

PARTNER WORK

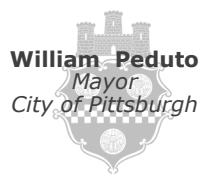
The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book

A p r i l 5 , 2 0 1 9



Mark T. Latterner
Chair



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Partner4Work Secretary
Founder and Chief Games Officer
Simcoach Games

Washington, Dr. Nancy
Director
Allegheny Housing Rehabilitation
Corporation

PARTNER4WORK (P4W) Board of Directors' Meeting

8:30 to 10 a.m. April 5, 2019

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

1. Welcome and call to order *Mark Latterner, Chair*

2. Chairman's Report and Consent Agenda *Mark Latterner*
APPROVE: Minutes from the December 14, 2018, P4W Board meeting

3. Committee reports
 - I. Fiscal and Operations *Ray Herron, Chief Financial Officer*
Tracey Carey, Chief Strategy Officer
ACTION: Approve the Audit for the Fiscal Year ending June 30, 2018
ACTION: Accept \$1,446,484 in grant funding received since the last Board meeting (a full list of awards appears on page 12 of the briefing book)

 - II. Service Delivery and Youth Advisory Council *Jess Trybus and Debra Caplan*
ACTION: Approve the recommendations of the Service Delivery and Youth Advisory Committees for Title 1, EARN, and Youth Contracts with a start date of July 1, 2019

 - III. Learn and Earn Advisory Council *Debra Caplan*

 - IV. Governance *Debra Caplan*

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

5. Adjournment

VISIBILITY AND PUBLIC ENGAGEMENT

Recent or upcoming Partner4Work public engagements:

- International Foundation of Employee Benefits: Institute for Apprenticeship Training and Education
- National Skills Coalition Skills Summit
- Bader Philanthropies, Shared Prosperity Partnership
- African-American Chamber of Commerce PowerBreakfast
- National Governor's Association Winter Workforce Conference
- "Off the Record" with Grantmakers of Western PA
- iQ Smartparent (WQED) <https://www.wqed.org/iqsp/episodes/604>
- Intro to the Construction Trades public kickoff
- The Confluence, WESA-FM https://cpa.ds.npr.org/wesa/audio/2019/03/confluence_for_web_3-5.mp3
- Sustainable Pittsburgh, Sustainability Conference
- Build On Trades Awareness kickoff
- WQED's Future Jobs: Growing the Region's Workforce documentary <https://www.wqed.org/futurejobs>
- Pittsburgh Black Elected Officials Community Forum in the Hill District (additional sessions planned in April and May)
- Commencement address Introduction to the Construction Trades (April 10)
- Pittsburgh Human Resources Association's Engaging Pittsburgh (April 11)
- US Conference of Mayors (with the Strada Foundation) (April 22)
- U.S. News and World Report's Workforce of Tomorrow Conference (May 22, 2019)
<https://www.usnews.com/info/blogs/press-room/articles/2019-02-26/us-news-unveils-speakers-for-workforce-of-tomorrow-conference>

Recent Committee appointments

- Allegheny Conference on Community Development Human Resources and Workforce Steering Committees
- Bridgeway Capital
- Carlow University's Presidential Advisory Council
- Forward Cities
- Institute of Politics, University of Pittsburgh
- Literacy Pittsburgh Transition Committee
- Pittsburgh Cultural Trust, Strategic Engagement and Community Partnership
- Pittsburgh Regional Alliance Search Committee
- Southwest PA Partnership for Mobility Council
- US Conference of Mayors Workforce Development Council
- Workforce and Racial Equity Advisory Committee

Recent press:

- [Partner4Work launches RFP for \\$8.5M in workforce services](#) (Pittsburgh Business Times)
- [A frosty time for new hires in Pittsburgh region](#) (Pittsburgh Post-Gazette)
- [Partner4Work CEO Earl Buford says workforce development is personal](#) (New Pittsburgh Courier)
- [A Pittsburgh labor roadblock: hiring takes hit as unemployment nears historic lows](#) (Pittsburgh Post-Gazette)
- [Builders Guild pushing for more Pittsburgh-area African Americans in the trades](#) (New Pittsburgh Courier)
- [Building a career, five weeks at a time: a way to navigate Pittsburgh's job market](#) (Pittsburgh Post-Gazette)

YOUTH PIPELINE DEVELOPMENT

Year-Round Programming

Year-round programs have finished enrollments for the year. In-school youth (ISY) providers enrolled nearly 400 youth, representing 98 percent of their contracted goals. The focus of ISY providers now shifts to college preparedness and financial literacy, paid work experience, and post-high school planning. 165 ISY have participated in paid or unpaid work experience to date with organizations such as West Penn Hospital, Baldwin High School, Giant Eagle, and the Omni William Penn. Out-of-school youth (OSY) providers enrolled 425 young adults into programming, achieving 97 percent of contracted goals. Nearly 50 OSY have been placed in paid or unpaid work experience to date, more than 125 have started occupational skills training, and 265 have received academic remediation. 145 OSY have earned at least one industry recognized credential so far this program year, and more than 40 have begun working; those with jobs have a median hourly wage of \$10.00/hr. Those that have not yet begun working continue in programming, with a goal of finding work or enrolling in post-secondary education within six months of program exit. In total, more than 815 youth and young adults have received workforce readiness services through our year-long programs this year.

Year-Round RFP Update

In December 2018, Partner4Work issued an RFP for year-round youth programming. The RFP was the first in four years for year-round programming and resulted in a strong response receiving 31 proposals from 28 organizations. All current year-round providers bid on the RFP, as well as several Learn & Earn providers and new organizations. The goal of the RFP was to identify workforce development programs that prepare youth for working by providing them career readiness and exploration, work experience, credentials and entry into post-secondary education or employment upon exit.

Through the past several years, the Youth Advisory Committee has explored other models and had many discussions to frame the RFP to allow for additional responsiveness of the youth system and innovation in programming. The committee elected to:

- not include a cap on the cost per participant to allow providers to identify the true cost/participant
- add additional flexibility in program models by not holding TANF programs to WIOA outcomes
- sought programs serving new geographies and populations
- allow requests for multiyear programs

Key highlights of Proposals Include:

- **The total amount of requests:** \$8.8M with aims to serve more than 2,100 youth.
- **Funding Available:** \$3.3M
- **Average request:** \$286,000 (existing providers typically asked for more than new providers)
- **Average cost/participant:** \$4,200 (as expected, typically higher for OSY)

Each proposal was reviewed by 6-8 internal (a cross-section of P4W departments) and external reviewers (board members, Youth Advisory Committee members, and key external partners). The scores and proposals will be presented to the Youth Advisory Committee on April 3, 2019, where the Committee will agree on a recommendation to the Full Board.

Learn & Earn

For the fifth year, with funding from Allegheny County and the City of Pittsburgh, P4W will administer the Learn & Earn program. Since assuming administration of the program, P4W has consistently served every eligible youth who applied and wanted to participate by engaging providers across the City and County, raising additional funding from philanthropy, and identifying areas of improvement in the application, placement, and program model.

This year's application launched on March 11, 2019. In the first two weeks, 460 youth have begun applications, with about 25 percent submitting completed applications. The eligibility review process has started and is slightly ahead of last year at this time. Efforts continue to reach out to school districts, current providers, organizations with connections to pockets of youth, and the public to drive applications. This year, the Learn & Earn program seeks to serve nearly 2,000 youth in summer employment opportunities.

Debra Caplan, Learn & Earn Advisory Committee Chair, and staff have met with City Council members to share updates on the Learn & Earn program and seek assistance in the recruitment of youth and worksites. Each member of Council has been supportive of the program, and several have offered to host pop-up enrollment events or send materials to their constituent newsletters. The Learn & Earn MOU is in the final stages of review and the program will go before City Council for a vote this spring. The County has approved the MOU.

The Corporate Internship component has been redesigned to allow for a more in-depth program and an accelerated timeline in response to our corporate partners and Advisory Committee. The application period for Corporate interns opened January (2 months earlier than prior years), and corporate interns will be able to work for two additional weeks, bringing their work experience to 8 weeks and increasing their earning potential. To date, Partner4Work has secured 33 placements for youth and are working to secure additional spots. ATI, Citizens Bank, the City of Pittsburgh, CCAC, Jones Day, and PNC have all signed on to host interns. Conversations continue with additional Corporate partners. More than 130 youth have expressed interested and 45 have submitted applications. Additionally, P4W has identified Pittsburgh students attending Historically Black Colleges and Universities and local learning institutions as a priority and is working closely with local alumni and the schools to recruit applicants.

Educator in the Workplace:

- Partner4Work has two Educator in the Workplace programs, one with the Allegheny Intermediate Unit (AIU) and one with the Consortium for Public Education. The AIU program prioritizes STEM occupations and has concluded for the school year. Six school districts and three businesses, including Arconic, Eaton, and PPG, participated. The work of the Consortium for Public Education continues, with 10 school districts and eight businesses, including Allegheny Health Network, Covestro, Duquesne Light, and PNC participating. More than 110 K-12 educators have participated in the programs to date.
- Educators will use the lessons learned from their work with businesses to address the State Career Education and Work Standards and create a meaningful career-driven curriculum for students. Educator teams are sharing lesson plans and curriculum back to the businesses and with each other to amplify the reach of programming.
- Partner4Work submitted five Educator in the Workplace proposals to the State in December. Funding decisions are expected this spring.

Business Education Partnership:

- The PartnerUp® Program, formerly called the "High School Collaborative Program," continues to build connections between schools and businesses. More than 2,100 juniors and 195 seniors at 10 local school districts have connected with soft skills training and career exploration for jobs available without an advanced degree. PNC leads the project, with support from the Consortium for Public Education and business partners Comcast, People's Gas, and Allegheny Health Network.
- Seniors are working with business to understand the jobs available to them, resources and supports, and the application process. Two "Super Days" have been scheduled for May, where students will be able to interview for jobs available at participating businesses.
- More than 7,500 middle and high school students have been served by three area Career and Tech Centers through Career Symposia and other forms of career exploration. Most recently, Pittsburgh Public Career and Tech held the "Hire Learning" event in partnership with the City of Pittsburgh Human Resources and Civil Service Department and other business representatives. During this event, 140 CTE students participated in mock job interviews, received resume writing feedback, and attended networking sessions.
- Forty Career and Technical Education students at A.W. Beattie and Parkway West passed the Medical Terminology course at CCAC this winter. Students have begun Intro to Human Biology or Intro to Psychology courses at CCAC this spring. Fourteen students have begun paid work experience at medical facilities throughout Allegheny County.

SIG:

- Five staff members from year-round youth programs are being certified by Carnegie Mellon's Robotics Academy (CMRA) staff to facilitate 40 youth through the Smart Manufacturing and Advanced Robotics Technology Extended Reach (SMARTER) program. Students trained through this program will learn skills critical to the work of being an Electronics Technician, as well as gain an understanding of the fields of Robotics and Advanced Manufacturing within the region. Several providers have begun working with youth on the training. After the grant finishes, the providers will maintain access to the SMARTER system to help future young participants learn these skills.
- Students and staff have toured Argo AI, which partners with automotive companies to integrate self-driving systems into their vehicles. Students toured Argo's facilities and explored the vehicles. Argo's human resources team spoke with students about entry-level employment and other possibilities for after training. Site visits are scheduled at HEBI Robotics, Boss Nova, and the National Robotics Engineering Center.

Google:

- Twenty-five students have completed the Google IT Support certificate. Twenty-four students from the program are employed, and 5 are enrolled in post-secondary education. The remaining 25 students from the first cohort continue to work on modules. Most students from the first cohort have completed at least 2 of the 5 modules. Auberle and Phase 4, partners in the program, are recruiting and enrolling the second cohort of 50 students this spring. Funding continues through the end of 2019.
- Partner4Work and Carlow University have signed an articulation agreement that awards students that complete the digital skills program with up to six credits at Carlow. Work to connect the program with local industry continues; PNC Bank hosted Digital Skills students to discuss entry-level tech opportunities and career paths at the company in late 2018.

CONNECTING JOB SEEKERS TO JOBS

CareerLink (Title 1 Adult and Dislocated Worker)

The 2018-2019 program year is the final year of P4W’s current contract with the United Labor Agency (ULA) for WIOA Adult and Dislocated Worker Services (commonly known as Title I) at PA CareerLink® centers in Pittsburgh and Allegheny County. Through February 2019, ULA enrolled 1,851 individuals in Title I services, actively engaged 1,203 participants in services, and made 1,010 placements in jobs paying a median wage of \$14 per hour. P4W’s Program and Strategy teams have been finalizing monthly and quarterly dashboard as well as establishing additional benchmarks to evaluate ULA’s performance. The new dashboard is being tested and will be unveiled on July 1, 2019. In response to job seeker feedback, significant program changes have been implemented, or are under development, such as consolidating ULAs 3-day orientation workshop, launching electronic sign-in at both PA CareerLink® centers and introducing procedures to allow children in PA CareerLink® centers. In response to employer and training provider feedback, P4W is establishing reverse referral protocols to streamline support for training participants when aligned with employer demand.

EARN

P4W became the grantee and administrator of the Allegheny County EARN program effective July 1, 2017, funded by TANF via PA Department of Human Services (PA DHS). Prior to that, Allegheny County DHS was the long-time grantee. Since acquiring the program, P4W has maintained three contracted providers utilized by the County. EDSI – Downtown Pittsburgh; Goodwill – McKeesport; the SRS Group – Wilkinsburg. The first year of P4W EARN programming (PY17/18) focused on understanding the complex requirements of EARN and strengthening program fundamentals. The current year (PY18/19) has focused on improving outcomes and process. P4W continues efforts to build the capacity of the EARN program and align efforts with the larger workforce development system, making noticeable progress in performance during the 2017/2018 program year, as shown below. The increase in performance resulted in a 7 percent increase in performance payments, to 88 percent, in P4W’s first year of administering the program.

EARN PERFORMANCE DATA – PY17/18 ¹			
STANDARD	PY17/18 OUTCOME	PY17/18 RATE	Change from PY16/17
Enrollment	870	62%	NA
Placement Tier 1	386	44%	+3%
Placement Tier 2	235	61%	+21%
Placement Tier 3	316	82%	+66%
Retention	1,199	73%	NA
Credential	34	4%	+1000%

¹ P4W does not have access to all data for PY16/17 and therefore is unable to show a change for all categories. When this is the case, NA is indicated below.

UPCOMING STATE CHANGES TO TANF

Historically the PA Department of Human Services has allocated funding for TANF EARN and Work Ready programs to workforce boards and community action agencies; in January 2019, Governor Wolf announced plans to overhaul TANF employment and training programs with goals to:

- Increase coordination between PA Department of Human Services (DHS) and the PA Dept. of Labor & Industry (L&I)
- Reduce duplication of services
- Better leverage PA CareerLink to provide employment and training services to DHS clients
- Provide more comprehensive case management that addresses clients' barriers to family-sustaining employment rather than a job placement first approach

To that end, the Governor announced plans to competitively procure for case management services in late 2019. This represents a significant shift from the current model where DHS has established a consistent allocation of EARN funding to grant recipients in workforce areas without competitive procurement. Instead, DHS will procure and contract directly with local case management providers, while L&I programs will be leveraged to provide the employment and training component of these services.

Local boards, with the help of the PA Workforce Development Association, met with the secretaries of DHS and L&I in March to discuss the changes. While P4W worked with other boards to advocate for more board engagement in the decision and planning, Gov. Wolf is moving forward with these changes. P4W anticipates the start date of these changes to take effect on July 1, 2021; however, it is possible the state will accelerate the timeline.

In the next 2 years, P4W will continue to administer the EARN and Work Ready Programs, push for programmatic improvements and increased performance, while positioning P4W to compete for TANF funding in the future. L&I is continuing to facilitate discussions with DHS regarding the allocation of resources to boards and PA CareerLink's role in the new model.

Title 1 and EARN RFP Update

Partner4Work (P4W) released two RFPs in December 2018, soliciting responsible agencies to deliver services for the following adult programs:

1. WIOA One-Stop Program (CareerLink Provider) for \$2.2M
2. TANF Employment Advancement and Retention Network (EARN) Programs for \$3M

In preparation for releasing the RFPs, P4W conducted outreach and promotional efforts to notify stakeholders of coming opportunities, including two community forums held during the month of December 2018 in partnership with the Pittsburgh Black Elected Officials (PBEOC). Once the RFPs were published on December 19th, P4W also notified stakeholders and the public-at-large about the RFP opportunities through established communication channels, traditional print media, and via the P4W website. In addition, P4W conducted bidders' conferences for each RFP.

P4W received 8 proposals in response to the Title RFP and 10 proposals in response to the EARN RFP. Once received, proposals were reviewed by a total of 21 evaluators, 13 of whom were P4W staff members and 8 of whom were external to P4W, including experts from partner organizations and P4W board members. Based on proposal scores and subsequent discussion among evaluators, P4W invited select bidders to participate in proposal presentations and discussions with P4W staff members and board member on March 13 and 14, 2019. Through these presentations and discussions, P4W identified two remaining bidders for consideration who were asked to respond to final questions. P4W is also collecting important feedback from references for these two bidders and conducting internal discussions regarding award recommendations. The Service Delivery Committee will meet on April 2nd to review the procurement process and its outcomes, with the goal of finalizing recommendations for the board to consider on April 5th.

INCUBATE SYSTEMIC WORKFORCE SOLUTIONS

Introduction to the Construction Trades and Build On

In partnership with the Builders Guild of Western PA and Pittsburgh Gateways, Partner4Work launched the redesigned Introduction to the Construction Trades pre-apprenticeship training in early March. The program is an intensive training program designed to prepare individuals for entry to apprenticeship. Intro to the Trades, to be delivered by the Builders Guild, **guarantees** an available apprenticeship to graduates on program completion; P4W intends to fund about half of the first 100 trainees. Of the first cohort, which is expected to complete training on April 12, 91 percent are women/minority.

This partnership represents significant in job quality, economic equity, inclusion, and diversity.

In addition to partnership in Intro to the Trades, P4W was a partner in the Build On trades awareness events hosted by the Builders Guild in partnership with CNX, People's Gas, ATI, US Steel and others to expose young adults, parents, and the career seekers to opportunities two-day career event focused on careers in the building and construction Trades, manufacturing, utility, energy, and petrochemical industries.



Industry Partnerships

BankWork\$ and Financial Services

Under the leadership of Citizens Bank, PNC, and the PA Bankers Association, Partner4Work launched the Financial Services Industry Partnership and BankWork\$ training program in Pittsburgh in early March. In addition to champion business leaders, representatives of Dollar Bank, Huntington National, First Commonwealth, Key Bank, corporate giving, and others attended and have continued to be engaged in conversations to move the partnership forward. [BankWork\\$](#), a national training model developed by the banking sector, is designed to prepare individuals with barriers to employment to become qualified candidates for tellers, customer service representative, and personal banker positions. Partners to recruit trainees and deliver the BankWork\$ curriculum is underway with the training program expected to begin in the summer.



Early Childhood Education Workforce Initiatives:

Since February 2019, Partner4Work has raised \$575,000 in public and private funds to develop workforce initiatives that support Allegheny County's Early Childhood Education (ECE) sector. P4W will leverage these funds to establish registered apprenticeships and other strategies to increase credential attainment among ECE workers and to help ECE providers strengthen and scale their businesses. Working in close partnership with the Mayor's Office, The Heinz Endowments, and Trying Together, P4W has assembled a regional team of ECE businesses, industry experts, secondary and post-secondary institutions, and other stakeholders known as the Early Education Industry Partnership (EEIP). In March, P4W and EEIP members participated in a statewide conference, hosted by the PA Office of Child Development and Early Learning and the District 1199c Training and Upgrading Fund, focused on aligning regional ECE apprenticeship efforts across the commonwealth.

Transportation & Logistics Advisory Council:

Partner4Work will host the second meeting of the Transportation & Logistics Advisory Council on April 15. The objective of this meeting will be to formalize the industry partnership, including membership and roles. Similar to the role of the PA Bankers Association in Financial Services, P4W recently received the commitment of the Pennsylvania Motor Truck Association Southwest Chapter to support the council and drive membership recruitment efforts.

Partner4Work Fund Development Report					
Program Year	2018-2019	Dates	12-15-2018 to 3-28-2018		
Quarter	3	Staff Lead	Tracey Carey, Chief Strategy Officer		
Grants Secured to Date		Revenue Secured to Date		Grants Secured for Greater	
\$9,337,047		\$1,486,854		\$9,437,047	
	Number	Award	2018 Budget Implications	Future Year Implication	
Grants Approved	15	\$9,337,047	\$1,386,854	\$7,950,194	
Grants Pending	9	\$900,000	\$338,889	\$561,111	
Grants Declined to Date	4	\$290,000	\$0	\$0	
Non Grant Based Fund Development (<i>Board Participation, MUS, Corporate Sponsorship</i>)	1	\$100,000	\$100,000	\$0	
Detail Q3					
New Grants Awarded					
Grantor	Award	2018 Budget allocation	Future Year Allocation	Partners and Project Scope	Months
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 Partnership	\$128,490	\$42,830	\$85,660	Support work with Builders Guild and Nazareth	18
State of PA - Apprenticeship	\$60,906	\$30,453	\$30,453	Supports development of P4W Apprenticeship	18
State of PA - SLIP	\$146,138	\$73,069.19	\$73,069	Supports paid summer internships for young	4
State of PA - Apprenticeship: Pre Apprenticeship, Registered Apprenticeship, Ambassador	\$145,950	\$48,650	\$97,300	Pre-Apprenticeship in construction industry with EIC and Neighborhood Learning Alliance	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	18
The Pittsburgh Foundation	\$100,000	\$50,000	\$50,000	Support neighborhood-based strategy to engage	12
McAuley Ministries	\$50,000	\$25,000	\$25,000	Support Learn and Earn for youth from the Hill	12
Heinz Endowments	\$175,000	\$43,750	\$131,250	Support for work being done around ECE	12
Kellogg Foundation	\$50,000	\$12,500	\$37,500	Support for work being done around ECE	12
Pending					
Grantor	Request	Potential Impact on 2018 Budget	Potential Future Allocations	Partners and Project Scope	Months
State of PA - Teacher in the Workplace	\$200,000	\$66,667	\$133,333	Supports continuation of Teacher in the	18
Partnership to Advance Youth Apprenticeship	\$200,000	\$22,222.22	\$177,778	In partnership with Boys and Girls Clubs of	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
Not Awarded					
Grantor	Request	Partners			
State of PA - Industry Partnerships: Convenings	\$90,000	Convening industry councils in following industries: Healthcare, and Transportation and	18		
State of PA - Apprenticeship: Pre Apprenticeship, Registered Apprenticeship, Ambassador	\$150,000	Replication of Principal Financial's Financial Manager apprenticeship model	18		
Cities for Financial Empowerment	\$50,000	Support implementation of Financial	12		
Special Initiatives and Other Fund Development Revenue (Non Grant Based Funds)					
Area	Amount				
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					
Grantor	Grant Max				
National Fund for Workforce Solutions	\$125,000	Development of a manufacturing OJT model that includes training and			
National Fund for Workforce Solutions	\$50,000	Development of an innovative program model to assist underemployed			
US Department of Energy	\$750,000	In partnership with Work Hard Pittsburgh, develop neighborhood strateg			
AT&T	\$50,000	Support for Learn and Earn			
PNC	\$35,000	Support for Learn and Earn			

Minutes of Partner4Work Board of Directors' Meeting
Minutes of TRWIB, Inc., annual Board of Directors' Meeting
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222
7:45 to 9:45 a.m.
December 14, 2018

Board Members Present

Allen, Will
Barcaskey, Rich
Bullock, Dr. Quintin
Caplan, Debra
Cherna, Marc
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Gittlen, Ike
Harris, Carey
Hartman, Ed (phone)
Latterner, Mark
McLaughlin, Caitlin
Nobers, Jeff
Pipitone, Scott
Pollard, Joshua
Powers, Beth
Trybus, Jessica (phone)
Washington, Dr. Nancy (phone)

Board Members Absent

Belechak, Joe
Bell, Natalie
Ferraro, Melissa
Katona, Marci
Kelly, Darrin
Kuzma, Lisa
Lane, Majestic
Massaro, Steve
Staszko, Frank

Guests Present

Gant, Sonya
Klinger, Larry
Lampman, Chester
Mills, Jack
Nestor, Jennifer
Nidermeyer, Troy

Staff Present

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

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:50 a.m. and announced that the meeting also would serve as the annual meeting of TRWIB, Inc. He acknowledged the distribution of a fund development report and the electronic distribution of the budget via the password-protected board portal.

GENERAL BUSINESS

Chairman's report

Mr. Latterner reiterated the Board's directive to new Partner4Work (P4W) CEO Earl Buford to take immediate action to address some of the pressing issues facing the Board and the region's business community, particularly around helping individuals advance along an A-Z career pathway, fund development, and business engagement.

Mr. Buford provided an overview of work-to-date:

- The National Fund for Workforce Solutions and efforts to re-establish a funding collaborative in Pittsburgh
- Policy changes at P4W around supportive services and Individual Training Accounts (ITAs)
- Working closely with Mayor William Peduto's office, Massaro, the Builders Guild of Western PA and others in the Construction Advisory Council
- Business engagement around transportation and logistics and financial services (Employer Talks with Beemac and working with the Pennsylvania Bankers Association to establish a nationally-recognized training program for entry-level positions in banking)
- Continued and closer collaboration to increase P4W's visibility in the region including the participation in the Pittsburgh Business Times' Filling the Gap event and community forums held in collaboration with the Pittsburgh Black Elected Officials Coalition (PBEOC) to educate potential partners about upcoming funding opportunities.

Mr. Buford concluded his remarks by discussing upcoming speaking engagements and events including a workforce development documentary produced by WQED, the International Foundation of Employee Benefit Plans, Institute for Apprenticeship, African-American Chamber of Commerce and others.

Consent agenda

Matters of consideration under the P4W consent agenda:

- **Approve** Minutes from the September 14, 2018, Board meeting and the December 8, 2017, annual meeting of TRWIB, Inc.
- **Accept** \$45,000 from Citizens Bank to support Industry Partnerships and \$8 million from the USDOL in Dislocated Worker funding on behalf of Midwest Urban Strategies
- **Acknowledge** The actions of the Executive Committee taken since the last Board meeting:
 - Authorize Earl Buford, CEO, as an authorized signatory of P4W and as an authorized check signatory of PNC operating accounts.

On a motion by Ike Gittlen, seconded by Jeff Nobers, the consent agenda was approved by unanimous vote.

P4W Transition Committee report to the Board of Directors

Mr. Latterner opened the presentation with a review of the genesis, purpose, and membership of the P4W Transition Committee (the roster, statement of need, and committee charge were included in the December 14, 2018, Briefing Book). Mr. Latterner thanked members for the thoughtful and engaging conversation and revealed the group spent several hours to agree on a vision and set of recommendations to present to the full Board. Among the priorities, the group coalesced around a new model that would best support businesses' need to find the talent necessary to compete in a global economy while simultaneously supporting people in their quest to find a job or advance in a career. Mr. Latterner reminded that the recommendations of the committee did not represent business as usual; rather, it is a strong call to action for the staff, the board, and P4W partners to raise the bar in workforce development.

Mr. Latterner introduced Jack Mills, principal of Smart Futures Strategy, who facilitated the Transition Committee. Mr. Mills has 25 years of experience in workforce strategy-related leadership and management with expertise in planning, operations and sustaining industry partnerships, as well as understanding employers' workforce needs and determining solutions to meet those needs. He also has expertise in improving skill development, employment, job quality, and workforce diversity and inclusion outcomes. Mr. Mills is considered an expert in workforce development and has authored or co-authored several workforce-related publications.

Mr. Mills opened with his commendation of the Committee for its robust conversation, thoughtful deliberation, and commitment to elevating P4W as a national leader in workforce development.

Mr. Mills further offered a national perspective: Collectively, the workforce system is playing catchup to the needs of business and people. The system, as a whole, has not been able to reach either effectively. Better efforts must be made to reach people where they are, both geographically and holistically, by way of supportive services. More, the system is most effective when it responds with industry-focused, employer-driven programming.

Mr. Mills outlined the vision of the Transition Committee: An industry-focused, employer-driven programs, balanced with participant needs, and driven by strategic business services to deliver a true supply-demand model.

He further dissected the vision and business model into three key components: strategic business engagement, meeting the needs of people, and system coordination. Mr. Mills described the discussion points around the key components.

Business Engagement

- Multiple and varying roles for employers; educating the system for better service delivery roles around apprenticeship, etc.; roles in change efforts (e.g., defining and support of career pathways); hiring; and supporting/championing industry-wide efforts and P4W
- System accessed for pools of job-ready candidates by industry used to meet every level of employer hiring needs
- On-the-job, customized, and incumbent worker training programs designed to meet employer needs and help individuals along every step of a career pathway
- Intelligence to inform partner/contractor agencies, economic development agencies, funding agencies, elected officials and the public

Meeting the needs of people

- Defining the people served. What are their needs and challenges?
- With intelligence from industry advisory councils, P4W to provide thought leadership around the architecture of career pathways to provide for upward mobility.
- Meet people where they are – geographically and personally - and address those needs in real time.
- Transition Learn & Earn into a strong talent pipeline model for employers

System Coordination

- Establish a coordination council, allowing partners to do what they do best and referring to others
- Develop stronger partnerships with secondary and post-secondary education, and with human services, to meet shared outcomes
- Develop linkages between K-12, higher education, and industry councils to meet the needs of people and industry
- Establish higher performance outcomes; hold contractors accountable

Subsequent recommendations and next steps:

Business engagement

- Prioritize employer-driven industry engagement
- Prioritize employers that want to play a role in solving their workforce challenges
- Establish strong leader-to-leader relationships with key stakeholders
- Redistribute resources to support the new model

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- Communicate results and impact of the new model

Service delivery model that meets the needs of people

- Conduct market research to identify individuals served and the challenges they face (personas exercise)
- Define industry-led career pathways model to provide opportunities for A-Z career mobility
- Identify and coordinate wrap-around services at all levels; be responsive to an individual's needs in real time
- Develop a coordination council or similar model
- Establish higher performance standards and hold partners accountable

Strengthen system coordination to support business engagement

- Define (and quantify) the results that will be realized by industry councils, service delivery coordination, and business engagement
- Reorganize, reallocate and raise funding to support staffing needs and related costs
- Meet employer needs; improve job quality; strengthen employment equity, inclusion, diversity
- Connect with K-12, higher education, to the benefit of people, industries
- Establish higher performance standards and hold partners accountable

The group engaged in conversation around supportive services offered to people and businesses after placement and ensuring that ample efforts are made to engage small and mid-sized businesses in industry partnerships.

The group also discussed the importance of:

- Being accessible in the community, geographically strategic, and being much more visible as an organization.
- The importance of supportive or wrap-around services and identifying the appropriate organizations to deliver those services.
- Working more strategically and mindfully with the K-12 system.

Following the robust conversation in support of the recommendations, the Board applauded the Transition Committee on its thorough work and strong recommendations. On a motion by Dave Coplan, seconded by Rich Barcaskey, the Board approved the recommendations of the Transition Committee by unanimous vote.

COMMITTEE REPORTS

Audit/Finance Committee and Operations

Chief Financial Officer Ray Herron and Treasurer Ed Hartman referred to a revised budget and fund development document that was distributed in person and uploaded in advance to the password-protected board portal. The revised budget, relative to the recommendations of the Transition Committee, showed the impact of the reorganization and reallocation of resources to support the new business model. The new model would require six hires beyond the budgeted amount approved in late June, with the target of 51 employees by the end of the fiscal year; however, there would be no impact to the current year budget.

On a motion by Dr. Quintin Bullock, seconded by Jeff Nobers, the board approved organizational restructuring to support the new business model with no impact on the current year budget.

The fund development report, developed by Chief Strategy Officer Tracey Carey and the strategy team, detailed the funds secured to date as well as a number of pending funding requests. Revenue secured for 2018 equaled \$863,935 with another \$777,616 in pending requests.

Governance

Chair Debra Caplan opened the report with a reminder that elections and setting meetings for the following year occur during the annual meeting in December. Proposed dates for 2019 include April 5, June 21, September 27, and December

13. The schedule was selected to allow for a Board vote for contracts beginning in July and to allow for the approval of the budget without having to call for and advertise additional meetings.

Secondly, Ms. Caplan said that the meeting start time would be adjusted to 8:30 a.m. to allow individuals with other morning commitments to participate; meetings would conclude at 10 a.m. Technologies, such as Zoom, would be made available in 2019 to allow for greater participation.

Some members questioned if 90 minutes would allow ample time for meaningful dialog and strategy setting. Ultimately, the group agreed to 90-minute meetings four times a year with the option to extend meetings, if necessary.

On a motion by Dr. Quintin Bullock, seconded by Jeff Nobers, 2019 meeting dates were approved by unanimous vote.

Ms. Caplan continued with an update on membership. She reminded that the Governance Committee continues to be committed to maintaining a high-performing board with the infrastructure necessary to conduct business. Given the strong recommendations of the Transition Committee and the decision to move forward with a new business model, the Governance Committee recommended delaying elections and appointing or reappointing members after a review of the board composition relative efforts around industry engagement.

Ms. Caplan acknowledged that the Committee plans to review current composition in early 2019 and consider potential changes in the committee structure. To that end, the Committee recommended seeking the short-term reappointment or term extensions of members whose terms were to expire at the end of 2018.

On a motion by Ann Dugan, seconded by Mary Frances Cooper, the Board unanimously agreed to align board elections and seek term extensions by the chief local elected officials.

Service Delivery

Ms. Caplan, and Jess Trybus, Chair of the Service Delivery Committee, reminded the group that Partner4Work is regularly required to procure for programs. P4W last procured youth service providers and Title I adult services in 2015. In addition, when P4W assumed responsibility for County EARN program, existing programs were grandfathered.

In the last year, Service Delivery and Youth Advisory committees have discussed improvements, changes and enhancements to better support youth and adults in the one-stop system. In addition, the committees and staff have been expanding the understanding and expectations of the EARN program. Because of these conversations and commitment to continuous improvement, P4W expects to release three requests for proposals (RFPs) on December 19. RFPs will be issued for year-round youth programs, Title 1 to run the PA CareerLink® one-stop centers and for County EARN providers. The RFPs maintain the ability of successful programs currently funded to re-apply with their existing programs, but also opens the door for new strategies. P4W expects to fund of as much as \$3.4M in youth programs and \$5M in adult programs. Final funding determinations will be made when proposals are evaluated, and funding allocations determined.

In anticipation of the solicitation, P4W and the Pittsburgh Black Elected Officials Coalition (PBEOC) partnered for two community forums to inform interested parties about the funding opportunities. The first was held Dec. 4, 2018, at the August Wilson Center; the second will be held Dec. 18 in McKeesport. Ms. Caplan remarked that the first session was very well attended, and the feedback received from attendees has been positive.

In addition, Ms. Caplan and Ms. Trybus asked for volunteers to review proposals. Reviewers would be required to commit a few hours to read and score. Instructions and a scoring rubric would be provided. P4W expects the review to occur in February and March with committee recommendations expected at the next Board meeting.

On a motion by Mary Frances Cooper, seconded by Dr. Quintin Bullock, the board unanimously agreed to release the Adult/Dislocated Worker, Youth, and County EARN RFPs on Dec. 19, 2018.

OPEN FORUM/PUBLIC COMMENT

There was no additional comment from the Board or the public.

ADJOURNMENT OF MEETING

On a motion by Scott Pipitone, seconded by Rich Barcaskey, the meeting adjourned at 9:50 a.m.

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

David Conway
Apprenticeship Manager

Dillon Corbridge
Data Coordinator

John Crowe
Program Coordinator, EARN Work
Ready

Ryan Dodson
Junior Accountant

Carolyn Ford
Contract Administrator

Julia Gagosian
PULSE Fellow

Shuly Goldman
Learn & Earn Manager

Markie Harrison
Learn & Earn Field Service
Team Member

Jasmine Herrera
Executive Assistant

Ray Herron
Chief Financial Officer

Nic Jaramillo
Operations Manager

Katrina Kadisevskis
Re-Entry Coordinator

Lenny Kistler
Youth Programs Manager

Dylan Knutson
Grant Writer

Erin Kucic
Compliance Specialist

Edgar Largaespada
Industry Partnership Developer

Markese Long
Neighborhood Innovation
Manager

McCrae Martino
Chief Program Officer

Cory Matz
IT Specialist

Jesse McLean
Youth Program Coordinator

Dillon Moore
Director of Policy

Franklin Mosley
Receptionist

Sarah Owen
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Jennifer Pajewski
Director of Special Relationships

Nathan Petrillo
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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

Raihan Izimbetova
Program Manager, EARN & Work
Ready

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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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