

# 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 , 2 0 1 7**



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*Chairman*



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**Washington, Dr. Nancy**

Director  
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 Corporation

# BRIEFING BOOK

June 2, 2017

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## PARTNER4WORK Board of Directors' Meeting

7:45 to 10:15 a.m. June 2, 2017

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

1. Welcome and call to order *Mark Latterner*
  
2. Strategic Planning Reflection and Retreat
  
3. Consent Agenda:  
**ACTION:** Approve the minutes from the March 31, 2017, Board meeting.  
**ACTION:** Accept \$250,000 in funding from Heinz Endowments to lead and implement a workforce development strategy for Hazelwood residents and businesses engaged with the Almono project.  
**ACTION:** Acknowledge the actions taken by the Executive Committee meeting since the last full Board meeting:
  - Approve Partner4Work to enter into an agreement to administer Allegheny County Adult TANF funding as it would be beneficial to job seekers, the workforce system, providers and Partner4Work.
  - Accept a total of \$190,000 in grant funding from AT&T, The Pittsburgh Foundation, and Highmark for Learn & Earn
  - Accept \$210,000 from the State for Tech Hire II
  - Accept \$134,400 for Garfield Jubilee's Pre-/Apprenticeship construction program
  - Accept \$10,000 from the RK Mellon Foundation to study job seeker motivations to engage in programs designed to reduce barriers to employment and improve health outcomes
  
4. Committee Reports
  - Audit/Finance *Ed Hartman, Treasurer*
  
  - Governance *Deb Caplan*
  
  - Learn & Earn *Deb Caplan*
  
  - Service Delivery *Ann Dugan*
  
5. CEO's Report *Stefani Pashman*
  
6. Open forum: Board member comments
  
7. Public Comment Period  
*Individual speakers limited to three (3) minutes*
  
8. Adjournment

# 2016-17 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.

Provide leadership to WIOA implementation and establish a transparent workforce system.

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

Identify career pathways for youth that are supported by secondary and post-secondary training institutions.

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

Build a highly efficient job placement infrastructure through alignment of local public and private services (PGH Works).

Use Pittsburgh Works and CareerLink affiliates to increase system capacity and expand access to job placement services.

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

Transition business solutions from industry partnership model to viable sector strategies that meet broad talent needs to key industries.

Continue to design, pilot and scale innovative WD solutions in collaboration with employers and PGH Works members.

Build capacity of Pittsburgh Works partners through coordinated delivery of technical assistance.

Continue to diversify funding in support of strong public/private WD infrastructure.

Reinforce internal infrastructure to support acceleration and/or expansion when needed/Ensure Board makeup and all polices are optimized.

Strengthen organizational knowledge management and ensure staff skills, knowledge and interest to advance strategic priorities.



Youth Pipeline Development



Connecting Job Seekers to Careers



Systemic Workforce Solutions



Internal Infrastructure

Increased capacity (staff, data); online data depository created; several research reports released; new focus-group report released.

Website and brand launched; new exposures and partnerships established; local and national exposure

All WIOA policies in place; one-stop partners and sub-contractors received guidance and support to implement WIOA

Performance met; 3 webinars conducted; quarterly meetings on track, construction strategy launched; new pilots for entrepreneurship and academic credit recovery underway

5 programs connected with microcredentials, post-secondary; others in progress

Year-Round Youth participating in Learn & Earn increased from 1% to 5.9% in 2016. Emphasis on work experience added to provider meetings.

Ongoing increase in referrals from community partners to Pittsburgh Works recruitment events; placements are increasing to an average of approximately 130 per month.

Distribution strategy implemented; CareerLink Library Pop-Ups expanded to Braddock and soon to McKeesport; CareerLink satellite office established at EIC.

DHS/WIOA partnership established with 37 partners representing human services and workforce development; Training to Work (joint project with DHS and Allegheny County Jail) underway.

12 OJTs in 2017 so far; local construction employers receiving incumbent worker funding from awarded Industry Partnership funds.




TechHire boot camps concluded in May, with ongoing opportunities for the 20+ graduates; new environmental service training initiative with EIC and UPMC pathed 100% of first cohort to full-time employment;

4 technical assistance events held; increasing focus on neighborhood-based needs of PGH Works partners.

35% of actual expenses supported by non-formula funding due to Learn & Earn compared to the 40% originally budgeted.

Board membership compliant and certified through 2019; policies and procedures under review, A/P, payroll procedures implemented; fiscal system upgrades not started.

Local monitoring for PY2016 on track to be completed by June 30; On-site state monitoring scheduled for week of May 15; Local and Regional Planning consultant procured in February with a deadline for submission Sept. 1, 2017.

 On target/progress being made  
 Slower progress than expected  
 Struggling/need to adjust course



## THOUGHT LEADERSHIP



- New research released:
  - [The Path to Employment](#): An extension of the 40,000 voices series, report details the challenges job seekers face in finding a job.
  - [Digital Skills Occupations](#): Quarterly report focused on the jobs that require workers to use information technologies to fulfill work responsibilities.
  - [Commuting Patterns](#): Shows the relationship between where people work and where they live. Research released for the City of Pittsburgh, Allegheny County, and Pittsburgh MSA. Neighborhood-specific reports to come.
  - [Opportunity Occupations](#): Quarterly report detailing the jobs that pay at least \$15 per hour and do not require a four-year degree.
  - [Understanding job seekers in Hazelwood, Homewood, Hill District and Northside](#): Describes the universe of residents seeking career services through the public workforce system and provides information on their interaction with the system and demographic information.
- Partner4Work and 40Kfor40K continues to receive local and national exposure; new partnerships established
- Policies in place; partners and subcontractors provided guidance and support with WIOA implementation.

### 40,000 FOR 40,000 CAMPAIGN

As a part of its rebranding, Partner4Work launched its 40,000 for 40,000 campaign to identify the people, organizations and actions at play to help the region's 40,000 unemployed or underemployed get to work. We are proud to have established new partnerships and continued to promote the campaign.

- Partner4Work partnered with local school districts, Intermediate Unit 1, local manufacturing training programs, the Children's Museum, the Carnegie Science Center, and Remake Learning to help map Maker and Manufacturing programs in the region and develop pathways between existing programming.
- Partner4Work featured as a "change agent" in [The Atlantic's Renewal Series: Pittsburgh's](#) panel discussion on Pittsburgh's evolution from Steel City to tech hub. Stefani Pashman spoke of Partner4Work's efforts to ensure inclusive growth and opportunity for all job seekers to connect with opportunity in the tech sector.
- Partner4Work featured in [Smart Business Pittsburgh](#) and [Technical.ly](#); Learn & Earn featured in the Tribune-Review and South Pittsburgh Reporter. All press coverage can be found under [Partner4Work News](#).
- Traffic to Partner4Work.org has increased 11% since the first quarter of 2017 with nearly 5,000 unique visitors viewing about 25,000 pages. Since launching the new site on Jan. 25, more than 12,700 visitors have viewed more than 66,000 pages. While a decrease in overall traffic from 2016, visitors are staying longer and viewing more pages per visit. Since the last board meeting, overall social media reach across pages has exceeded 27,000, an increase of 22% from the first quarter of 2017.



## YOUTH PIPELINE DEVELOPMENT



- Quarterly learning network opportunities support sharing best practices, collective problem solving, and addressing shared challenges.
- Year-round programs are finishing strong and focusing on employment and post-secondary placement; contracting for PY17 has begun.
- New partnerships established for Learn & Earn; year-round and corporate-based opportunities sought for Learn & Earn

### IN-SCHOOL AND OUT-OF-SCHOOL PROGRAMS

- Fifteen providers will serve a total of 506 in-school youth (ISY) and 813 out-of-school youth (OSY) this year.
- ISY providers have enrolled 100% of participants, and OSY providers have enrolled 95% of participants as of May 12, 2017.
- Staff and providers have been working together to shift the focus of programs from recruitment to outcomes:
  - Since July, more than 100 young people have been trained in construction occupations (12.3% of all OSY); 75 in culinary (9.2% of all OSY). One hundred sixty youth have received a high school diploma or GED (20% of OSY) and are being pathed into next steps. Program participants who have not yet been exited from services continue to receive supportive services, receive paid and unpaid work experience, and occupational skills training. In total 270 OSY (33.2%) have received an industry certification to date. Providers are not required to report on this outcome until program exit.
  - Since July, more than 300 ISY (59.2%) have begun work experience in the community, including placements in healthcare, customer service, culinary, and IT.
  - ISY and OSY participants have been assisted with applying for Learn & Earn or year-round programming as appropriate. To date, 120 young adults enrolled in our year-long programs (9.1%) have begun applications for Learn & Earn. Partner4Work and provider staff are working closely together to ensure year-round youth are pathed into Learn & Earn where appropriate

### STEM AND ENTREPRENEURIAL TRAINING

Partner4Work engaged 19 partners to pilot new programming connecting young adults with entrepreneurship training, expanding on STEM programming, driver's license courses, and focusing on academic credit recovery. Lessons learned from these programs will be captured and shared with year-long program providers.

- Five area Career and Tech Centers (CTCs) have helped 57 students find paid internships in high priority occupations, such as IT techs, construction laborers, and dental assisting. The programs are deepening the connections between Partner4Work and the CTCs and allowing students to practice the skills learned in the classroom to prepare for proficiency testing and work post-graduation.
- Over 50 students have enrolled in academic credit recovery programs, with 10 engaged in leadership activities through Pittsburgh Public Schools. The Leadership Teams at three schools are surveying the young adults that are engaged in credit recovery to determine appropriate and meaningful incentives and supports to help students complete their make-up courses and get back on track with academics.

- Four entrepreneurship programs have enrolled 66 young adults. A fifth program begins the first week of June. Young adults in these programs are meeting with local entrepreneurs, learning how to create business plans and products, and planning for final projects. Three STEM programs have begun serving more than 42 students in STEM Career Training and more than 300 students in STEM Career Exploration. A fourth program will begin in the fall. Career Training participants are learning hands-on occupational and leadership skills in technology and other STEM fields, while Career Exploration students are gaining valuable exposure to a variety of STEM pathways.

## MICROCREDENTIALS

Partner4Work and the Community College of Allegheny County continues to pilot microcredentials and connect job seekers with short-term, industry-driven training in career pathway occupations.

- Target pathways include: Patient Care Technician, Healthcare Information Technology, and Computer User Helpdesk Support.
- Each pathway has completed at least one microcredential. Eleven students enrolled in the Patient Care Technician pathway, with 10 completing their Activities of Daily Living course and three graduating from Certified Nursing Assistant (CNA) training. Two additional students had scheduling conflicts and will soon enter CNA training. Fourteen students have begun the Healthcare Information Technology pathway; 12 of these finished the first module (Excel and Medical Terminology). The second HIT module began May 23. Eighteen students began the Computer User Helpdesk Support pathway, 16 of whom completed and are scheduling their A+ certification exam. Each pathway contains between 3 and 5 courses, each of which allows a job seeker to join the workplace with concrete occupational skills.
- The program seeks to connect out-of-school youth and other individuals with barriers to employment to short-term, industry-linked training. Twelve of the individuals enrolled in training were referred from OSY providers.
- Sixty people will be served through the program. Partner4Work is working to connect out-of-school youth providers with CCAC to strengthen those relationships and provide wrap-around services to young adults.

## LEARN & EARN

Partner4Work, the City of Pittsburgh and Allegheny County continue to partner to provide about 2,000 youth with paid summer work experiences and work-readiness training this year.

- Through a competitive procurement process, Partner4Work selected 26 organizations to serve as Learn & Earn providers and 12 organizations to serve as Application Support Centers (representing 19 different locations). New and noteworthy partnerships include the Carnegie Library of Pittsburgh, which operated five application support centers in regional library branches; 100 Black Men, a Learn & Earn provider offering STEM-based training and employment programming in partnership with Carnegie Mellon University; and Pittsburgh Public Schools, which is using Learn & Earn as its sole source for Summer Dreamers Academy interns.
- Partner4Work has secured 37 placements for corporate interns, the same number of corporate positions as 2016. Participating companies include: AIReS, Allegheny Health Network, Allegheny Intermediate Unit, Alcosan, ATI, Calgon Carbon, Citizens Bank, EQT, Jones Day, MarcUsa, PNC, Simcoach Games, UPMC, and the Education Partnership. Calgon Carbon and EQT are new corporate partners for 2017.
- Partner4Work's youth team will expand connections between year-round youth programs and Learn & Earn through cross-training of providers and cross-promotional efforts. More than 120 youth in Partner4Work's year-round programs applied to participate in Learn & Earn.
- Partner4Work is collaborating with the PA Office of Vocational Rehabilitation (OVR) to provide additional supportive services for Learn & Earn participants who qualify as a result of a disclosed disability or IEP/504 Plan. All Learn & Earn providers received information about helping youth enroll in OVR services during their training.





## CONNECTING JOB SEEKERS TO JOBS



- Increase in Pittsburgh Works referrals to recruitments; companies hiring from referred talent.
- Overall placement numbers increasing, though below goal; efforts continue with United Labor Agency to improve service delivery within PA CareerLink® Pittsburgh/Allegheny County
- Community-based partnerships in underserved communities (Carnegie libraries, Energy Innovation Center, Braddock, McKeesport) continue to expand the footprint and reach new pools of job seekers and companies.
- Partnership with Allegheny County DHS, CareerLink, and PHASE 4 on federally-funded program for re-entrants is up-and-running with all required elements of the grant in place.

### PITTSBURGH WORKS

Pittsburgh Works is a key initiative of Partner4Work. It is a public/private collaboration of more than 80 community-based providers, including PA CareerLink® Pittsburgh/Allegheny County. Pittsburgh Works partners are united in the effort to raise the quality of services provided and connect more job seekers to well-paying careers that meet the talent demands of local business.

- United Labor Agency (ULA) placed 257 job seekers into jobs between March 1, 2017, and April 30, 2017. As of April 30, ULA's year-to-date placements are 1,289, approximately 51% of the annual goal.
- Pittsburgh Works partners have referred 312 job seekers to ULA for job placement services between March 1, 2017, and April 30, 2017. On average, approximately 127 job seekers are referred to CareerLink each month from Pittsburgh Works partners.

### DISTRIBUTION STRATEGY

Partner4Work continues to identify innovative and cost-effective ways to increase the availability of PA CareerLink services within underserved communities.

- Partnerships with PA Women Work, PHASE 4, and Jewish Family and Children's Services are focused on providing dislocated worker career services in addition to the services provided at PA CareerLink. These providers have begun enrolling participants into their dislocated worker programs with the goal of serving 360 job seekers.
- Partners Goodwill of SWPA and the Energy Innovation Center have started business services outreach. They are working closely with PA CareerLink to expand the business engagement with the services and funding available. We expect these partnerships will expand availability of public workforce development services to more than 500 businesses and lead to placement of at least 200 job seekers.
- ULA and Carnegie Library of Pittsburgh continue to partner to provide "pop-up" CareerLink services in the Downtown and North Side library branches. Approximately 145 job seekers receive career services each month within their communities. The majority of these individuals have not previously accessed CareerLink services.
- On March 1, 2017, ULA expanded the library pop-up model into the Braddock Carnegie Library. On June 5, ULA will further expand this model to the Carnegie Library of McKeesport.

- On March 15, 2017, Partner4Work established a PA CareerLink presence within the Energy Innovation Center (EIC) to provide CareerLink services to the Hill District community.

## 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. Partner4Work has contracted TJ services to Community Kitchen Pittsburgh, the Trade Institute of Pittsburgh, and Center for Employment Opportunities (CEO). The transitional jobs are focused in culinary arts, masonry, and welding, respectively. Since the launch of TJ programming in July 2016:

- 52 job seekers have been served
- 80% of TJ completers have been placed into full-time employment.

## TRAINING TO WORK

In partnership with Allegheny County's Department of Human Services and building on the jail collaborative, Training to Work is funded by a \$1.4 million grant from the U.S. Department of Labor to serve individuals leaving incarceration. Begun in January 2017 and continuing through December 2018, Partner4Work and partners will connect 170 re-entrants to employment.

- Thirty-seven participants are now enrolled and actively receiving services.
- The mentoring component is functioning with 10 participants having received services in May; 10 participants are enrolled in training.

## NEIGHBORHOOD-BASED STRATEGIES

Partner4Work continues to identify and partner with people and organizations to prepare and path job seekers for opportunities in their communities.

- As a part of Choice Neighborhood Initiative (CNI), funded by a \$30 million U.S. Department of Housing and Urban Development grant, Partner4Work contracts with United Labor Agency (ULA) to provide workforce services to the residents of the Hamilton Larimer and East Liberty Gardens public housing properties.
- To date, ULA has placed 56 adults into employment, 63% of the CNI goal to place 89 people by 2020.
- Led by City Councilman Daniel Lavelle and the Hill District Community Development Center, Partner4Work, McCormack Baron Salazar, A. Philip Randolph Institute, PA CareerLink and Goodwill participated in a community information session about development in the Lower Hill. Partner4Work addressed anticipated union and non-union employment expected by the development.
- In collaboration with Remake Group, state Rep. Jake Wheatley, City Councilman Corey O'Connor, A. Philip Randolph Institute and Hazelwood-based providers to prepare and connect Hazelwood residents with the jobs resulting from the various stages of the Almono project.



## SYSTEMIC WORKFORCE SOLUTIONS



- Demand for on-the-job training funds increasing, new partnerships launched for engaging new companies.
- Two business-led boot camp training programs successfully completed as a part of TechHire Pittsburgh;
- Environmental services training program, conducted in collaboration with Energy Innovation Center and UPMC placed 100% of first cohort;

### TECHHIRE PITTSBURGH

- TechHire Pittsburgh is a nationally-recognized strategy that reacts to a supply-demand mismatch for tech talent in the region. Through a number of initiatives and programs that collectively comprise the TechHire Pittsburgh model, we simultaneously address the two needs: launching people without previous experience to viable, in-demand career pathways, while delivering a new supply of talent to employers across high priority sectors. Two employer-led boot camp training sessions, which concluded in May, have prepare job seekers for careers in coding and as quality assurance analysts. This program is offered at no-cost to participants. Mined Minds lead the coding training; Rivers Agile Solutions lead quality assurance.
- The majority of participants completed the intensive 12- or 16-week training programs and are actively seeking employment using these skills. Partner4Work also finalizing details with Mined Minds to enable those who completed the coding course to continue developing their skills via a pre-apprenticeship program.
- Approximately 50 businesses — IBM, Ectobox, Girl Develop It, PGH QA, Innovation Works, Code and Supply, Five Star Development, Expedient, SDLC Partners, S&T Bank, and others — engaged to shape the curriculum and serve as one-on-one mentors with participants, conduct mock interviews, provide resume reviews, invite participants to industry events and meet-up groups, and/or interview participants for full-time positions and internships.
- Partner4Work, LaTrenda Sherrill from the City of Pittsburgh, Laura Fisher from the Allegheny Conference on Community Development, Mined Minds and Rivers Agile Solutions jointly capped the inaugural TechHire Pittsburgh boot camps with a public event at Nova Place. In an official proclamation, Mayor William Peduto declared May 22 TechHire Pittsburgh Day. Efforts underway to scale and replicate TechHire for next phase.

### VETERANS VALUE INITIATIVE

- Partner4Work, in partnership with the Tri-County and Westmoreland/Fayette workforce development boards, received \$500,000 in 2015 to connect dislocated or long-term unemployed veterans with work-based training and jobs in construction, energy, health care, information technology or manufacturing. As of May 25, 2017, 37 veterans have received career services and/or occupational skills training through Veterans Value Initiative. One veteran is expected to be placed via on-the-job training funds, and eight veterans have received Individual Training Account funds for training.

## ENVIRONMENTAL SERVICES TRAINING

- Partner4Work, in partnership with the Energy Innovation Center and the University of Pittsburgh Medical Center (UPMC), launched a training program for the role of environmental services technician at UPMC. The 5-week program includes life skills, classroom, and hands-on training; the curriculum was developed jointly by EIC and UPMC. Individuals who complete the training are eligible for a full-time job with UPMC. More than 200 job seekers expressed interest in the program, with 18 being accepted into the initial cohort. EIC will administer an additional five cohorts, each with a capacity of 30 individuals. Of the initial cohort, all 18 participants are employed full-time at UPMC.



## INTERNAL INFRASTRUCTURE



- Expenses diversified by non-formula funding due primarily to Learn and Earn; new funding opportunities sought.
- Board composition compliant with state and federal requirements; fiscal system upgrades not yet underway.
- Monitoring underway months earlier than in prior years; regional and local planning on track.

### GRANT APPLICATIONS AND INCOMING FUNDING

Funder	Grant Scope	Amount	Status
PA Dept. of Labor and Industry	Pre-Apprenticeship and Apprenticeship Grant (Mined Minds)	\$143,000	Declined May 16, 2017
Bayer	Learn and Earn Corporate Interns	\$10,000	Declined April 27, 2017
US Conference of Mayors	College and Career Readiness Programs (Learn & Earn: City's providers' collaboration with Carlow University)	\$75,000	Declined April 7, 2017
Heinz Endowments	Neighborhood Strategy Hazelwood	\$250,000	Awarded May 24, 2017
RK Mellon Foundation	Job seeker analysis	\$10,000	Awarded May 17, 2017
PA Dept. of Labor and Industry	Strategic Innovation Grant: TechHire Pittsburgh II.	\$210,000	Awarded May 11, 2017
PA Dept. of Labor and Industry	Pre-Apprenticeship and Apprenticeship Grant (Garfield Jubilee Association )	\$134,483	Awarded May 11, 2017
The Pittsburgh Foundation	Learn & Earn 2017 – County Youth	\$100,000	Awarded May 11, 2017
AT&T	Learn and Earn	\$50,000	Awarded April 24, 2017
Highmark	Learn & Earn — City Youth	\$50,000	Awarded April 17, 2017
PNC Bank	Learn and Earn	\$20,000	Submitted April 1, 2017
<b>Total</b>		<b>\$1,052,483</b>	Declined: \$228,000 Awarded: \$804,483 Outstanding: \$20,000

**Neighborhood Strategy Hazelwood, Heinz Endowments:** In close collaboration with the Remake Group and the Almono Partnership, Partner4Work will lead and implement a workforce development strategy for Hazelwood that simultaneously attends to the needs of businesses engaged in various stages of the Almono project, and Hazelwood residents. The model

aims at strategically adapting and customizing our Pittsburgh Works platform and tools to the specific needs of all Hazelwood stakeholders. Our goal is to ensure that (1) current and future businesses in the area will have access to skilled talent, and (2) Hazelwood residents will have access to training opportunities and jobs that match skillsets and offer career pathways.

**Job seeker analysis, RK Mellon Foundation:** Partner4Work will partner with Benetech to build technological capabilities to learn what motivates individuals to engage in programs designed to reduce barriers to employment and improve health outcomes. This is the first phase of a long-term project.

**Strategic Innovation Grant: TechHire Pittsburgh II, PA Dept. of Labor and Industry:** This funding will be used to scale and replicate the programmatic aspects developed and tested in the first phase of TechHire Pittsburgh. Specifically, we are aiming to launch additional cohorts of boot-camp programming, replicate the employer-led boot camps in State System schools, and continue to generate a solid evidence base about challenges and opportunities in technology talent development and in what strategies and training models work.

**Pre-Apprenticeship and Apprenticeship Grant (Garfield Jubilee), PA Dept. of Labor and Industry:** Partner4Work serves as the fiscal agent for these funds. These funds will allow Garfield Jubilee and Community Empowerment Association enroll young adults in pre-apprenticeship and apprenticeship programs including the Carpenter's Union, Builders Guild and Constructors Association of Western PA. Partner4Work will retain \$9,000 in administrative costs.

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

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

7:45 to 10:15 a.m.

March 31, 2017

**Board Members Present**

Barcaskey, Rich  
Block, Don  
Bullock, Dr. Quintin  
Caplan, Debra  
Charlton, Don  
Cooper, Mary Frances  
Coplan, Dave  
Ferraro, Melissa  
Fincke, Jason  
Hartman, Ed  
Hippert, Dr. Linda (phone)  
Katona, Marci (phone)  
Kuzma, Lisa  
Latterner, Mark  
Nolder, Steve  
Pipitone, Scott  
Powers, Beth  
Schlosser, David  
Sherrill, LaTrenda Leonard  
Trybus, Jessica  
Washington, Dr. Nancy

**Board Members Absent**

Belechak, Joe  
Cherna, Marc  
Dugan, Ann  
Fisher, Laura  
Gittlen, Ike  
Jones, Marsha  
Lucore, Rebecca  
Pachay, Ruben  
Shea, Jack  
Stambaugh, Craig

**Guests Present**

Como, Lori  
Emerson, Angela  
Flanagan, Jennifer  
Franco, Lazarus  
Gant, Sonya  
Jelks-Seale, Janine  
Kelly, Jennifer  
Martier, Judy  
Niedermeyer, Troy  
Pferdekamper, Eric  
Samilson, Tom  
Tokar, Joseph

**Staff Present**

Adamowski, Mary  
Herron, Ray  
Krekanova Krofcheck, Vera  
Martino, McCrae  
Pajewski, Jennifer  
Pashman, Stefani  
Puskar, Susie  
Shields, Cynthia

## **Board Meeting Minutes (continued)**

Chair Mark Latterner opened the meeting at 7:49 a.m. and with few opening remarks:

- An acknowledgements document of Board personal and professional accomplishments was distributed.
- Board strategic planning and regional and local planning will be conducted on June 20 at a location to be determined.
- Jason Fincke, Executive Director of the Builders Guild of Western PA, retires effective March 31. His replacement will be introduced at the next Board meeting.

## **Transitional Jobs**

Mark Latterner reminded the board of a conversation in December about Transitional Jobs. Transitional Jobs are time-limited paid work experiences aimed at helping people with chronic unemployment build a work history. Partner4Work contracts with Center for Employment Opportunities, the Trade Institute of Pittsburgh, and Community Kitchen of Pittsburgh. Community Kitchen catered breakfast for the Board meeting and members of Community Kitchen spoke to the board about the program, partnership with Partner4Work, and the opportunity to change lives as a result of the funding.

Jennifer Flanagan, Founder and Executive Director, provided an overview of Community Kitchen's culinary program and the efforts made to connect individuals with barriers to employment, including those with criminal histories. Two program participants, Lazarus Franco and Robert Randy, joined Ms. Flanagan and spoke to the group about their backgrounds as well as the positive influence the program had on their lives. Both expressed deep gratitude for the learning, but also for the chance to start a new life. Both men have been hired as a result of their training and serve as role models to other program participants.

## **WIOA and the federal landscape**

Mr. Latterner introduced Ron Painter, CEO of the National Association of Workforce Boards and former CEO of Partner4Work. Mr. Painter was invited to address the board on the heels of the national workforce conference held in Washington D.C. More than 1,000 workforce professionals, including Stefani Pashman, Dillon Moore, Rebecca Young, and Laura Fisher, attended the conference.

Mr. Painter was asked to remark on the risks and opportunities on the federal landscape, call attention to what the local board should be mindful of in WIOA, and best practices from other areas of the country.

Mr. Painter spoke about a range of topics including the federal budget and anticipated budget cuts in human services and an increase in defense, programmatic efforts such as two-generation strategies focused on single mothers and their children, and work with the Walmart Foundation to rethink the retail sector. He went on to speak about the need to understand the data. He detailed a conversation he had with Lockheed Martin and the revelation that they cannot source enough engineering talent to meet demand. He also said that the tech sector wants to understand workforce, to be able to design software that makes a difference in talent development and e-learning. He challenged Partner4Work and other local boards to partner with companies to source talent and offered examples from West Virginia and Northwest Washington for employer-board partnerships that work.

Subsequent conversation with board members focused on providing inroads to jobs in the trades, understanding that there will be mass retirements expected, understanding the gig economy, universal basic income and how to take the region to the next level. Mr. Painter challenged the Board to understand the labor force and in the industries that are here and understand what industries will look very different in the near future. Anticipating those trends would be key to continued success.

## **CONSENT AGENDA**

Mr. Latterner took roll, announced a quorum and the receipt of four proxy ballots approving all action items.

Mr. Latterner pointed the group to the consent agenda included in the briefing book. The group was asked to:

### **Accept:**

- \$210,000 from the Department of Labor and Industry for planning and the business education partnership
- \$238,000 from The Pittsburgh Foundation for Learn & Earn

### **Approve:**

- Minutes from the December 16, 2016, Board meeting
- The release of an RFP for providers and case management services for transitional jobs

### **Acknowledge the actions taken by the Executive Committee since the last full board meeting:**

- Partner4Work may retain as much as 10 percent of Learn & Earn funding sources for administrative costs
- Partner4Work will not enter into agreements that are predicated on receipt of CDBG funds absent a backup source of funding to replace CDBG funds not received



- Partner4Work provider contracts will include language regarding CDBG funding risk and expectation that providers will not likely be paid until December 2017 for work performed in the summer
- Convening of key program principals to resolve 2016 concerns.

**On a motion by Deb Caplan, seconded by Jess Trybus, the board unanimously approved the consent agenda.**

### **AUDIT/FINANCE**

Treasurer Ed Hartman provided the fiscal update. He pointed to the Form 990 drafts for TRWIB, Inc., and the Regional Workforce Collaborative, both recommended for approval by the Audit/Finance Committee. He pointed the group to the financial statements from the second quarter. While these statements revealed no glaring issue, spending is slightly less than forecast. He reiterated that staff is aware of when funds expire and make every effort possible to ensure that no funds are left unspent. As an example, Mr. Hartman informed the group that as in previous years, dislocated worker funds — historically difficult to spend — have been transferred to adult funds. Learn & Earn spending also is less than anticipated by about \$800,000. In future years, staff will ensure there is a pipeline of young people prepared to fill the slots of interns who drop out or are otherwise removed from the program. Mr. Hartman concluded his report with an announcement that Partner4Work will hire an assistant controller and bring fiscal monitoring in house.

**On a motion by Don Block, seconded by Lisa Kuzma, the board unanimously approved the Form 990 submissions for TRWIB, Inc. and RWC.**

### **GOVERNANCE**

Chair Deb Caplan offered a short update from the Governance Committee. She announced that Carrie Amann from the state Department of Labor and Industry resigned in January. Her replacement, Ruben Pachay, has been appointed as the Wagner-Peyser representative. Ms. Caplan also informed that Board composition has been certified through January 2019 and efforts are underway to identify new candidates, particularly young and diverse candidates.

The Governance conversation concluded with a discussion regarding state guidance on standing committees. Draft guidance would require local boards to establish a Workforce System Service Delivery Committee and set requirements on the membership of the youth and fiscal committees.

Stefani Pashman offered insight on the guidance and said the guidance would force local boards to assume operational roles within organizations. She continues that the guidance also presents a conflict of interest as CareerLink partners should not approve the Title 1 operator.

Ms. Pashman concluded that Partner4Work and other workforce boards intend to respond to the state in a strategic way, to learn the state's intention and to help the state achieve that goal in a meaningful and flexible way.

### **LEARN AND EARN**

Ms. Caplan continued with a Learn & Earn report. She informed the group that conversations and negotiations continue regarding the Memorandum of Understanding with the city and county for the administration of the program. The fear, however, is the reduction of the Community Development Block Grant funding in the President's proposed budget. The funding cut would result in a \$700,000 shortfall in the program, putting Partner4Work and providers at risk and eliminating nearly 300 youth from the program. Earlier in meeting, the board acknowledged a stipulation that Partner4Work would require backup funding in the event of a cut in CDBG funding. Ms. Caplan praised the Mayor for his leadership in introducing legislation to cover the shortfall and ensure the youth would be served.

Ms. Caplan concluded the report with the announcements that 12 partners have been selected to serve as application support sites and provider proposals are under consideration.

### **SERVICE DELIVERY**

Ms. Pashman offered the Service Delivery report in the absence of Chair Ann Dugan. She opened with an update on the distribution strategy to expand our presence in the community. She specifically spoke about the partnership with the libraries in Braddock and McKeesport, Energy Innovation Center, and Goodwill. This community-based presence creates a significant opportunity to broaden the reach of services. The strategy also will help expand the footprint of business services. She touched on the contract with United Labor Agency and the challenges ULA has faced. ULA is placing fewer people, likely because the people coming in face more barriers and are harder to place. A partnership with the Department of Human Services and tapping

into new pools of talent, those who may not visit a bricks-and-mortar CareerLink office, will help the system better serve people and broaden the talent pool and ultimately provides employers with a variety of job seekers of varied skill and experience.

Ms. Pashman also spoke about the one-stop operator, a new role to the system. A RFP was released in March to the operator expected to be in place by July 1. She said she is hopeful the person or organization will facilitate innovation and integration and help reconsider technology within the system. The operator will see the big picture while working within the confines of the government and will help think through and overcome some of the technology challenges.

Subsequent conversation focused on technology needed to better serve job seekers, to give broader access and help provide real-time data to help local areas to affect change. Collectively, the group discussed frustration with the antiquated technology and lack of data provided back to the local areas. The Board agreed to continue to push for change, to provide technology solutions to the system.

In her conclusion, Ms. Pashman spoke about the TechHire Pittsburgh initiative. She asked the Board's assistance in getting the boot-camp participants past traditional hiring practices of companies. She said the stories of the participants are powerful, their passion and willingness to learn admirable and it's up to the companies to step up and hire.

Vera Krekanova Krofcheck, Chief Strategy Officer, spoke about the employers who have come to mentor, network and advise the students and reminded that employers advised the training opportunities but have so far not committed to hire.

The group also talked about connecting to the cracker plant and construction opportunities expected in Beaver County. Lisa Kuzma asked Ron Painter for advice on how some workforce boards form strong partnerships with employers and get people get hired. Mr. Painter talked about groups that have effectively served as consultants to employers, willing to advise on business models.

**PUBLIC COMMENT PERIOD**

There was no public comment.

**ADJOURNMENT OF MEETING**

**On a motion by Debbie Caplan, seconded by Jessica Trybus, the meeting adjourned at 9:53 a.m.**

## REGIONAL AND LOCAL PLANNING

The Workforce Innovation and Opportunity Act requires local boards and chief elected officials to engage in an integrated regional and local planning process to develop a single collaborative Multi-Year Regional Plan that incorporates local plans for each of the local areas within a given workforce planning region. These plans must be aligned with the vision of WIOA and the vision of the Governor as outlined in the PA Combined WIOA State Plan.

Partner4Work received \$60,000 from the PA Department of Labor and Industry to hire a consultant to develop the Regional and Local Plans for the Southwest Region (Partner4Work, Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB). *Community Workforce Advancements, LLC* was selected by the regional LWDBs for the project. CWA has an extensive background and experience in workforce development, and specifically regional and local planning. CWA will simultaneously be developing regional and local plans for the South Central and Philadelphia Regions as well.

During March and April, CWA carried out the information gathering phase of their project. This included data collection, a convening of regional LWDB directors on April 18 in Pittsburgh, and individual meetings and/or phone calls with each LWDB regarding the development of their local plans. CWA will complete final regional and local plans for board approval prior to the September 1, 2017 deadline for submitting to the PA Department of Labor & Industry.

**Stefani Pashman**  
*Chief Executive Officer*

**Mary Adamowski**  
Administrative Assistant

**Matt Aelmore**  
Compliance Assistant

**Crystalline Barger**  
Summer Youth Employment Coordinator

**Rachel Bowman**  
PULSE Fellow

**David Conway**  
Youth Programs Coordinator

**Kattia Delizin**  
Assistant Controller

**Carolyn Ford**  
Quality Assurance Specialist

**Ray Herron**  
Chief Financial Officer

**Lenny Kistler**  
Youth Programs Coordinator

**Vera Krekanova Krofcheck**  
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**Becca Michelson**  
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**Jennifer Niedermeyer**  
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**Regina Omlor**  
Project and Grants Manager

**Jennifer Pajewski**  
Communications and Board Relations Manager

**Susie Puskar**  
Director of Youth Innovation

**Laura Saulle**  
Summer Youth Employment Manager

**Andy Smith**  
Director of Adult Workforce Services

**Rebecca Young**  
Business Partnerships Manager

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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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