

# PARTNER WORK

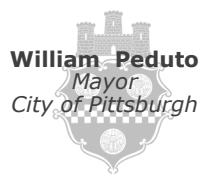
The Workforce Development Board for the Pittsburgh Area



*Building a thriving workforce for the Pittsburgh region.*

Board of Directors' Briefing Book

**J u n e 2 1 , 2 0 1 9**



David Malone  
Chair



**BOARD OF DIRECTORS**

**David J. Malone, Chair**

Chairman and CEO, Gateway Financial

**Allen, Will**  
Managing Partner  
Nascent Group Holdings

**Barcaskey, Richard**  
Executive Director  
Constructors Association of  
Western PA

**Belechak, Joseph**  
Principal  
Davies Consulting

**Bell, Natalie**  
Director, Talent Acquisition-  
Recruitment Service Delivery  
UPMC

**Bullock, Dr. Quintin**  
President  
Community College of Allegheny  
County

**Camino, Chris**  
Americas Leader, Strategic  
Customer Engagements  
Amazon

**Caplan, Debra**  
Executive in Residence  
The Forbes Funds

**Cherna, Marc**  
Director  
Allegheny County  
Department of Human Services

**Cooper, Mary Frances**  
President and Executive Director  
Carnegie Library of Pittsburgh

**Coplan, David A.**  
Executive Director  
Human Services Center Corp.

**Dugan, Ann**  
Founder  
Institute for Entrepreneurial  
Excellence/University of Pittsburgh

**Ellsworth, Laura**  
*Partner4Work Vice Chair*  
Partner-in-Charge of Global  
Community Service Initiatives  
Jones Day

**Ferraro, Melissa**  
Senior Vice President, Human  
Resources  
Allegheny Health Network

**Gittlen, Ike**  
Representative  
United Steelworkers

**Harris, Carey**  
Executive Director  
Literacy Pittsburgh

**Katona, Marci**  
District Administrator  
Office of Vocational Rehabilitation

**Kelly, Darrin**  
*Partner4Work Secretary*  
President  
Allegheny/Fayette Central Labor  
Council, AFL-CIO

**Kuzma, Lisa**  
*Partner4Work Secretary*  
Senior Program Officer  
Richard King Mellon Foundation

**Lane, Majestic**  
Deputy Chief of Staff, Office of  
Mayor William Peduto  
City of Pittsburgh

**Massaro, Steve**  
President  
Massaro

**McLaughlin, Caitlin**  
Executive Vice President, Director  
of Talent Lifecycle  
PNC

**Melcher, Tom**  
Business Manager  
Pittsburgh Regional Building Trades  
Council

**Mendoza, Brandon**  
Executive Director  
NAIOP Pittsburgh

**Nobers, Jeff**  
Executive Director  
Builders Guild of Western PA

**Pipitone, Scott**  
President and CEO  
Pipitone Group

**Pollard, Joshua**  
President and CEO  
Omicelo

**Powers, Beth**  
Senior Vice President and Chief  
Human Resources Officer  
ATI

**Rendulic, Mark**  
Market President  
Citizens Bank

**Staszko, Frank**  
Assistant Regional Director  
PA Department of Labor and  
Industry, Bureau of Workforce  
Partnerships and Operations

**Thomas, John**  
Chief Financial Officer  
ECHO Realty

**Trybus, Jessica**  
Founder and Chief Games Officer  
Simcoach Games

**Washington, Dr. Nancy**  
Director  
Allegheny Housing Rehabilitation  
Corporation

**Williamson, Sam**  
Chair  
Urban Redevelopment Authority  
Western PA Area Leader, 32BJ  
Service Employees International  
Union

# PARTNER4WORK (P4W) Board of Directors' Meeting

8:30 to 10 a.m. June 21, 2019

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

1. Welcome and call to order *Dave Malone, Chair*
  
2. Chairman's Report and Consent Agenda *Dave Malone*  
**APPROVE: Minutes from April 5, 2019, and June 7, 2019**
  
3. Committee reports
  - I. Fiscal and Operations *Ray Herron, Chief Financial Officer*  
*Lisa Kuzma, Treasurer*  
**ACTION: Approve the budget for FYE June 30, 2020**
  
  - II. Service Delivery and Youth Advisory *McCrae Martino, Chief Program Officer*
  
  - III. Learn & Earn *Debra Caplan, Chair*
  
  - IV. Governance *Debra Caplan, Chair*
  
4. Workforce System Mapping *Jack Mills, principal*  
*Smart Future Strategy*
  
5. Year in Review *Earl Buford, Chief Executive Officer*  
*Tracey Carey, Chief Strategy Officer*  
**ACTION: Accept \$550,000 in grant funding received since the April 5, 2019, Board meeting (a full list of awards begins on page 19 of the Briefing Book.)**
  
6. Open forum and Public Comment Period  
*Individual speakers limited to three (3) minutes*
  
7. Adjournment

**Minutes of Partner4Work Board of Directors' Meeting**

Partner4Work, 650 Smithfield Street, Suite 2600, Pittsburgh PA 15222

8:30 a.m. April 5, 2019

**Board Members Present**

Allen, Will (phone)  
Barcaskey, Rich  
Belechak, Joe  
Bell, Natalie  
Bullock, Dr. Quintin  
Caplan, Debra  
Cherna, Marc  
Cooper, Mary Frances  
Coplan, Dave  
Gittlen, Ike  
Harris, Carey  
Katona, Marci (phone)  
Kuzma, Lisa  
Latterner, Mark  
Pipitone, Scott  
Pollard, Josh  
Powers, Beth (phone)  
Rendulic, Mark  
Staszko, Frank  
Trybus, Jessica (phone)  
Washington, Dr. Nancy (phone)

**Board Members Absent**

Dugan, Ann  
Ferraro, Melissa  
Kelly, Darrin  
Lane, Majestic  
Massaro, Steve  
McLaughlin, Cat  
Nobers, Jeff

**Guests Present**

Carter-Frye, Melody (Tennessee State University)  
Cotter, Doug (Grant Associates)  
Gant, Sonya (United Labor Agency)  
Hart, Greg (Labor and Industry, Oversight Services)  
Killmeyer, Deb (CCAC)  
Lampman, Chester (Labor and Industry, Rapid Response)  
Leisten, Terri (Dynamic Workforce Solutions)  
Megenhardt, Dave (United Labor Agency)  
Nestor, Jennifer (Labor and Industry, Oversight Services)  
Nicols, Jim (Labor and Industry, BWPO)  
Pachay, Ruben (Labor and Industry, BWPO)  
Rice, Kevin (Steel Center CTC)  
Wolf, Bridget (ResCare Workforce Services)

**Staff Present**

Buford, Earl  
Carey, Tracey  
Ford, Carolyn  
Herron, Ray  
Martino, McCrae  
Mosley, Franklin  
Pajewski, Jennifer

## Board Meeting Minutes (continued)

Chair Mark Latterner called the meeting to order at 8:31 a.m. and welcomed Board members and guests from the state.

Before moving on to business, P4W Governance Chair Deb Caplan acknowledged and thanked Mr. Latterner, who retired from Citizens Bank in March, for his years of service to P4W.

In brief remarks, Mr. Latterner commended previous CEO Stefani Pashman, current CEO Earl Buford and the staff for transforming the organization from a small think-tank to a multi-million-dollar leader in workforce development. He further commended Mr. Buford for raising the bar on business engagement, specifically by launching the Financial Services Industry Partnership and bringing the BankWork\$ training program to Pittsburgh; revamping and relaunching a strong Intro to Trades pre-apprenticeship program with the Builders Guild and Pittsburgh Gateways; and strengthening the Transportation and Logistics Industry Partnership by bringing businesses including Giant Eagle, Pitt Ohio, Beemac and the PA Motor Truck Association together to strategize concrete and achievable solutions for hiring challenges.

## CONSENT AGENDA

Mr. Latterner noted an executive session of the Executive Committee held at 9:30 a.m. April 3 to discuss personnel and other legally protected items. **No actions were taken during the Executive Session.**

Matter under consideration on the consent agenda:

- **Approve** Minutes from December 14, 2018, Board meeting annual meeting of TRWIB, Inc.

**On a motion by Deb Caplan, seconded by Dr. Quintin Bullock, the minutes were approved by unanimous vote.**

## COMMITTEE REPORTS

### Audit/Finance Committee and Operations

Chief Financial Officer Ray Herron referred to the financial package distributed with the board book and posted to the P4W Board portal. Key points:

- Auditors Schneider Downs issued a clean audit for the fiscal year ending June 30, 2018, with no findings.
- P4W hired an IT specialist in the fall of 2018 and is reviewing policy for cybersecurity.
- P4W is under budget on salary and wages as hiring has occurred more slowly than anticipated. P4W has a goal of 50 employees by June 30, 2019.
- An area of concern is expending TANF youth funds; P4W will seek a waiver to extend the funding.
- A new fiscal system is expected to be in place by July.

The subsequent conversation focused on connecting to the intern agenda of the Allegheny Conference and Public Allies and the impact of new hires on programs and policy to ensure P4W is better equipped to connect the dots between dollars and outcomes.

**On a motion by Lisa Kuzma, seconded by Joe Belechak, the audit for the fiscal year ending June 30, 2018, was approved by unanimous vote.**

Chief Strategy Officer Tracey Carey referred individuals to page 12 of the briefing book for an overview of fund development. In addition to reviewing new funding received, Ms. Carey further defined the concept of a funding collaborative. Specifically, she said the funding collaborative is an opportunity to co-invest in projects and programs that matter. She described work underway with Heinz Endowments, RK Mellon, and Hillman to bring funds to the table and braid them to better serve employers and job seekers. In addition, by re-establishing Pittsburgh as a funding collaborative city by the National Fund for Workforce Solutions, P4W is poised to tap into national resources and best practices from other cities with successful funding collaboratives.

On a motion by Dr. Bullock, seconded by Rich Barcaskey, the board accepted \$1.4 million in grant funding received since the Dec. 14, 2018, board meeting. There were no objections or abstentions.

### SERVICE DELIVERY

Service Delivery Member Rich Barcaskey discussed the process and recommendation for Title I and Earn contractors.

In late 2018, and in conjunction with the Pittsburgh Black Elected Officials Coalition, P4W hosted two public forums prior to the Dec. 19, 2018, release of Request for Proposals (RFPS) to educate existing and potential contractors about the funding. Bidders' conferences were held in January.

P4W received eight proposals for Title I (\$2.7 million allocated) and 10 proposals for EARN (\$3 million allocated). After a review by a committee of board and staff, six Title I bidders were selected for in-person interviews. As a result of those interviews, on-site visits to other cities, and best practice research, the committee recommended a significant change by contracting with two Title I providers. While the practice would be new to P4W, this model is used in other parts of the state and country and would allow P4W to try different strategies with two providers that have significant value and partnerships while minimizing the risk of being beholden to one provider.

The committee recommends contracting with Grant Associates and Dynamic Workforce Solutions, each of which has a distinct employer engagement strategy and track record of serving as a Title I provider. Grant would be based in Forest Hills and Dynamic would be based Downtown. To minimize disruption, staff intends to onboard new providers in June to allow for overlap with United Labor Agency, the current provider. Current ULA staff would be given an interview with new providers, should they wish to continue with the new contractors.

**On a motion by Dave Coplan, seconded by Frank Staszko, the board awarded contracts totaling as much as \$2.7 million to Dynamic Workforce Solutions and Grant Associates to serve as Title I providers effective June 1, 2019. There were no objections or abstentions.**

The group discussed some impending changes on the state level with EARN and the impact on P4W's role; however, given the changes are 18 months away, P4W released the EARN RFP in late 2018. Of the 10 bidders, three were incumbent providers. P4W currently has three EARN sites, McKeesport, Downtown, and Wilkinsburg.

The committee recommended awarding contracts of as much as \$3 million to Goodwill, EDSI and Grant Associates to serve as EARN providers effective June 1, 2019.

Grant was the highest scoring bidder and has significant experience with TANF in other cities. As such, Grant would replace SRS in Wilkinsburg; existing staff will be interviewed.

**On a motion by Dave Coplan, seconded by Lisa Kuzma, the board awarded contracts totaling as much as \$3 million to EDSI, Goodwill and Grant Associates to serve County EARN providers effective June 1, 2019.**

### YOUTH ADVISORY

Chair Debra Caplan offered an overview of the procurement for young adult contractors.

P4W received 30 proposals from 28 organizations in response to the RFP. In total, P4W received requests in excess of \$8.8 million with \$3.2 million to allocate. In addition, P4W retained some funding in order to be responsive to other needs or new ideas throughout the current year. All current contractors submitted proposals at or above current funding levels.

## **PARTNER WORK**

Staff and board scored proposals based on past performance, level of expertise working with target populations, proposed program model, linkage with business, geographic spread and organizational capacity. The recommendations would increase the portfolio from 11 to 17 providers; Life's Work is the only current provider not to be funded. Staff will work with providers until July 1 to help modify proposals and budgets, set interim outcomes, and ensure providers have the support necessary to be successful.

The subsequent conversation focused on increasing capacity for organizations that serve hard-to-serve youth, to ensure that young people in those communities are still served. Additional conversation focused on opportunities and the desire to make inroads far-reaching pockets of the county, such as the Tarentum area, not historically served by the workforce system.

**On a motion by Carey Harris, seconded by Ike Gittlen, the board awarded contracts totally \$3.2 million effective July 1, 2019, to:**

- Auberle
- Bloomfield Garfield Corporation
- Center that CARES
- City Charter
- Community Empowerment Association
- Communities in Schools
- Garfield Jubilee Association
- Goodwill
- Holy Family Institute
- Homewood Children's Village
- Human Services Center
- JFCS
- Neighborhood Learning Alliance
- Pittsburgh Public Schools' Start on Success
- Phase 4
- ResCare
- Youth Enrichment Services

**Dave Coplan and Marci Katona abstained; there were no objections.**

### **LEARN & EARN**

Now in its fifth year, the Learn & Earn program continues to grow. Ms. Caplan announced that the application period opened March 11, a week earlier than 2018, and more than 850 applications had been started to date. In addition, 10 application support centers, operating at 22 locations, will provide support and outreach.

Outreach efforts to promote the application have included a strong focus on schools in the region including meeting with the Deputy County Manager to identify priority County school districts, meeting with superintendents, sending robocalls to all PPS students in grades 8-12, offering pop up events at City and County schools. Allegheny County Youth Support Partners, the Choice Neighborhood Initiative and the Housing Authority of the City of Pittsburgh all have been tapped to provide application support to youth in their programs.

In all, P4W expects to serve 1,800 in 2019, dependent on funding. In addition, 33 corporate sites, at locations including PNC, ATI, Citizens Bank, and CCAC, have been secured for the summer.

## GOVERNANCE

Ms. Caplan continued with a short update on Governance. She reminded that the Governance Committee continues to be committed to maintaining a high-performing board with the infrastructure necessary to conduct business. Several meetings with high-level business leaders have been held through the year and a slate of potential candidates is expected in May. As these individuals are appointed, an orientation session will be scheduled for the summer. Board elections also are expected in June.

## OPEN FORUM/PUBLIC COMMENT

- As he had previously, Josh Pollard remarked about the timing of board meetings and suggested that the agenda be limited or time extended to allow for sufficient discussion.
- Ken Rice of Steel Center CTC commended P4W for its participation in CTC Signing Day, planned for May.
- Ruben Pachay and other staff from Labor and Industry (re)introduced themselves and committed to visiting and working with local boards to maintain open lines of communications and collectively problem-solve.

## ADJOURNMENT OF MEETING

On a motion by Ike Gittlen, seconded by Rich Barcaskey, the meeting adjourned at 10:15 a.m.



**Minutes of Partner4Work Board of Directors' Meeting**

Conference Call meeting  
9 to 9:30 a.m. June 7, 2019

**Board Members Present**

Allen, Will  
Barcaskey, Rich  
Belechak, Joe  
Bell, Natalie  
Bullock, Dr. Quintin  
Caplan, Debra  
Cherna, Marc  
Cooper, Mary Frances  
Coplan, Dave  
Dugan, Ann  
Ellsworth, Laura  
Gittlen, Ike  
Katona, Marci  
Kelly, Darrin  
Kuzma, Lisa  
Malone, Dave  
Mendoza, Brandon  
Nobers, Jeff  
Powers, Beth  
Rendulic, Mark  
Staszko, Frank  
Thomas, John  
Trybus, Jessica  
Washington, Dr. Nancy  
Williamson, Sam

**Board Members Absent**

Camino, Chris  
Ferraro, Melissa  
Gittlen, Ike  
Harris, Carey  
Lane, Majestic  
Massaro, Steve  
McLaughlin, Cat  
Melcher, Tom  
Pipitone, Scott  
Pollard, Josh

**Guests Present**

Hart, Greg (L&I Oversight Services)  
Nestor, Jennifer (L&I Oversight)

**Staff Present**

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

## Board Meeting Minutes (continued)

Board Secretary Jess Trybus opened the meeting at 9:02 a.m. with a roll call vote, announced a quorum present and the receipt of 2 proxy ballots approving all actions.

## ELECTIONS

Governance Chair Deb Caplan welcomed new appointees – Chris Camino, Amazon; Laura Ellsworth, Jones Day; Dave Malone, Gateway Financial; Tom Melcher, Pittsburgh Building Trades Council; Brandon Mendoza, NAIOP Pittsburgh; Mark Rendulic\*, Citizens Bank; John Thomas, ECHO Realty; Sam Williamson, Urban Redevelopment Authority. (Mark Rendulic's appointment was confirmed by the end of the meeting once Labor and Industry, Oversight Services, reviewed, acknowledged and approved his Conflict of Interest declaration.)

Ms. Caplan announced that the appointees represent months of strategic recruitment to ensure composition aligns with the priorities of the board – to better align with and respond to business, at the speed of business, and to work more closely and collaboratively with our labor leaders to solve workforce challenges in the region.

Ms. Caplan announced the slate of officers recommended by the Governance Committee:

- Dave Malone, Chair
- Laura Ellsworth, Vice Chair
- Darrin Kelly, Secretary
- Lisa Kuzma, Treasurer

Ms. Caplan offered an overview of each candidate's experience and expertise, again acknowledging the board's priorities to align more closely with the Allegheny Conference, the business community and labor, and thanked each for his or her willingness to serve.

**With no other nominations from the floor, and on a motion by Dave Coplan, seconded by Ike Gittlen, officers were elected by unanimous vote.**

## ONE-STOP OPERATOR

Service Delivery Chair Jess Trybus reminded that under WIOA, workforce boards are required to procure and select a one-stop operator to provide function management, coordinate partners and enhance the services at PA CareerLink® centers. The role of the operator in the next fiscal year will be of particular importance given the transition to two Title I providers; the operator will increase partners in the system and ensure a positive customer experience at both centers. Costs for the operator is covered by WIOA dollars and contributions from each of the required partners.

One key change this year is that P4W and partners elected to shift staff (site administrator, customer resource center employees) from our Title 1 provider to the operator to allow for better functional supervision.

Partner4Work issued an RFP for an operator in April and received three proposals.

- PHASE 4
- Dynamic Workforce Solutions
- ResCare Workforce Services

Staff and board members scored proposals and recommended awarding the one-stop operator contract to ResCare for an amount not to exceed \$407,000 for one year beginning July 1, 2019. The contract includes five staff and a dedicated staff position and related costs to perform the duties.

The subsequent conversation revolved around the selection of ResCare, given its experience as a one-stop operator in other cities. In addition, Frank Staszko, Assistant Regional Director, Labor and Industry, Bureau of Workforce Partnerships and Operations, voiced support of bringing the five positions under the operator to maintain stability during the transition.

On a motion by Darrin Kelly, seconded by Dave Malone, the one-stop operator contract was awarded to ResCare for an amount not to exceed \$407,000 for one year beginning July 1, 2019.

**ADJOURNMENT OF MEETING**

On a motion by Debbie Caplan, seconded by Jess Trybus, the meeting adjourned at 9:24 a.m.

## MEMORANDUM

**TO:** Partner4Work Board of Directors  
**FROM:** Finance Committee  
**DATE:** June 21, 2019  
**RE:** FY20 Budget

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I have enclosed the proposed FY2020 Partner4Work budget. The following represents a more detailed narrative surrounding the FY2020 Budget Analysis.

### Income:

- **Public Funds/Government Grants**
  - The proposed FY2020 budget shows a \$3.0 million increase, which is caused by the following:
    - Midwest Urban Strategies – P4W received the Federal DOL DWG Grant for the MUS Consortium, which resulted in a \$5.25 million increase.
    - FY2020 Decreased WIOA Allocations:
      - P4W WIOA Allocations decreased for Program Year 2019 under Allegheny County WIOA by \$700,000
    - TANF – Adult TANF performance bonuses were budgeted under this category for FY2019, and \$1.25 million was properly classified under Release from Restrictions in the FY2020 budget.
    - DOL Ex-Offenders – With the addition of the STRIVE grant, it resulted in a \$350K increase in FY2020 budget.
    - Learn & Earn – decreased by \$650,000 due to including the County CDBG direct funding of program in P4W budget. These funds are directly managed by the County CDBG offices.

### Expense:

- **Direct Program Expense**
  - The \$2.4 million increase relates to the increase/decrease of funding sources identified above:
    - Midwest Urban Strategies – Increased by \$4.6 million
    - Allegheny County WIOA – Decreased by \$1.0 million
    - DOL Ex-Offenders – Increased by \$200,000
    - Adult TANF – Decreased by \$200,000
    - Learn and Earn – Decreased by \$1 million due to proper treatment of TANF monies used for Learn & Earn, as well as not running the County CDBG funds through our budget.
- **Salaries, Wages and Benefits**
  - We are budgeting a \$750,000 increase in this area, which is directly connected to two areas:
    - FY2019 Budgeted Positions filled in the 2<sup>nd</sup> half of FY2019.
    - In FY2020, we will continue to build the infrastructure to right-size the organization by adding 2 additional positions primarily in the following areas:
      - Information Technology – 1 position for \$60,000

- Program – 1 position for \$40,000
  - Raise Pool - \$75,000
  - Staff level for 2020 will be 52 FTE and 2/3 Seasonal versus 2019 of 50 FTE and 3 Seasonal
  - For FY2019, P4W's budgeted overhead rate was 6.5%. With the increases in infrastructure outlined above, the overhead rate would increase to approximately 7%.
- **Information Technology Services**
  - The increase of \$135,000 relates to Parley Pro Contract Database of \$25,000, Program Outcomes System \$50,000, CRM System \$40,000
- **Rent**
  - The increase of \$30,000 relates to the addition of Floor 15 during FY2019
- **Travel & Conference**
  - P4W budgeted an increase of \$20,000 to focus on staff development with staffing level increases over past 12 months.

Partner4Work  
Statement of Activities  
FY2020 BUDGET

	Reimbursement Contracts						Restricted Grants					Total Program	Total Unrestricted
	Management & General	Midwest Urban Strategies	Allegheny County WIOA	City of Pittsburgh WIOA	TANF	DOL Ex-Offenders	Sector Strategies	Pittsburgh Works/Funding Collaborative	Place Based Strategies	Learn & Earn			
	(Unrestricted)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Unrestricted)		
Ordinary Income/Expense													
Income													
4000 - Public Funds/Government Grants	0	5,257,297	4,261,500	3,877,051	6,040,329	961,394	912,497	0	150,000	2,200,000	23,660,068	23,660,068	
4200 - Foundation & Private Contrib	0		0	0	0	0	0	0	0	0	0	0	
4300 - Interest	3,500		0	0	0	0	0	0	0	0	0	3,500	
4400 - Inter-Fund Transfer	0		0	0	(400,000)	0	0	0	0	400,000	0	0	
4700 - Other Income	0		0	0	0	0	0	0	0	0	0	0	
4800 - Assets Released frm Restriction	0	150,000	0	0	1,247,505	0	225,000	74,525	0	573,100	2,270,130	2,270,130	
<b>Total Income</b>	<b>3,500</b>	<b>5,407,297</b>	<b>4,261,500</b>	<b>3,877,051</b>	<b>6,887,834</b>	<b>961,394</b>	<b>1,137,497</b>	<b>74,525</b>	<b>150,000</b>	<b>3,173,100</b>	<b>25,930,198</b>	<b>25,933,698</b>	
Expense													
5000 - Direct Program Expenses	0	4,573,953	3,477,410	2,970,804	5,489,123	739,006	501,644	0	55,861	2,477,720	20,285,521	20,285,521	
5200 - Salary, Wages, and Benefits	1,155,715	430,775	437,594	527,637	527,964	134,942	419,016	39,601	49,751	289,432	2,856,711	4,012,427	
5350 - Communication	35,000	2,500	7,500	7,500	7,500	2,500	2,500	5,000	2,500	7,500	45,000	80,000	
5370 - Contracted Service	25,000	78,250	40,000	40,000	350,000	0	0	0	0	50,000	558,250	583,250	
5400 - Depreciation Expense	15,000	0	0	0	0	0	0	0	0	0	0	15,000	
5450 - Equipment Expense	50,000	2,500	5,000	5,000	5,000	1,000	2,500	0	0	5,000	26,000	76,000	
5500 - Fiscal	55,000	0	0	0	0	0	0	0	0	0	0	55,000	
5650 - Insurance	15,000	0	0	0	0	0	0	0	0	0	0	15,000	
5660 - Information Technical Service	200,000	2,500	5,000	5,000	5,000	1,000	0	0	0	30,000	48,500	248,500	
5700 - Legal Expense	15,000	2,000	1,000	1,000	1,000	0	100	1,000	1,000	2,900	10,000	25,000	
5750 - Materials / Supplies	25,000	2,500	5,000	5,000	5,000	2,500	2,500	0	0	5,000	27,500	52,500	
5760 - Meeting Expense	25,000	32,500	5,000	5,000	5,000	2,500	2,500	5,000	2,500	5,000	65,000	90,000	
5770 - Memberships	40,000	0	0	0	0	0	0	0	0	0	0	40,000	
5900 - Postage / Messenger	2,500	0	0	0	0	0	0	0	0	0	0	2,500	
5940 - Publications	2,500	0	0	0	0	0	0	0	0	0	0	2,500	
5950 - Rent	83,000	18,774	19,071	22,995	23,010	5,881	18,261	1,726	2,168	12,614	124,500	207,500	
6000 - Staff Administration	20,000	0	0	0	0	0	0	0	0	0	0	20,000	
6050 - Telephone	20,000	0	0	0	0	0	0	0	0	0	0	20,000	
6080 - Travel & Conference	35,000	18,750	9,500	9,500	9,000	2,000	10,500	5,000	2,000	2,500	68,750	103,750	
6900 - Distributed Costs	(1,815,215)	242,295	249,425	277,616	460,237	70,064	177,976	17,198	34,221	285,434	1,814,465	(750)	
<b>Total Expense</b>	<b>3,500</b>	<b>5,407,297</b>	<b>4,261,500</b>	<b>3,877,051</b>	<b>6,887,834</b>	<b>961,394</b>	<b>1,137,497</b>	<b>74,525</b>	<b>150,000</b>	<b>3,173,100</b>	<b>25,930,198</b>	<b>25,933,698</b>	
Net Ordinary Income	(0)	0	0	(0)	(0)	0	(0)	0	(0)	0	0	(0)	
Net Income	(0)	0	0	(0)	(0)	0	(0)	0	(0)	0	0	(0)	

**Partner4Work  
Statement of Activities Comparison  
FY2019 vs FY2020 Budget**

	<b>BUDGET</b>		
	<b>FY2019</b>	<b>FY2020</b>	<b>Change</b>
<b>Management &amp; General</b>	\$ 157,142	\$ 3,500	\$ (153,642)
<b>Midwest Urban Strategies</b>	\$ -	\$ 5,407,297	\$ 5,407,297
<b>Allegheny County WIOA</b>	\$ 5,460,240	4,261,500	\$ (1,198,740)
<b>City of Pittsburgh WIOA</b>	\$ 3,911,517	\$ 3,877,051	\$ (34,466)
<b>TANF</b>	\$ 6,451,285	\$ 6,887,834	\$ 436,549
<b>DOL Ex-Offenders</b>	\$ 600,000	\$ 961,394	\$ 361,394
<b>Sector Strategies</b>	\$ 702,254	\$ 1,137,497	\$ 435,243
<b>Pittsburgh Works</b>	\$ 402,292	\$ 74,525	\$ (327,767)
<b>Place Based Strategies</b>	\$ 225,000	\$ 150,000	\$ (75,000)
<b>Learn &amp; Earn</b>	\$ 4,017,000	\$ 3,173,100	\$ (843,900)
<b>Total</b>	<u>\$ 21,926,730</u>	<u>\$ 25,933,698</u>	<u>\$ 4,006,968</u>

**Partner4Work  
WIOA Allocations  
PY2019**

***Allegheny County:***

	<b>PY2019</b>	<b>PY2018</b>	<b>Change</b>	<b>% Change</b>
Adult	\$ 1,508,666.95	\$ 1,813,320.31	\$ (304,653.36)	-17%
D/W	\$ 1,532,515.34	\$ 1,483,719.11	\$ 48,796.23	3%
Youth	\$ 1,387,199.49	\$ 1,834,189.20	\$ (446,989.71)	-24%
<b>Total</b>	<b>\$ 4,428,381.78</b>	<b>\$ 5,131,228.62</b>	<b>\$ (702,846.84)</b>	<b>-14%</b>

***City of Pittsburgh:***

	<b>PY2019</b>	<b>PY2018</b>	<b>Change</b>	<b>% Change</b>
Adult	\$ 1,361,294.23	\$ 1,115,729.43	\$ 245,564.80	22%
D/W	\$ 1,400,052.15	\$ 1,642,840.27	\$ (242,788.12)	-15%
Youth	\$ 1,651,224.86	\$ 1,402,957.59	\$ 248,267.27	18%
<b>Total</b>	<b>\$ 4,412,571.24</b>	<b>\$ 4,161,527.29</b>	<b>\$ 251,043.95</b>	<b>6%</b>

***Total Allocation:***

	<b>PY2019</b>	<b>PY2018</b>	<b>Change</b>	<b>% Change</b>
Adult	\$ 2,869,961.18	\$ 2,929,049.74	\$ (59,088.56)	-2%
D/W	\$ 2,932,567.49	\$ 3,126,559.38	\$ (193,991.89)	-6%
Youth	\$ 3,038,424.35	\$ 3,237,146.79	\$ (198,722.44)	-6%
<b>Total</b>	<b>\$ 8,840,953.02</b>	<b>\$ 9,292,755.91</b>	<b>\$ (451,802.89)</b>	<b>-5%</b>



**Partner4Work  
Core Workforce Board Programs**

Department	Program	Program Description	Funding Source
Adult	CareerLink provider of WIOA Title I Adult & Dislocated Worker Services	Partner4Work administers the contracts for WIOA Title I Adult & Dislocated Worker Services provided through the PA CareerLink Pittsburgh/Allegheny County system. Such services include enrollment in WIOA programs, provision of career services, training services and business development services. Together, the two Title 1 contractors in our local area, Dynamic Workforce Solutions and Grant Associates, will aim to place around 2,000 total WIOA-enrolled individuals in jobs annually, as well as connect jobseekers and businesses to a range of resources and opportunities through the one-stop system. The contracts with Dynamic and Grant will begin July 1, 2019 and run through June 30, 2020.	WIOA Title I Adult & Dislocated Worker
Adult	TANF EARN	Employment Advancement and Retention Network (EARN) is designed to assist clients in transitioning from welfare to workforce. The EARN program provides case management, job preparation, career development and job retention services to recipients of public assistance. The overall program goal is to decrease dependency on public assistance and establish self-sufficiency. Participant eligibility is determined by and referrals are made by the County Assistance Office (PA DHS). Three EARN providers see roughly 1,200 clients each year, collectively, and have goals related to job placement, job retention and credential attainment. P4W became the grantee of the County EARN program on 7/1/17.	Adult TANF
Adult	TANF Work Ready	The primary goal of Work Ready is to serve participants with significant barriers to employment who would otherwise be enrolled in EARN. Work Ready does this by providing assessment, evaluation, supportive services, work-related activities and training services to help clients stabilize barriers that may hinder them from achieving self-sufficiency. One Work Ready provider will serve between 200-300 clients this year. P4W became the grantee of the Work Ready program on 10/1/17.	Adult TANF

**Partner4Work  
Core Workforce Board Programs**

Department	Program	Program Description	Funding Source
Youth	Learn & Earn	To provide job readiness and career exploration work experiences that prepare youth ages 14-21 who reside in Allegheny County and the City of Pittsburgh for life beyond high school and for the work world in the form of a six week employment summer program. P4W is responsible for partnering with organizations that provide work experiences throughout Allegheny County and the City of Pittsburgh. Twenty five providers will serve up to 2,000 youth this summer.	Federal Funding, Foundation Funding and Private Funding
Youth	Out-of-School Youth (OSY) Year Round	To provide job readiness and career exploration work experiences that prepare Allegheny County youth who have graduated from high school but have a barrier to employment or who dropped out of high school for life beyond high school and for employment. Goals include credential attainment and employment or post-secondary placement. Six providers serve more than 300 OSY each year.	TANF Youth Development Funding, WIOA

<b>Partner4Work Fund Development Report</b>					
<b>Program Year</b>	2018-2019	<b>Dates</b>	3-29-2019 to 6-14-2019		
<b>Quarter</b>	4	<b>Staff Lead</b>	Tracey Carey, Chief Strategy Officer		
<b>Grants Secured to Date</b>		<b>Revenue Secured to Date</b>		<b>Grants Secured for Greater Pittsburgh Community</b>	
\$10,131,047		\$1,854,187		\$10,348,047	
	<b>Number</b>	<b>Award</b>	<b>2018 Budget Implications</b>	<b>Future Year Implication</b>	
Grants Approved	23	\$10,131,047	\$1,728,187	\$8,402,860	
Grants Pending	3	\$5,375,000	\$20,833	\$5,354,167	
Grants Declined to Date	5	\$490,000	\$0	\$0	
Non Grant Based Fund Development ( <i>Board Participation, MUS, Corporate Sponsorship, Funds Administered as Fiscal Agent</i> )	3	\$217,000	\$126,000	\$91,000	
<b>Detail Q4</b>					
<b>New Grants Awarded</b>					
<i>Grantor</i>	<i>Award</i>	<i>2018 Budget allocation</i>	<i>Future Year Allocation</i>	<i>Partners and Project Scope</i>	<i>Months</i>
DWG	\$7,845,563	\$830,185	\$7,015,378	6 MUS communities, SW PA WDB's	24
Citizens Bank	\$45,000	\$33,750	\$11,250	Bankworks	12
State of PA - Business Ed Pa	\$128,490	\$42,830	\$85,660	Support work with Builders Guild and Nazareth Prep to build construction career	18

State of PA - Apprenticeship	\$60,906	\$30,453	\$30,453	Supports development of P4W Apprenticeship Manager for City and County	18
State of PA - SLIP	\$146,138	\$73,069.19	\$73,069	Supports paid summer internships for young adults 16-24	4
State of PA - Apprenticeship: Pre Apprenticeship, Registered Apprenticeship, Ambassador	\$145,950	\$48,650	\$97,300	construction industry with EIC and Neighborhood Learning Alliance  Apprenticeship in ECE with Carlow, CCAC, Trying Together, Literacy Pittsburgh and OCDEL	18
State of PA - Industry Partnerships: Convenings	\$90,000	\$30,000	\$60,000	Convening industry councils in following industries: Financial Services and K-12 Education	18
State of PA - Industry Partnerships: Implementation	\$500,000	\$166,667	\$333,333	Implementing action plans of industry councils in following industries: Early Education (with support from Trying Together) and Construction	18
The Pittsburgh Foundation	\$100,000	\$50,000	\$50,000	Support neighborhood-based strategy to engage residents and connect them to resources.	12
McAuley Ministries	\$50,000	\$25,000	\$25,000	Support Learn and Earn for youth from the Hill District, Uptown and West Oakland	12

Heinz Endowments	\$175,000	\$43,750	\$131,250	Support for work being done around ECE apprenticeship and broader ECE Industry Partnership	12
State of PA - Teacher in the Workplace	\$244,000	\$81,333	\$162,667	Supports continuation of Teacher in the Workplace projects with AIU and Consortium for Public Education and new projects with area CTCs, Phase 4, and Nazareth Prep (5 total grants)	18
Highmark	\$50,000	\$25,000.00	\$25,000	Support for Learn and Earn	6
The Pittsburgh Foundation	\$100,000	\$50,000.00	\$50,000	Support for Learn and Earn	6
YSIF of The Pittsburgh Foundation	\$350,000	\$175,000.00	\$175,000	Support for Learn and Earn	6
National Fund for Workforce Solutions	\$50,000	\$10,000.00	\$40,000	Funding to support the further development of a regional funding collaborative and of industry partnerships	12
Kellogg Foundation	\$50,000	\$12,500	\$37,500	Support for work being done around ECE apprenticeship and broader ECE Industry Partnership	12
<b>Pending</b>					
<i>Grantor</i>	<i>Request</i>	<i>Potential Impact on 2018 Budget</i>	<i>Potential Future Allocations</i>	<i>Partners and Project Scope</i>	<i>Months</i>

US Department of Energy	\$750,000	\$20,833.33	\$729,167	In partnership with Work Hard Pittsburgh, develop neighborhood strategies to support tech entrepreneurs and those interested in tech careers. Communities will include Braddock, McKeesport, Hazelwood, and North Side	36
US Department of Labor	\$4,500,000	\$0.00	\$4,500,000	Development of regional reentry programs for 18-24 year olds across 6 MUS cities. These programs would be based on the STRIVE model, but tailored to the needs and resources of each participating city	39
National Fund for Workforce Solutions	\$125,000	\$0.00	\$125,000	Development of a manufacturing OJT model that includes training and credentialing. In partnership with Catalyst Connections, CCAC, New Century Careers, and Pitt MAC	24
<b>Not Awarded</b>					
<i>Grantor</i>		<i>Request</i>		<i>Partners</i>	
State of PA - Industry Partnerships: Convenings		\$90,000		Convening industry councils in following industries: Healthcare, and Transportation and Logistics	18

State of PA - Apprenticeship: Pre Apprenticeship, Registered Apprenticeship, Ambassador	\$150,000	Replication of Principal Financial's Financial Manager apprenticeship model	18		
Partnership to Advance Youth Apprenticeship	\$200,000	In partnership with Boys and Girls Clubs of Western PA, developing a youth apprenticeship model that gives high school students a paid apprenticeship in manufacturing	18		
Cities for Financial Empowerment	\$50,000	Support implementation of Financial Empowerment Center model at PA CareerLink and EARN sites	12		
<b>Funds Administered by Partner4Work</b>					
<i>Funder</i>	<i>Amount</i>	<i>Potential Impact on 2018 Budget</i>	<i>Future Year Allocation</i>	<i>Partners and Project Scope</i>	<i>Months</i>
Pennsylvania Department of Labor and Industry	\$40,000.00	\$8,888.89	\$31,111	PA AFL-CIO Registered Pre- Apprenticeship	18
Pennsylvania Department of Labor and Industry	\$77,000	\$17,111.11	\$59,889	Pitt MAC Registered Pre- Apprenticeship	18
<b>Special Initiatives and Other Fund Development Revenue (Non Grant Based Funds)</b>					
<i>Area</i>	<i>Amount</i>				
Office of the Mayor - Construction	\$100,000	Supports the "Ready to Work" sessions to be hosted in 4 neighborhoods across city			

**Upcoming Identified Grant Opportunities**

<i>Grantor</i>	<i>Grant Max</i>	
US Department of Labor	\$500,000	Funding to support women in apprenticeships within industries that women are underrepresented



## **INDUSTRY PARTNERSHIPS**

Partner4Work – in partnership with PA CareerLink – is intentionally bringing businesses together to create a sustainable infrastructure for planning and executing innovative solutions to challenges shared by employers within the following key industries: Construction, Financial Services, Transportation & Logistics, Public Sector, Education, Manufacturing, Retail and Hospitality, Information Technology, and Healthcare. Since October 2018, P4W has raised approximately \$1.1 million in grant funding for the convening and implementation of industry partnerships, as well as to support apprenticeship and other workforce strategies aligned with employer demand in those targeted sectors. Additionally, all P4W staff attended an internal training on May 15<sup>th</sup> focused on the role of workforce development boards in industry partnerships. Key updates are provided below.

### **CONSTRUCTION**

Intro to the Trades: Pre-Apprenticeship: Two cohorts with a total of 42 participants enrolled in the program. All 21 participants of the first cohort graduated and have been placed. The graduation of the second cohort was held on June 14. Recruitment for a third cohort is underway and programming will begin in early July. Earlier this year, the Builder’s Guild put on a career exposure event, “Build On” that highlighted building trades to 4,500 middle and high school students who attended. Nazareth Prep is providing hands-on construction-related programming to as many as 40 young adults this summer. These students will then receive group mentoring and attend multiple construction-related site visits during the 2019-20 school year.

### **TRANSPORTATION & LOGISTICS**

On April 15, 2019, Partner4Work hosted a convening for the Transportation and Logistics industry partnership. With the support of the Pennsylvania Motor Truck Association SW Chapter, nine employers were in attendance representing a variety of sectors within this industry: trucking (assets), logistics (brokerage), sales and servicing of trucks. Key challenges identified by businesses include creating exposure around career pathways within the industry, especially among young adults; educating on the continued professional development the industry has experienced, driven by technology; and developing a shared recruitment strategy across the industry, with a tiered training model.

### **EDUCATION & PUBLIC SECTOR**

Early Childhood Education Industry Partnership – P4W formed a partnership with Trying Together, CCAC, Carlow University, Literacy Pittsburgh, and other community partners to establish an Early Childhood Education Registered Apprenticeship Regional Hub that will help childcare workers advance professionally while helping employers enhance program quality. This initiative is supported by PA Smart, The Heinz Endowments, and the Kellogg Foundation. P4W is also partnering with The Heinz Endowments on the development of a K-12 Industry Partnership to identify strategies to address the need for a more diverse teacher pipeline.

### **FINANCIAL SERVICES**

Partner4Work kicked off the Financial Services Industry Partnership on March 7, 2019, with a meeting that brought together 11 participating financial institutions along with the Pennsylvania Bankers Association. The IP is preparing to launch BankWork\$, a nationally recognized training program that prepares unemployed/underemployed individuals for retail banking careers. P4W has selected the Energy Innovation Center Institute to be the program provider for the initial BankWork\$ cohorts, which are slated to begin in 2019.

**Earl Buford**  
*Chief Executive Officer*

**Matt Aelmore**  
Program Evaluation Manager

**Jack Bailey**  
Database Specialist

**Crystaline Barger**  
Learn & Earn Assistant Manager

**Alex Bice**  
PULSE Fellow

**Tracey Carey**  
Chief Strategy Officer

**Cassandra Confer**  
L&E Field Service Member

**David Conway**  
Apprenticeship Manager

**Dillon Corbridge**  
Data Coordinator

**John Crowe**  
Program Coordinator, EARN Work Ready

**Kayleigh Del Cotto**  
DWG Coordinator

**Ryan Dodson**  
Junior Accountant

**Carolyn Ford**  
Contract Administrator

**Nancy Frederick**  
Assistant Grants Manager

**Julia Gagosian**  
PULSE Fellow

**Shuly Goldman**  
Learn & Earn Manager

**Markie Harrison**  
Learn & Earn Field Service Member

**Jasmine Herrera**  
Executive Assistant

**Ray Herron**  
Chief Financial Officer

**Nic Jaramillo**  
Operations Manager

**Katrina Kadisevskis**  
Adult Workforce Programs Coordinator

**Lenny Kistler**  
Youth Programs Manager

**Dylan Knutson**  
Grant Writer

**Kristin Kramer**  
Director of Fiscal

**Erin Kucic**  
Compliance Specialist

**Edgar Largaespada**  
Industry Partnership Developer

**Markese Long**  
Neighborhood Innovation Manager

**McCrae Martino**  
Chief Program Officer

**Kristine Masta**  
Director of Development

**Cory Matz**  
IT Specialist

**Jesse McLean**  
Youth Program Coordinator

**Priscilla Montoya**  
Compliance Specialist I

**Dillon Moore**  
Director of Policy

**Franklin Mosley**  
Receptionist

**Sarah Owen**  
Grant Writer

**Jennifer Pajewski**  
Director of Special Relationships

**Nathan Petrillo**  
Communications Manager

**Susie Puskar**  
Director of Youth Innovation

**Davina Reed**  
Fiscal Compliance Specialist

**Kris Roper**  
Senior Accountant

**Jonathan Ross**  
Compliance Specialist

**Laura Saulle**  
Director of Strategic Innovation

**Andy Smith**  
Director of Adult Workforce Programs

**Katrina Steinley**  
Business Intelligence Analyst

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

**Jason Thompson**  
HR Specialist

**Tony Townsend**  
Industry Partnership Developer

**Sharon Watkins**  
MUS Compliance Manager

**PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM**

COMPREHENSIVE  
CENTERS

**Allegheny East**

2040 Ardmore  
Boulevard  
Pittsburgh, PA 15221  
412-436-2225  
TTY 412-271-4217

**Downtown Pittsburgh**

Wood Street  
Commons  
301 Wood Street  
Pittsburgh, PA 15222  
412-552-7100  
TTY 412-552-7044

REGIONAL CENTERS

**Alle-Kiski**

1150 5th Avenue,  
Suite 200  
New Kensington, PA  
15068  
724-334-8600  
TTY 724-334-8713

**Mon Valley Regional**

570 Galiffa Drive  
Donora, PA 15033  
724-379-4750  
TTY 724-379-5981

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.

### **Partner4Work**

Centre City Tower, Suite 2600  
650 Smithfield Street  
Pittsburgh, PA 15222  
Phone: (412) 552-7090  
Fax: (412) 552-7091  
[www.partner4work.org](http://www.partner4work.org)

*Equal Opportunity Employer*

*Auxiliary aids and services are available upon request. Reasonable accommodations can be made when requested in advance. Please call (412) 552-7090 or email [info@partner4work.org](mailto:info@partner4work.org) with your request.*

