CMU Smart Manufacturing and Advanced Robotics Technology Extended Reach (SMARTER), PA Dept. of Labor and Industry (awarded May 2018): This funding expands the CMU SMART project

to currently funded Partner4Work youth providers and participants. The project addresses the region's need for a skilled technical workforce by creating a non-traditional pathway for students to earn industry-recognized credentials in electronics and applied STEM. Ten case managers from five organizations and 40 youth will be trained in career paths, occupational skills, and soft skills through the project. Three providers (Phase 4, ResCare, and Auberle) have signed onto the program. Partner4Work is working with the other OSY serving providers to recruit staff and participants to the training.

- Business Education Partnership, PA Dept. of Labor and Industry: work continues through the Consortium for Public Education, PNC, UPMC, and FedEx to recruit high school juniors and seniors in to the High School Collaborative program, which teaches soft skills in the junior year and works with seniors not interested in attending college immediately after high school to create paths into entry-level jobs. A.W. Beattie Career Center and Parkway West Career and Technology Center have begun work on a Health Careers Academy that will help 40 high school students earn up to six credits each at CCAC. Students will also participate in an internship with a local Health Care provider. Partner4Work is finalizing negotiations for Career Symposia and resources created by local Career and Tech Centers as part of this program.
- Educator in the Workplace (EitW), PA Dept. of Labor and Industry (awarded June 2018): This funding is used to create linkages between school districts and businesses within the region. The Allegheny Intermediate Unit and the Consortium for Public Education are linking 12 school districts with six or more businesses. Teams of educators will attend day-long sessions at local businesses to learn about job offerings and entry-level requirements and work collectively to create lesson plans to use during the school year driven by industry.



CONNECTING JOB SEEKERS TO JOBS

- Placement numbers for WIOA participants on target; continuing to work closely with United Labor Agency (ULA) to improve service delivery within PA CareerLink® Pittsburgh/Allegheny County.
- Neighborhood-based strategy continues to develop in Hazelwood.
- Analysis of the distribution strategy of CareerLink services focused on determining the effectiveness of ULA's presence in libraries, the Energy Innovation Center, and other locations.
- The one-stop operator has engaged a wide range of CareerLink staff and is leading improvements in data collection, referrals, and inclusion of new partners.
- Adult TANF programming well-established at P4W with the EARN program serving more than 1,200 individuals per year.
- P4W continues to assist job seekers with significant barriers to employment through programs including Transitional Jobs and Training to Work.
- P4W awarded a second Training to Work grant (\$1.49 million) from the U.S. Department of Labor to serve young adults, age 18 to 24, who have been involved in the justice system.

WIOA TITLE I - CAREERLINK

As the Workforce Development Board for Pittsburgh and Allegheny County, one of Partner4Work's primary obligations is to oversee the delivery of career services funded by Title I of the Workforce Innovation and Opportunity Act (WIOA), including Adult and Dislocated Worker services. Partner4Work's main provider of Title I services is the United Labor Agency (ULA), who delivers career services to adults and dislocated workers through the PA CareerLink® Pittsburgh/Allegheny County system.

- In PY17, nearly 1,900 participants of WIOA Adult and Dislocated Worker services obtained job placements.
- A Request for Proposals (RFP) for Title I Adult and Dislocated Worker Services is underway, with the goal of awarding a provider contract in the Spring of 2019.
- Partner4Work continues to assess the model and value of neighborhood-based CareerLink services with ULA now operating in multiple neighborhoods, including libraries and other partner agencies.

PITTSBURGH WORKS

Pittsburgh Works is a key initiative of Partner4Work. It is a public/private collaboration of more than 120 community-based providers, including PA CareerLink® Pittsburgh/Allegheny County.

- Pittsburgh Works partners referred more than 1,600 job seekers to United Labor Agency (ULA) for job placement services in PY17.
- In June and July 2018, P4W partnered with UPMC Western Psychiatric Institute & Clinic to deliver Crisis Intervention training to Pittsburgh Works agencies to help them better support clients who come for workforce services. Crisis management was identified as a top training need by the one-stop operator. Thirty-seven frontline and supervisory staff completed the training, including representatives from PA Dept. of Labor and Industry, Bureau of Workforce Partnerships and Operations, ULA, Garfield Jubilee, and Mon Valley Initiative. To date, more than 120 individuals have attended Amplify programming in 2018.
- Four Quick Train (short-term occupational skills training) programs concluded in June, resulting in 146 job placements. Trainings included the Energy Innovation Center's Intro to Trades and Surface Restoration Trainings, PA Women Work's Customer Service Training, and APRI's Breaking the Chains of Poverty Program.

HAZELWOOD NEIGHBORHOOD STRATEGY

Partner4Work (P4W) is in its first year of a two-year grant from The Heinz Endowments to develop a talent pipeline activation system to serve Hazelwood businesses and job seekers. Goals of the initiative include: 1) Ensuring that current (and future) businesses in the area have access to skilled talent, and 2) Providing residents (youth and adults) with access to training opportunities and jobs that fit their needs and abilities.

- P4W is renewing its contract with United Labor Agency to provide PA CareerLink services at the Carnegie Library and other locations in Hazelwood. As of July 2018, 52 job seekers have been engaged in career services (two-year goal: 150) and 12 have been placed in jobs.
- In May 2018, P4W released an RFP for a community-based provider to provide wraparound support to Hazelwood residents seeking employment. P4W is in negotiations and has not yet awarded a contract.
- An Economic Opportunity Committee has been established with representation from The Heinz Endowments, Hazelwood Green managers (Remake Group and Oxford Development), the Hazelwood Initiative, and P4W. This group will meet quarterly to identify and plan for upcoming job opportunities at Hazelwood Green and to develop and monitor progress on shared outcomes. In August the committee met with representatives from IBEW Local #5 and Ironworkers Local #3 to begin conversations around connecting Hazelwood residents to union apprenticeships, job shadowing, and mentoring opportunities.
- P4W is introducing CCAC Post-Secondary Navigator services in Hazelwood beginning in September. The Post-Secondary Navigator will replicate the service delivery model piloted at CCAC in PY17. The navigator will dedicate one day each week to help Hazelwood residents (youth and adults) identify education and training opportunities to advance their careers.
- P4W aims to recruit a cohort of residents to enroll in high-demand occupational skills training at partner agencies including the Trade Institute of Pittsburgh, Pitt Manufacturing Assistance Center, Energy Innovation Center, and APRI.

TRANSITIONAL JOBS

The Workforce Innovation and Opportunity Act (WIOA) prioritizes work-based training opportunities for individuals with barriers to employment. One of the tools developed to meet this need is the Transitional Jobs (TJ) program. TJs are time-limited paid work experiences that help those with chronic unemployment build a work history and boards are required to allocate 5 percent of funding to TJ programs annually.

- Partner4Work is in its third year of TJ services in partnership with Community Kitchen Pittsburgh and the Trade Institute of Pittsburgh.
- Through these partnerships, transitional jobs are focused in culinary arts, masonry, and welding.
- Eighty-four job seekers were served in year two of programming and 51 have obtained jobs. The contract with Community Kitchen has been extended through August; increased placement numbers are expected.

TRAINING TO WORK (2016-2019)

Training to Work is funded through a \$1.4 million grant from the U.S. Department of Labor to serve individuals leaving incarceration at the Allegheny County Jail.

- Between January 2017 and September 2019, the goal is to provide 170 re-entrants with career services and vocational training opportunities. More than 120 individuals have been served to date.
- Contracts have been executed with the United Labor Agency (ULA) to provide career services; the Allegheny County Department of Human Services (DHS) to provide case management; PHASE 4 to provide mentoring.
- Occupational training is being provided through partners on the Eligible Training Provider List, as well as a designated group of training providers selected specifically for this project.

TRAINING TO WORK (2018-2021)

Partner4Work was recently awarded a second \$1.49 million Training to Work grant to serve young adults, age 18 to 24, who have been involved with the justice system.

- Between October 2018 and September 2021, the goal is to provide 188 young adults with career services and vocational training opportunities.

- Partner4Work will continue working closely with the Allegheny County Jail Collaborative; however, eligibility criteria have broadened, which will involve other referral sources.
- Partner4Work is currently procuring a primary case management and career services provider and will begin arranging for training opportunities.

ADULT TANF – ALLEGHENY COUNTY

EARN is funded by Temporary Assistance for Needy Families (TANF) and is designed to assist adults in transition from welfare to work. EARN provides case management, job preparation, career development, and job retention services to decrease dependency on public assistance and establish self-sufficiency.

- Partner4Work has EARN contracts with Educational Data Systems, Inc., Goodwill of Southwestern Pennsylvania, and The SRS Group, Inc. Collectively, in PY17 EARN providers served more than 1,200 individuals, assisting them toward achieving goals related to job placement, job retention, and credential attainment.
- The process of developing a Request for Proposals (RFP) for EARN services is underway, with the goal of awarding provider contracts in the Spring of 2019.

Also funded by TANF, Work Ready aims to serve participants with significant barriers to employment who would otherwise be enrolled in EARN by providing assessment, supportive services, work-related activities, and training services to help clients stabilize barriers and achieve self-sufficiency.

- Partner4Work holds a contract with Life's Work of Western PA to provide services to about 500 individuals annually, assisting them toward achieving goals related to job readiness, vocational skills development, and overcoming barriers to employment.
- As with EARN, Partner4Work is focused on improving Work Ready program practices and policies, strengthening relationships with stakeholders, and integrating Work Ready programming with existing Partner4Work activities.



INCUBATE SYSTEMIC WORKFORCE SOLUTIONS



- Veterans Value Initiative has exceeded goals
- Phase 2 of TechHire Pittsburgh underway

TECHHIRE PITTSBURGH

TechHire Pittsburgh connects to a national strategy to expand local tech sectors by building a strong talent pipeline. Partners include the City of Pittsburgh, the Allegheny Conference on Community Development, PA CareerLink, Allegheny County, and local employers. The collective approach is designed to launch participants into a sustainable career pathway in technology by providing employer-led training for real-world skills, placement in applicable organizations, and continuing opportunities for professional development. P4W receives funding from the PA Department of Labor and Industry to support this program.

- As of September 2018, eight students have completed coding/web development training provided by Academy PGH (a program of Work Hard PGH). Of those graduates, five obtained tech jobs within two months of graduating. An additional 17 students will complete coding/web development training with Academy Pittsburgh in October. Participants in all TechHire programs, including the Grow with Google program and CCAC microcredentials, are able to receive job placement and supportive services through Jewish Family & Community Services of Pittsburgh.

REGISTERED APPRENTICESHIPS

Registered Apprenticeships are a current area of focus at the state and federal level. In March 2016, Pennsylvania established the Apprenticeship and Training Office (ATO) to increase the number of apprentices, educate the public about the merits of apprenticeship, and expand apprenticeship opportunities into non-traditional industries.

In May 2018, the PA Department of Labor and Industry awarded funding to four apprenticeship and pre-apprenticeship programs in Allegheny County. As of July 2018, 55 individuals have enrolled in apprenticeship and pre-apprenticeship programs supported by these grants.

- Catalyst Connection: \$50,000 capacity-building grant for Industrial Manufacturing Technician apprenticeship; goal of enrolling 10-12 new apprentices
- Finishing Trades Institute of Western PA: \$43,833 capacity-building grant for apprenticeships including Painter, Drywall Finisher, and Glazier; 36 new apprentices enrolled (goal: 50)
- University of Pittsburgh Manufacturing Assistance Center: \$45,495 capacity-building grant for Basic Machinist and CNC Machinist pre-apprenticeships; 11 new pre-apprentices enrolled (goal: 13)
- North America's Building Trade Union/EIC: \$70,000 grant for construction pre-apprenticeships; 8 pre-apprentices enrolled (goal: 75)

In addition to these funded programs, Partner4Work is working at a systems level to promote access to apprenticeship and pre-apprenticeship opportunities.

- P4W is a member of the Mayor's Construction Workforce Partnership, a task force created in May 2018 to bring more women and minorities into the local construction industry.
- P4W is collaborating with the PA Apprenticeship and Training Office to support businesses, universities, and training providers interested in registered apprenticeship by offering technical assistance and facilitating connections to potential partners.

VETERAN'S VALUE INITIATIVE

In June 2018, Partner4Work concluded the Veteran's Value Initiative (VVI), which was funded by a \$500,000 dislocated worker grant through the PA Department of Labor and Industry. The VVI program sought to place 60 veterans in jobs across three workforce areas including Pittsburgh/Allegheny County, Westmoreland/Fayette, and Tri-County (Armstrong, Butler, Indiana). By the end of the program, VVI exceeded that goal, placing about 80 veterans in jobs across the three workforce areas. VVI also successfully built additional capacity within the PA CareerLink® Pittsburgh/Allegheny County system to effectively serve veterans, which will continue beyond the term of the grant.



INTERNAL INFRASTRUCTURE



- Task Forces continue to progress; Governance Committee to convene in the fall.
- Fiscal system selected and to be implemented in 2018.
- State monitoring resulted in zero findings.
- Subrecipient monitoring letters to be sent for PY17.
- Independent audit in the planning phase.

STATE MONITORING RESULTS

- The PA Department of Labor and Industry conducted their monitoring exit interview with Partner4Work on August 30 for PY17. No material monitoring findings were noted.
- The U.S. Department of Labor conducted its monitoring on the Training to Work re-entry grant in late July. Results are pending; however, no significant issues have been identified to date.

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SUBRECIPIENT MONITORING STATUS

- PY17 Program Subrecipient Monitoring has concluded, and the results were communicated to the providers. During PY17, six Sub Award Agreements had monitoring findings; three providers were required to submit Corrective Action Plans. P4W provided technical assistance and will conduct additional monitoring to ensure future compliance.
- PY17 Fiscal Monitoring is nearly completed and results will be communicated soon.

INDEPENDENT AUDIT – SCHNEIDER DOWNS

- Audit Planning – In Process
- Audit Fieldwork – October
- Audit Results – November Finance Committee Meeting
- Board Approval of Financials - December

MEETING MATERIALS

Minutes of Partner4Work Board of Directors' Meeting

650 Smithfield Street, Suite 2600, Pittsburgh PA 15222

7:45 to 9:45 a.m.

June 1, 2018

Board Members Present

Barcaskey, Rich
Belechak, Joe
Block, Don
Bullock, Dr. Quintin
Caplan, Debra
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Hartman, Ed
Hippert, Dr. Linda
Katona, Marci
Kelly, Darrin
Kuzma, Lisa
Lane, Majestic
Latterner, Mark
McLaughlin, Cat
Nobers, Jeff
Nolder, Steve (phone)
Pipitone, Scott
Powers, Beth
Schlosser, David
Staszko, Frank
Trybus, Jess
Washington, Dr. Nancy

Board Members Absent

Allen, Will
Bell, Natalie
Cherna, Marc
Dugan, Ann
Ferraro, Melissa
Gittlen, Ike
Massaro, Steve
Pollard, Joshua

Guests Present

Como, Lori
Gant, Sonya
Klinger, Larry
Megenhardt, Dave

Staff Present

Buford, Earl
Dash, Siddhartha
Ford, Carolyn
Herron, Ray
Martino, McCrae
Moore, Dillon
Pajewski, Jennifer
Petrillo, Nathan
Puskar, Susie
Saulle, Laura
Smith, Andy
Sullivan, Lara
VanderMolen, Jamie
Young, Rebecca

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:47 a.m. by welcoming new CEO Earl Buford, formerly of Employ Milwaukee, who assumed the CEO role effective June 1.

Mr. Latterner also:

- Welcomed Darrin Kelly, the new President of the Allegheny/Fayette Central Labor Council.
- Congratulated Dr. Linda Hippert, Executive Director of the Allegheny Intermediate Unit, who would retire on June 30, 2018.
- Public acknowledgement and presentation of a service award to Deb Caplan for her 8 months of service as Interim CEO of Partner4Work.

Consent agenda

The consent agenda was considered in two parts.

Part 1:

- Approve the minutes from the March Board meeting.
- Acknowledge an Executive Session of the Executive Committee on April 11 to discuss a legally protected matter.
- Accept about \$1.5 million in grant funding (more than \$675,000 for P4W) to support adult and youth-related programming including Learn & Earn.
- Enter a contract with Anthony Lacenere to develop a strategy and facilitate efforts to address the shortage in commercial drivers in southwestern PA. Lacenere is the spouse of Board Secretary Jess Trybus.

On a motion by Darrin Kelly, seconded by Jeff Nobers, the consent agenda was approved; Jess Trybus abstained.

Part 2

The Executive Committee at its meeting on May 18 authorized Partner4Work to join Midwest Urban Strategies, a consortium of 12 urban workforce development boards and the US Department of Labor. The formalized consortium was established to drive regional economic development, share and scale best practices in partner cities, and bring new resources to the communities.

Mr. Buford led the consortium from Milwaukee and will continue to do so from Pittsburgh. Mr. Buford offered more context about the membership by informing the group that the fund development arm of the consortium had raised \$14 million in US Department of Labor funding to date. By using those dollars in addition to formula and private funds, workforce boards have the flexibility to go beyond the scope of WIOA to pilot innovative ideas to successfully and efficiently deliver a supply-demand model.

On a motion by Jess Trybus, seconded by Rich Barcaskey, the Board acknowledged the Executive Committee's action to join Midwest Urban Strategies.

The Board also acknowledged on a **motion by Jeff Nobers, seconded by Rich Barcaskey, that Partner4Work would pay relocation service fees to Aires** as Mr. Buford transitions to Pittsburgh. Partner4Work Treasurer Ed Hartman is Vice President of Finance at Aires.

Board Strategic Plan

Deb Caplan provided a short update about the progress to date on the Board Strategic Plan.

Regionalism

P4W and Southwest Corner WDB are partnering around efforts to address the regional shortage in commercial drivers. Although a significant portion of the public training dollars are being spent to help individuals receive a CDL, the turnover rate, among other issues, continues to drive the shortage throughout the region.

A roundtable with employers, facilitated by Anthony Lacenere, was held in late May. A report from that learning session with next steps is expected over the summer. Ms. Caplan expected next steps to include a hiring event for CDL.

Business Engagement

Board members Lisa Kuzma and Cat McLaughlin lead the Business Engagement Task Force and had several meetings in the first part of the year setting the stage to develop a highly-engaged business community that understands how to work with system and will source and retain the jobseekers P4W serves. With Mr. Buford's background in business engagement, Ms. Caplan expected to refine the business engagement strategy during the next few months as he learns the local landscape for Pittsburgh and Allegheny County.

Pittsburgh Black Elected Officials Coalition (PBEOC)/Influence

Several conversations occurred in the winter and spring with the PBEOC, particularly around aligning P4W's agenda with the recommendations outlined in the PBEOC report "Peace and Justice Initiative." Most recent conversations around that work included a shared advocacy agenda around licensing requirements of application and employment with the trades and employing ex-offenders and rethinking how P4W communicates to the community, particularly P4W's information about hiring trends and opportunities. The Task Force expects to meet with the PBEOC again in the fall.

Conversation with the CEO

New CEO Earl Buford gave a short overview on his vision for P4W and the work of the Board during the transition.

His vision for workforce efforts include:

- Leveraging employers as advisors to make smart programmatic decisions.
- Setting the stage for meeting what employers and industries need
- Motivating and helping talent on the path to a career pathway

To help achieve his vision, and to achieve the objectives of the Board, Mr. Buford discussed his plan to assemble a Transition Committee of Board, which would include Board members as well as other stakeholders. By the end of the year, the committee will help craft the strategy outlining how P4W will:

- Responds to employer needs
- Cultivates, supports, and builds partner/provider relationship
- Set the stage for providers to work together so that gaps can be identified and filled

Mr. Buford tasked the Board with helping him understand the people he should be speaking with in the short and long-term, to help build strategic relationship that would lead to a common-sense model to workforce development that connects people and opportunity.

Committee Reports

Service Delivery

Chair Jess Trybus reminded the group that the P4W Service Delivery Committee relaunched early in 2018 to assess, oversee and ultimately procure Title 1, one-stop operator, EARN and Work Ready providers. The committee also is responsible for developing and implementing the policies that direct how funding is spent.

Chief Program Officer McCrae Martino and Director of Adult Programs Andy Smith provided the group with an overview of the programs and performance of the adult portfolio. The group walked through a matrix of core adult programs totaling \$8.2 million that serves about 5,400 people and includes \$3.5 million Title 1 contract (United Labor Agency), the \$150,000 one-stop operator contract (Fourth Economy), \$410,000 in Transitional Jobs funding, \$343,000 in dislocated worker funding, and Allegheny County adult TANF funding (\$3.2 million EARN, \$600,000 Work Ready. Performance rates through the end of April included 1,771 placements (Title 1); 69 enrollments in Transitional Jobs; 91 placements of dislocated workers; 310 placements (EARN).

Ms. Martino and Mr. Smith walked through upcoming decisions necessary for adult programs including the need to procure a Title 1 contractor, one-stop operator, TANF providers, and several policy decisions needed for adult programs.

While the conversation was cut short for time, the ensuring conversation focused around business engagement, the role and return on investment of the one-stop operator, and possible policy issues that affect how people access training dollars.

Fiscal and Operations

Treasurer Ed Hartman, Chief Financial Officer Ray Herron and HR Committee Chair Dave Coplan provided the fiscal and operations update.

HR

Mr. Coplan announced that the HR Committee focused on four areas in 2018 the Committee Charter, a compensation policy, salary grading process, and updating the employee manual. The Charter and compensation policy were distributed in advance.

The group spent time discussing the timeframe to ensure staff are paid the target pay matrix within their salary scale and the prospect of implementing an employee bonus plan with CEO and CFO approval (for non-C-level staff) or the Executive Committee for C-level staff. Ultimately the group tabled the conversation around bonuses, particularly as the group said they wanted to consider it in more detail and to protect the CEO and CFO.

Finance

CFO Ray Herron gave a brief fiscal update:

- Blackbaud was selected to provide the new fiscal system with some pieces in place by Sept. 1 and a reporting component in place by the end of the year.
- 91 percent of P4W funding is government; 9 private
- 84 percent of expenses go to providers; 16 percent P4W
- TANF dollars that were set to expire at the end of the fiscal year can be carried over to the next budget year.
- WIOA allocations have been announced; County funding up 6 percent, City funding up 14 percent. The state’s overall funding increased by 26 percent.
- The Finance Committee continues to prepare the FY18 budget. A conference call of the Board to approve the budget was proposed for 2 p.m. June 28.

On a motion by Dave Coplan, seconded by Darrin Kelly, the Board set a conference call meeting of the Board to approve FY18 Budget.

Youth

Deb Caplan opened her report with thanks to Majestic Lane for his efforts to help navigate Learn & Earn through the city. She also reported:

- Learn & Earn received 1,789 eligible application; 3,830 have started an application
- 30 corporate internships have been secured for 2018 including the AIU, Aires, ATI, Citizens, EQT, PNC, and UMPC. Young people are being interviewed for corporate positions and few have been placed.
- The MOU is in process of being signed.

Year-round programming

The Youth Advisory Committee made funding recommendation for PY18.

Provider Name	Pop	PY17 Slots	PY17 Funding	PY18 Slots	PY18 Funding
Auberle	ISY	22	\$66,000	22	\$66,000
Auberle	OSY	50	\$125,000	40	\$100,000
BGC	ISY	110	\$330,000	115	\$345,000
CEA	OSY	40	\$220,000	25	\$137,500
Garfield Jubilee	OSY	53	\$291,500	30	\$165,000
Goodwill	OSY	35	\$155,500	30	\$146,500
Human Services Center	ISY	155	\$465,000	155	\$465,000
JFCS	ISY	50	\$120,072	50	\$120,072
Life’s Work	ISY	45	\$135,000	15	\$45,000
Phase 4	OSY	250	\$1,250,000	250	\$1,375,000
PPS	ISY	60	\$26,400	60	\$30,000

ResCare	OSY	60	\$300,000	65	\$357,500
YouthPlaces	OSY	34	\$187,000	0	\$0

Recommended funding levels were made at provider request or based on performance, and with the expectation to reserve some funding to respond to labor market needs or special initiatives. YouthPlaces did not seek a contract as it is restructuring and focused on a young population; Auberle requested a reduction in its OSY contract. While the funding recommendation will result in fewer youth being served through year-round programs, young people served through pilots and additional services should make up the difference.

In addition, the Youth Advisory Committee further recommended continuing the post-secondary navigator contract with CCAC to help connect young people to post-secondary education.

On a motion by Lisa Kuzma, seconded by Don Block, the contract recommendations of the Youth Advisory Committee were approved. Dr. Quintin Bullock and Dave Coplan abstained.

OPEN FORUM

Dave Coplan announced the “Our kids. Our Commitment.” campaign to collect signatures to add a referendum to the general election ballot to fund the Allegheny County Children’s Fund. If added to the ballot, voters would decide to levy a quarter-mill property tax increase to fund nutrition, early learning and afterschool programs for Allegheny County children.

ADJOURNMENT OF MEETING

On a motion by Lisa Kuzma, seconded by Jess Trybus, the meeting adjourned at 9:39 a.m.

Minutes of Partner4Work Board of Directors' Meeting

Conference Call meeting

2:00 to 2:30 p.m.

June 28, 2018

Board Members Present

Allen, Will
Barcaskey, Rich
Bell, Natalie
Block, Don
Caplan, Debra
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Hartman, Ed
Hippert, Dr. Linda
Katona, Marci
Kuzma, Lisa
Latterner, Mark
Massaro, Steve
Schlosser, David
Staszko, Frank
Washington, Dr. Nancy

Board Members Absent

Belechak, Joe
Bullock, Dr. Quintin
Cherna, Marc
Ferraro, Melissa
Gittlen, Ike
Kelly, Darrin
Lane, Majestic
Nobers, Jeff
Nolder, Steve
Pipitone, Scott
Pollard, Joshua
Powers, Beth
Trybus, Jess

Guests Present

Gant, Sonya

Staff Present

Buford, Earl
Herron, Ray
Martino, McCrae
Pajewski, Jennifer

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 2:02 p.m. with a roll call vote. He announced a quorum present and the receipt of six proxy ballots approving the budget.

Fiscal year 2019 budget

Treasurer Ed Hartman and CFO Ray Herron reminded the group that a memo and draft budget were distributed to electronically in advance. As outlined in the memo, the FY19 budget includes a nearly \$2.4 million increase caused by underspending in Learn & Earn and Adult TANF, increased WIOA allocations, and income resulting from the Midwest Urban Strategies consortium. New expenses include more than \$900,000 in additional salary, wages and benefit costs related to right-sizing the organization, particularly around program and fund development. Thirteen additional positions are expected including 4 in fund development, 3 in compliance, 2 in operations, and 3 in program. Staff levels in FY19 will include 45 full-time employees and seasonal staff. The FY18 budget also included improved technology, particularly around new fiscal system and program management system.

Before calling for a vote, Ed Hartman reminded that the finance committee, while mindful of the staff, is keenly focused on limiting overhead costs. The committee asked deliberate questions and supports the budget as presented.

In addition to discussing the budget, Earl Buford announced P4W received a nearly \$1.5 million re-entry grant from the US Department of Labor to support Training to Work 2.0, a program to serve 188 young adults (ages 18 to 24) involved with the juvenile or adult justice system.

On a motion by Dr. Linda Hippert, seconded by Debbie Caplan, the budget was unanimously approved.

ADJOURNMENT OF MEETING

On a motion by Debbie Caplan, seconded by Dave Coplan, the meeting adjourned at 2:19 p.m.

GRANT APPLICATIONS AND INCOMING FUNDING

Funder	Project name	Amount
U.S. Department of Labor	Training to Work 2.0	\$1,500,000 P4W portion: \$150,000
PA Dept. of Labor and Industry	Educator in the Workplace	\$50,000 P4W portion: \$5,000
PA Dept. of Labor and Industry	Educator in the Workplace	\$50,000 P4W portion: \$5,000
Total awarded to P4W: P4W Funding:		\$1,600,000 \$160,000

Training to Work 2.0

Partner4Work was awarded a three-year \$1.5 million grant through the U.S. Department of Labor to increase employment opportunities for young adults (ages 18-24) who have been involved in the juvenile or adult justice system. Through employer-driven career services, industry-recognized credentialing, hands-on job training and work experience, we will secure job placements for participants that provide sustainable wages while also providing specialized case management. The program will engage occupational training and supportive services providers that specialize in serving young adults with criminal backgrounds and connecting people to community supports. Partner4Work is in the planning phase of the project and will build on lessons learned through the most recent existing re-entry grant.

Educator in the Workplace

Building on the successes of Educator in the Workplace programs piloted by Partner4Work and other Workforce Boards across the Commonwealth last year, a new round of grants was released this spring. Partner4Work is the fiscal agent for two grants, one with the Consortium for Public Education and one with the Allegheny Intermediate Unit. Together, both grants total \$100,000. The grants will bring teachers, guidance counselors, and administrators together with local businesses to better understand the labor market, the relevancy of what is taught in the classroom to different careers, and the skills required to be successful at local companies. School teams will be required to create lesson plans, which will be shared across schools, when completed.

Schools engaged to date include Avonworth, Brentwood, Carlynton, Clairton, Elizabeth Forward, McKeesport, Montour, Penn Hills, Pine-Richland, Pittsburgh Public, Woodland Hills, and more. Businesses engaged to date include Mascaro Construction, Chevron, Duquesne Light, EQT, Peoples Gas, PNC, and UPMC.

Earl Buford
Chief Executive Officer

Matt Aelmore
Program Evaluation Manager

Jack Bailey
Program Evaluation Assistant

Crystalline Barger
Learn and Earn Assistant
Manager

Alex Bice
PULSE Fellow

Tracey Carey
Chief Strategy Officer

David Conway
Youth Program Coordinator

Kattia Delizin
Assistant Controller

Ryan Dodson
Junior Accountant

Carolyn Ford
Contract Administrator

Julia Gagosian
PULSE Fellow

Shuly Goldman
Learn and Earn Manager

Ray Herron
Chief Financial Officer

Raihan Zimbetova
Program Manager, EARN &
Work Ready

Nic Jaramillo
Operations Manager

Katrina Kadisevskis
Adult Program Coordinator

Lenny Kistler
Youth Programs Manager

Edgar Largaespada
Research Fellow

Markese Long
Community Engagement
Specialist

McCrae Martino
Chief Program Officer

Cory Matz
IT Specialist

Jesse McLean
EARN Supportive Services
Coordinator

Dillon Moore
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Jennifer Pajewski
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Nathan Petrillo
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Susie Puskar
Director of Youth Innovation

Davina Reed
Fiscal Compliance Specialist

Kris Roper
Senior Accountant

Laura Saulle
Director of Pittsburgh Works
Partnerships

Andy Smith
Director of Adult Workforce
Programs

Katrina Steinley
Research Fellow

Lara Sullivan
Program Manager, WIOA Title 1
Adult & Dislocated Worker
Services

Jason Thompson
HR Specialist

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Partner4Work, formerly 3 Rivers Workforce Investment Board, leads the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Mission

Lead the development, integration, and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Vision

We will be a community leader, an innovator, a strong partner, inclusive, a bridge builder between human services and workforce development systems, a model workplace.

Values

We will lead with integrity; treat individuals respectfully and support all individuals in their quest for meaningful employment; be inclusive in recognizing diversity; be excellent stewards of public resources; respect employers' diverse talent needs.

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