

PARTNER WORK

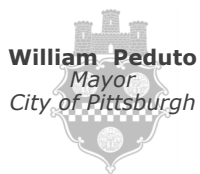
The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book

D e c e m b e r 1 7 , 2 0 2 1



David J. Malone
Chair



BOARD OF DIRECTORS

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Chairman and CEO, Gateway Financial

Acklin, Kevin

Vice President and Chief Counsel
Pittsburgh Penguins

Allen, Will

Managing Partner
Magrac Ventures

Barcaskey, Richard

Executive Director
Constructors Association of Western PA

Bullock, Dr. Quintin

President
Community College of Allegheny County

Caplan, Debra

Executive in Residence
The Forbes Funds

Casoli, Rich

President
Beemac Trucking

Cooper, Mary Frances

President and Executive Director
Carnegie Library of Pittsburgh

Coplan, David A.

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Human Services Center Corp.

Croft, Tom

Executive Director
Steel Valley Authority

Dalton, Erin

Director, Allegheny County DHS

Dozier, Clarence

Managing Director, Litigation
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Ellsworth, Laura

Partner4Work Vice Chair
Partner in-Charge of Global Community Service
Jones Day

Gittlen, Ike

Representative
United Steelworkers

Gonzalez, Gabriella

Program Officer
Richard King Mellon Foundation

Harris, Carey

Chief Executive Officer
Literacy Pittsburgh

Holt, Tim

Senior Director Human Resources
UPMC Insurance Services Division

Katona, Marci

District Administrator
Office of Vocational Rehabilitation

Kelly, Darrin

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Allegheny/Fayette Central Labor Council, AFL-CIO

Massaro, Steve

Partner4Work Treasurer President
Massaro Construction Group

McEvelly, Katherine

US Head of Human Resource, Vice President
Covestro

McLaughlin, Caitlin

Chief People Person
LaFayette Square

Melcher, Tom

Business Manager
Pittsburgh Regional Building Trades Council

Mendoza, Brandon

Executive Director
NAIOP Pittsburgh

Nobers, Jeff

Executive Director
Builders Guild of Western PA

Pipitone, Scott

President and CEO
Pipitone Group

Pollard, Joshua

President and CEO
Omicelo

Rendulic, Mark

Market President
Citizens Bank

Rupert, Duke

Chief Operating Officer
Allegheny General Hospital

Staszko, Frank

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

Thomas, John

Chief Financial Officer
ECHO Realty

Topoleski, Linda

Vice President, Workforce Operations and Programs
Allegheny Conference on Community Development

Washington, Dr. Nancy

Director, Allegheny Housing Rehabilitation Corporation

Williamson, Sam

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

PARTNER WORK

The Workforce Development Board for the Pittsburgh Area

Partner4Work Board of Directors' and annual meeting of TRWIB, Inc.
8:30-10 a.m. December 17, 2021

Via Zoom: <https://us02web.zoom.us/j/87209554814?pwd=UU0wa2Y1VkNOWIISWEZITFlit203UT09>

1. Welcome and roll call

David J. Malone, Chair

2. General Business – Consent Agenda

- **APPROVE** Minutes from September 17, 2021, and Minutes from December 11, 2020, annual meeting
- **APPROVE Industry-Recognized Training Program Contracts**
 - Fortyx80: Apprenti PGH. IT apprenticeship program. Up to \$300,000 for the period of 1/1/22 - 6/30/23 to serve 50 individuals.
 - APRI: Breaking the Chains of Poverty. Construction/energy-related occupational training. Up to \$125,350 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
 - Per Scholas: various IT training courses. Up to \$100,000 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
 - Resilient Coders: coding bootcamp. Up to \$100,000 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
- **APPROVE** P4W Follow-up Policy and P4W OJY Policy
- **ACKNOWLEDGE** The actions taken by the Executive Committee since the last Full Board meeting.
 - **Accept** minutes from September 3, 2021
 - **Accept** all funds received from the Benevity Fund through June 30, 2022
 - **Accept** \$125,000 from the RK Mellon Foundation for tech-related training and employer engagement
 - **Approve** Revenue and Accounts Receivable and Program Income policies
 - **Approve contracts:**

Near Completers

Grant Associates \$480,523

ARC Inspire

PA Peer Support Coalition \$43,200

PSU/Beemac (Industry Partnership Training)*

Penn State Beaver \$40,000

*Note: Rich Casoli, president, Beemac, is a P4W Board member

One-Stop Operator 6-months (January through June)

Equus \$239,038

3. Committee Reports

○ Governance

Debra Caplan, Chair

▪ **Approve: 2022 Meeting Dates**

Executive Committee (8:30 to 10 a.m., virtually and in-person when possible)

- March 11, 2022
- June 10, 2022
- September 16, 2022
- December 2, 2022

Full Board (8:30 to 10 a.m., virtually and in-person when possible)

- March 25, 2022
- June 24, 2022
- September 30, 2022

PARTNER WORK

The Workforce Development Board for the Pittsburgh Area

- December 16, 2022
 - **Approve** revisions to TRWIB, Inc. (dba Partner4Work) Bylaws
 - **Finance and Personnel**
 - *First quarter financials* *Kristin Kramer, CFO*
 - **Programs** *Susie Puskar, CPO*
- 4. **CEO's Report** *Rob Cherry, CEO*
- 5. **Other Business**
- 6. **Open Forum and Public Comment**
Speakers are limited to three (3) minutes
- 7. **Adjournment**

Minutes of Partner4Work Board of Directors' Meeting

8:30 a.m. September 17, 2021

(The full recording can be found at <https://youtu.be/34agar8r8o0>)

Board Members Present

Acklin, Kevin
Barcaskey, Rich
Bullock, Dr. Quinton B.
Cooper, Mary Frances
Coplan, David
Croft, Tom
Dalton, Erin
Ellsworth, Laura
Gittlen, Ike
Harris, Carey
Katona, Marci
Kelly, Darrin
Lane, Majestic
Malone, David
McLaughlin, Caitlin
Melcher, Tom
Nobers, Jeff
Pollard, Joshua
Rupert, Duke
Staszko, Frank
Thomas, John
Topoleski, Linda
Washington, Dr. Nancy
Williamson, Sam

Board Members Absent

Allen, Will
Massaro, Steve
Mendoza, Brandon
Pipitone, Scott
Rendulic, Mark

Guests Present

Acosta, Richard (Grant Associates)
Higgins, Kiara (Dynamic Workforce Solutions)
Moise, Elle (Grant)
Nestor, Jennifer (Labor and Industry, Oversight Services)
Lampman, Chester (Labor and Industry)
Soster, Karen (Dynamic)
Stanbro, Sean (Equus Workforce)

Staff Present

Caplan, Debra
Cherry, Rob
Kramer, Kristin
Pajewski, Jennifer
Puskar, Susie

Board Meeting Minutes *(The meeting is recorded and is available at YouTube.)*

Chairman Malone opened at 8:32 a.m. by announcing the meeting serves as the quarterly meeting of Partner4Work and the annual meeting of TRWIB, Inc. Roll was taken, and a quorum was present. Staff, board members, and guests were asked to acknowledge their participation in the chat feature.

Before moving on to regular business, Chairman Malone publicly acknowledged Deb Caplan, who served as interim CEO for a second time, and worked on the Committee to find and hire Rob Cherry.

CONSENT AGENDA

The Consent Agenda included:

- **APPROVE** Minutes from June 25, 2021
- **APPROVE** Near Completers and Supportive Services policies
- **ACKNOWLEDGE** The actions taken by the Executive Committee since the last Full Board meeting.
 - **Accept** minutes from March 12 and June 11
 - **Accept** \$50,000 from the Pittsburgh Penguins for the Lower Hill First Source initiative; \$5,000 from Key Bank and \$45,000 from Citizens Bank to support BankWork\$
 - **Add:** Rob Cherry as an authorized signer on contracts and P4W bank accounts
 - **Approve contracts:**

Early Childhood Education

Community College of Allegheny County \$23,325

Pathways Home (Re-entry)

Trade Institute of Pittsburgh \$150,000
Builders Guild of Western PA \$150,000
Work412 Professional LLC \$150,000
Landforce \$150,000

Near Completers

Community College of Allegheny County \$1,493,431

Provider Transition (EARN)

Goodwill of Southwest PA \$75,000
Grant Associates, Inc. \$75,000

Career Services for Dislocated Workers

Jewish Family & Community Services \$120,000

Career Services Expansion (PACL)

Grant Associates, Inc. \$40,000
Dynamic Workforce Solutions \$80,000

UPMC Pathways

Dynamic Workforce Solutions \$40,000

MOUs

Career Services Expansion (PACL)
Goodwill of Southwest PA

Wilksburg Family Support Center
Focus on Renewal
Auberle
Allegheny Valley Association of Churches
Lower Hill Redevelopment First Source Center
Urban League of Greater Pittsburgh

There were no questions, and no one wished to discuss any item in more detail for separate treatment. Quintin Bullock and Jeff Nobers abstained. With no objections, the consent agenda passed as presented.

FINANCE AND PERSONNEL

CFO Kristin Kramer walked through the dashboard report included in the Board Book and displayed on the screen. Topics discussed included:

- Accounts payable
- Accounts receivable
- Liabilities
- Net assets
- Expenditures

CoS Jennifer Pajewski reviewed the current organizational structure, staff list, and staff demographics included in the Board Book. She commented that at any given time, P4W is recruiting for 2-3 positions. She encouraged Board members to send candidate referrals.

PROGRAMS

Susie Puskar, chief program officer, led a conversation about WIOA performance outcomes and Good Jobs Challenge. She reported on:

- 2nd quarter after exit employment and earnings
- 4th quarter after exit employment and earnings
- Measurable skills gains
- Individuals electing to stay out of the workforce
- Efforts to improve job quality
- Improving neighborhood-based employment services
- Industry-recognized training programs
- Improvements of the one-stop system

Through the Good Jobs Challenge, with proposals due in January, P4W and its partners in Southwest Corner, Tri County, and Westmoreland-Fayette collectively propose workforce system advancement and employer-informed regional training systems. P4W intends to work with the Conference, labor, and employers in advance of the proposal.

LEARN & EARN and GOVERNANCE

Deb Caplan, chair, provided a short report:

- Learn & Earn provided paid work experience for more than 1,400 young adults in 2021.
- Several young people who declined Learn & Earn found jobs with higher wages and more work hours in the open labor market.
- Learn & Earn enrollment numbers declined from previous years; however, teen employment overall was stronger in 2021
- 50 young people completed the corporate program.

In Governance, Deb Caplan reported:

- Efforts continue to identify private-sector individuals to recommend for nomination and appointment.
- Gaby Gonzalez of the Richard King Mellon Foundation
- A slate of year-end reappointment recommendations to present to appropriate nominating entities and the Mayor and County Executive for final appointment.
- Two ad-hoc committees are being considered including a stand-alone Human Resources Committee and a Communications Committee.
- Revisions to the Bylaws will be presented for consideration in December.
- A short Board questionnaire will be distributed by the end of the year.

Return-to-work discussion

Based on a question Ike Gittlen posted in the chat, the group discussed reasons individuals are staying out of the workforce.

Susie Puskar discussed a survey from Indeed that revealed reasons individuals opt to stay out of the workforce including COVID fears, an employed spouse, financial cushion, child care responsibility, and unemployment benefits. The group discussed potentially conducting a survey asking individuals what would encourage them to return to the workforce and working with employers to find opportunities for pathways for workers.

CEO'S REPORT

CEO Rob Cherry publicly thanked Deb Caplan for her leadership during the transition between March and July.

He also discussed:

- Diving deep into understanding programs, operations, and fiscal.
- Attending and participating in public-facing events including the BankWork\$ graduation, a Hospitality Event with the Mayor and County Executive, and a meet-and-greet with mayoral candidate Ed Gainey. A deeper conversation with Mr. Gainey will be held within the next 30 days.
- Meeting with Sheila Ireland, deputy secretary for workforce development.
- Reopening P4W offices on a hybrid model on October 4; staff will be expected to work in the office 40 percent of the time. P4W will revisit the model in January.
- Strategic Planning vendor selection is expected in early 2021 with a full five-year strategic plan expected by the end of the fiscal year. P4W will cast a national net for a facilitator/vendor to develop the plan.

OTHER BOARD BUSINESS

Carey Harris, CEO of Literacy Pittsburgh, provided her annual report on Title II services. Her report included:

- Focus on middle-skill worker.
- 54,000 working age adults in Allegheny County do not have a high school diploma and 202,000 working age adults struggle with numeracy.
- 2,095 individuals served. 53 percent in college and career readiness and 47 percent in English language learning. Forty-eight percent had a postsecondary degree.
- 623 entered employment, 130 entered postsecondary training, 60 earned a high school equivalent, and 54 percent earned an educational level gain.

- Aligning digital skills and career services in construction, health care, and early childhood education.

Subsequent conversation focused on cross referrals and co-enrollment within the system and a description of the four core partners under WIOA.

NEW BUSINESS

None.

PUBLIC COMMENT

There was no public comment.

On a motion by Dave Coplan, seconded by Deb Caplan, the meeting adjourned at 10:07 a.m.

**Minutes of Partner4Work Board of Directors' Meeting
Minutes from Annual TRWIB, Inc., Board Meeting**

Via ZOOM

8:30 a.m. December 11, 2020

(The full recording can be found at <https://www.youtube.com/watch?v=FrO-iXFPEAw&list=PL2d6wkiVHPChuaCNRu0QDxlqqIUNVG5TN&index=8>)

Board Members Present

Acklin, Kevin
Barcaskey, Rich
Bullock, Dr. Quinton B.
Camino, Chris
Caplan, Debra
Cherna, Marc
Cooper, Mary Frances
Coplan, David
Croft, Tom
Ellsworth, Laura
Gittlen, Ike
Harris, Carey
Katona, Marci
Lane, Majestic
Massaro, Steve
McLaughlin, Caitlin
Nobers, Jeff
Pipitone, Scott
Rendulic, Mark
Rupert, Duke
Staszko, Frank
Thomas, John
Topoleski, Linda
Washington, Dr. Nancy
Williamson, Sam

Board Members Absent

Allen, Will
Belechak, Joe
Casoli, Rich
Kelly, Darrin
Malone, David
Melcher, Tom
Mendoza, Brandon
Pollard, Joshua

Guests Present

Blystone, Amy (PA CareerLink)
Davis, Katie (Duquesne Light)
Herrera, Jasmine (Grant Associates, Wilkinsburg EARN)
Higgins, Kiara (Dynamic Workforce Solutions)
Nestor, Jennifer (Labor and Industry, Oversight Services)
Lampman, Chester (Labor and Industry)
Stanbro, Sean (Equus Workforce)
Wool, Liana (Grant Associates, PA CareerLink)

Staff Present

Buford, Earl
Kramer, Kristin
Long, Markese
Mills, Jack
Moore, Dillon
Pajewski, Jennifer
Puskar, Susie

Board Meeting Minutes *(The meeting is recorded and is available at YouTube.)*

Vice Chair Laura Ellsworth opened at 8:32 a.m. by announcing the meeting serves as the quarterly meeting of Partner4Work and the annual meeting of TRWIB, Inc. Roll was taken, and a quorum was present. Staff, board members, and guests were asked to acknowledge their participation in the chat feature.

CONSENT AGENDA

The Consent Agenda included:

Several items on the consent agenda:

- Minutes from September 25, 2020, Board meeting and December 18, 2019, TRWIB, Inc., annual meeting.
- Training providers selected for the Pathway Home project funded through Midwest Urban Strategies.
- Actions taken by the Executive Committee since the last meeting.
 - Accepting more than \$1 million new funding.
 - Setting the Board and Executive Committee dates for 2021.
 - Approving cohort-based training contracts, including a contract with the Builders Guild.
 - Several new or revised internal, financial, and programmatic policies all of which are available in the Board portal.
 - And the execution of the lease agreement for the Downtown office of PA CareerLink, Martha Graham of Massaro, broker.

There were no questions, and no one wished to discuss any item in more detail for separate treatment.

Steve Massaro and Jeff Nobers abstained. On a motion by Dave Coplan, seconded by Deb Caplan, the consent agenda passed as presented.

One item omitted from the Consent Agenda included an action to certify PA CareerLink Allegheny East and PA CareerLink Downtown and determined, both of which complied with PA Department of Labor and Industry's Workforce System Policy 121-05. Certification would be for the period of January 1, 2021, through December 31, 2023.

On a motion by Jeff Nobers, seconded by Cat McLaughlin, the centers were certified by unanimous vote. There were no abstentions.

FINANCE AND PERSONNEL

Treasurer Steve Massaro and CFO Kristin Kramer reviewed the flash report included in the Board Book and displayed on the screen. Highlights:

- Kristin Kramer, CFO, was named a signatory to the Huntington Bank account and vendor contracts. The Huntington Bank account will be closed.
- The Finance/Personnel Committee authorized personnel changes in Q1 of 2021 to right-size departments and more strategically align with the organization's business model. Some services will be out-sourced.
- \$3.9 million in temporarily unrestricted funds; \$1.9 million in unrestricted funds.
- The line of credit is \$0 and is secured by the money market account.

- Accounts receivable is a \$5.4 million.
- Accounts payable (including back rent, accrued vacation, etc.) is at \$4.7 million.
- P4W expects full forgiveness for the Paycheck Protection Program loan (about \$500,000).
- Unrestricted net assets at \$726,000; temporarily restricted net assets at \$7.7 million.
- Net income currently at a \$1.8 million loss due to the release of Learn & Earn funds from the 2020 program.
- Mr. Kramer reviewed year-to-year Pittsburgh and Allegheny County WIOA funding; TANF funding; Midwest Urban Strategies and the National Dislocated Worker grant; Learn & Earn; and other funding streams.
- The Form 990 submissions for TRWIB, Inc. (501c3) and RWC, a supporting charity, were included in Board materials.

On a motion by Dr. Bullock, seconded by Steve Massaro, the Form 990 submissions were approved.

PROGRAMS

Susie Puskar, chief program officer, led a year-in-review conversation of adult and youth programs. Several charts were included in the Board Book. Highlights:

Unemployment claims spiked in April in Allegheny County.

- The Labor Force changed, several people were not working and not looking for work.
- Jobs lost in April started to recover since May but growth has slowed. Jobs by industry have come back unevenly.
- Unemployment and extended unemployment for those who filed at the beginning of the pandemic will start to lose benefits in December without a federal order for extension.
- Nearly every program at P4W has struggled for enrollments in 2020. EARN referrals are very low.
- Enrollments in WIOA programs are about on target from last year, but should be significantly higher given the number of people out of work. About 20 percent of registrants for career fairs actually attend.
- Learn & Earn pivoted to a digital program model. Summer virtual work experience worked very well for some. Some virtual activities will be adopted in 2021.
- In 2021, P4W expects to expand digital resources, expand referral networks, advance SkillsBuild, expand services to returning citizens, streamline services to employers; and offer between toolkits and services to employers.
- Programs specific to women in the workforce include a 2-Gen Approach with the Aspen Institute include EARN.

GOVERNANCE

Deb Caplan, chair of the governance committee, provided a short report:

- Efforts continue to identify a member-at-large for the Executive Committee.
- A slate of year-end reappointment recommendations to present to appropriate nominating entities and the Mayor and County Executive for final appointment.
- An Adult Programs Committee, chartered to function similarly to the Youth Advisory Committee, will be established and is expected to meet with the youth committee once a year.
- The ad-hoc Communications Committee will be reconstituted in 2021. Given the variety of high-profile initiatives underway – such as Ready to Work, SkillsBuild, and our efforts on DEI and

small business acceleration – and with P4W strategic planning expected to begin early next year, the time is right to elevate and advance strategic communications on behalf of the organization.

PBEOC-P4W Task Force

Dr. Washington discussed year-to-date work of the PBEOC-P4W Task Force. Highlights include:

- In response to national crises due to structural racism and its disproportionate effect on Black Americans, and by expanding on the foundation built this summer with businesses like PNC and Bank of America, the PBEOC and P4W are refining a proposal seeing corporate support for an initiative aimed to increase the employment of Black workers; decrease occupational segregation; increase and accelerate the number of thriving Black-owned businesses in the region.
- The concept is to leverage the influence of the PBEOC and the strength of the public workforce system to understand and assess the effectiveness of current public and private equity funding and information-sharing platforms in improving the condition of Black workers and sustaining and accelerating Black-owned businesses; to share the information collected about the effectiveness of the resources deployed in the community with funders, employers, and business owners; and take successful economic and workforce strategies to scale through affinity networks of businesses and funders.
- We expect to finalize the design and goals next week and for the Elected official to begin advocacy efforts for support and resources in early 2021.

CEO'S REPORT

CEO Earl Buford, Laura Ellsworth, and Jack Mills, chief strategy officer, provided the following highlights:

- Ready to Work continues through the intermediate phase. An economic development subgroup has formed and strategic planning is expected in the next phases.
- SkillsBuild will be reinvigorated in early 2021 to streamline and simplify registration for providers and job seekers; efforts continue to align and encourage employers to develop learning pathways and recognize the digital credentials resulting from SkillsBuild. Efforts also will continue to build the capacity of small businesses.
- Advancing Pgh's purpose is to bring prosperity to the full Pittsburgh community. Two focus areas are workforce development and strengthening Black-owned business and determining the shape of the priorities. The planning process is expected in Q1 of 2021.
- Funding Collaborative continues its formulation, particularly in funding individual initiatives and pool funding in conjunction with funding received from National Fund for Workforce Solutions.
- Strategic Planning vendor selection is expected in early 2021 with a full five-year strategic plan expected by the end of the fiscal year. P4W will cast a national net for a facilitator/vendor to develop the plan.

OTHER BOARD BUSINESS

There was no other board business.

NEW BUSINESS

Steve Massaro inquired about the construction projects in the community and enhancing diversity within the industry. Mr. Buford discussed the Construction Workforce Partnership (CWP), a key

collaboration of training providers to path individuals into construction careers. Mr. Buford and Jeff Nobers of the Builders Guild pledged to present on the CWP in greater detail.

Tom Croft of Steel Valley Authority discussed some of the work SEWN is doing related to the Pittsburgh/Mon/and Ohio Valley efforts to bring economic change. SEWN is working with L&I to roll out a COVID recovery program to conduct business assessment, cash flow, etc. to help companies diversify markets. He offered to present on the roll-out efforts statewide. The Marshall Plan for a clean economy sweeps four states and includes numerous initiatives to help people connect with opportunities for economic growth. Mr. Croft offered to present on both efforts.

Other discussion focused on childcare, understanding and filling jobs available now, and helping Black individuals connect with opportunities.

PUBLIC COMMENT

There was no public comment.

On a motion by Dave Coplan, seconded by Scott Pipitone, the meeting adjourned at 9:57 a.m.

PARTNER WORK

WIOA FOLLOW-UP SERVICES POLICY

Purpose

The purpose of this policy is to articulate how follow-up services are to be offered to participants of Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker, and Youth programs.

Affected Parties

This policy applies to Pittsburgh/Allegheny County WIOA Title I Adult, Dislocated Worker, and Youth programs and participants.

Pittsburgh/Allegheny County WIOA Title I Adult, Dislocated Worker, and Youth staff and Partner4Work staff are responsible for implementing this policy.

References

Training and Employment Guidance Letter (TEGL) 19-16 (March 1, 2017)

Training and Employment Guidance Letter (TEGL) 21-16 (March 2, 2017)

WIOA 20 CFR § 678.430

WIOA 20 CFR § 681.580

WIOA Sec 129(c)(2)(I)

WIOA Sec 134(c)(2)(A)(xiii)

Policy

WIOA Title I Adult and Dislocated Workers

WIOA Title I Adult and Dislocated Worker staff must make follow-up services, including counseling regarding the workplace, available to participants, who are placed in unsubsidized employment, for a minimum of 12 months following the first day of employment or the WIOA program exit date for participants who have not placed in unsubsidized employment.

Partner4Work requires that follow-up services for Adult and Dislocated Worker participants include at a minimum quarterly contact until a full 12-month period has passed since the date of placement in unsubsidized employment or the WIOA program exit date for participants who have not placed in unsubsidized employment. Provider staff should determine if more frequent follow-up services are needed based on the participant's individual needs and career goals, as documented in his or her individual employment plan (IEP). Staff must document each follow-up service in the Commonwealth Workforce Development System (CWDS) through both service code entry and case notes.

Exceptions to the follow-up services requirement are permitted if at least one of the following criteria is met:

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- Staff have made reasonable attempts to contact a participant at a minimum monthly over a three-month period and the participant has not responded. Each attempt to contact must be documented in CWDS case notes. Attempts must have been made to all phone numbers associated with a participant and through at least one other medium (e.g. email, text messaging, written letter).
- A participant has notified WIOA Adult and Dislocated Worker staff that they no longer need or want follow-up services or contact. This must be documented in CWDS case notes and any written notification from the participant must be kept in their case file.

WIOA funding may not be used to pay for supportive services for a WIOA Adult or Dislocated Worker participant during the follow-up period.

WIOA Title I Youth

Follow-up services for WIOA Title I Youth participants are critical services provided following a youth's exit from the program to help ensure the youth is successful in employment and/or postsecondary education and training. Follow-up services may include regular contact with a youth participant's employer, including assistance in addressing work-related problems that arise. Follow-up services for youth also may include the following program elements:

- Supportive services
- Adult mentoring
- Financial literacy education
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
- Activities that help youth prepare for and transition to postsecondary education and training

All youth participants must be offered an opportunity to receive follow-up services that align with their individual service strategies. Furthermore, follow-up services must be provided to all participants for a minimum of 12 months following the participant's exit date from the program.

Partner4Work requires that follow-up services for WIOA Youth participants include at a minimum quarterly contact with each participant for a full 12 months following the program exit date. Provider staff should determine if more frequent follow-up services are needed based on the participant's individual needs and education/career goals, as documented in his or her individual service strategy (ISS). Staff must document each follow-up service in the Commonwealth Workforce Development System (CWDS) through both service code entry and case notes. Follow-up services must include more than only a contact attempted or made for securing documentation in order to report a performance outcome.

Exceptions to the follow-up services requirement are permitted if at least one of the following criteria is met:

- Staff have made reasonable attempts to contact a participant at a minimum monthly over a three-month period and the participant has not responded. Each attempt to contact must be documented in CWDS case notes. Attempts must have been made to all phone numbers associated with a participant and through at least one other medium (e.g. email, text messaging, written letter).

PARTNER WORK

- A participant has notified WIOA Youth staff that they no longer need or want follow-up services or contact. This must be documented in CWDS case notes and any written notification from the participant must be kept in their case file.

Policy Exceptions:

Under limited circumstances, Partner4Work may grant exceptions to requirements within this policy. Requests for exceptions may be submitted to policy@partner4work.org. Requests should include the following:

- The specific policy requirement for which an exception is being requested;
- A clear summary of the exception being requested and the reason for the exception; and
- For WIOA programs, the Participant ID of the participant(s) for which an exception is being requested. For non-WIOA programs, the full name of the participant(s) for which an exception is being requested; or
- The name and FEIN of the business customer for which an exception is being requested.

Exception requests will be reviewed based on their allowability under WIOA and any other applicable legislation, regulation, and policy/guidance. Partner4Work will also consider funding availability, how an exception will lead to improved outcomes for the customer(s) being served, and other relevant factors.

Effective Date: December 6, 2021

Policy Updates:

Date	Update
09/11/2020	Added process for requesting an exception to a requirement(s) of this policy.
11/29/2021	Added language requiring follow up services for individuals who have exited the WIOA Adult and Dislocated Worker programs but have not been placed in unsubsidized employment.

PARTNER WORK

WIOA ON-THE-JOB TRAINING POLICY

Purpose

The purpose of this policy is to articulate how On-the-Job (OJT) training funds are to be administered in Pittsburgh and Allegheny County under the Workforce Innovation and Opportunity Act (WIOA).

Affected Parties

This policy applies to all Pittsburgh/Allegheny County WIOA Title I Adult and Dislocated Worker participants who will participate in an OJT. This policy also applies to employers participating in an OJT.

Pittsburgh/Allegheny County WIOA Title I Adult and Dislocated Worker staff and Partner4Work staff are responsible for implementing this policy.

References

- WIOA Section (3)(44)
- WIOA Section 134(c) (3)(h)
- 20 CFR 680.530
- 20 CFR 680.700
- 20 CFR 680.710
- 20 CFR 680.730
- 20 CFR 680.740
- Partner4Work Eligible Training Provider List Policy and Procedures
- Partner4Work Eligibility Policy

Definition of Key Terms

“**On-the-Job Training**” means training by an employer that is provided to a paid participant while engaged in productive work in a job that:

- Provides knowledge or skills essential to the full and adequate performance of the occupation;
- Provides reimbursement to the employer for the costs of providing the training and additional supervision related to the training; and
- Is limited in duration as appropriate to the occupation for which the participant is being trained.

An “**Incumbent Worker**” is defined as an individual who has an established employment history with the employer for 6 months or more.

Participant Eligibility

PARTNER WORK

An individual enrolled in Pittsburgh/Allegheny County WIOA Adult or Dislocated Worker programs may qualify to participate in an OJT if it is determined by PA CareerLink® staff that they meet the following criteria:

- A resident of the City of Pittsburgh and/or Allegheny County, or a worker dislocated from an City of Pittsburgh and/or Allegheny County work site;
- Currently earn less than the self-sufficiency hourly wage or their current wage is not comparable to or higher than wages from previous employment;
- After an interview, evaluation or assessment, and career planning, PA CareerLink® staff have determined that the individual:
 - Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services only;
 - Is in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
 - Has the skills and qualifications to participate successfully in training services; and
 - Is unable to obtain grant assistance from other sources to pay for the cost of such training.

Per WIOA regulations (20 CFR 683.200(g)), “no individual may be placed in an employment activity if a member of that person’s immediate family is directly supervised by or directly supervises that individual.” For the purpose of this policy, the term “immediate family” includes a spouse, child, son-in-law, daughter in-law, parent, mother-in-law, father-in-law, sibling, brother-in-law, sister-in-law, aunt, uncle, niece, nephew, stepparent, stepchild, grandparent, and grandchild.

Employer Eligibility

Employers may qualify to participate in an OJT if it is determined that they meet the following criteria:

Eligible Employer Types

- Private-for-profit business;
- Private non-profit organization; or
- Public sector employer

Employer Restrictions

An employer will **not** be eligible to participate in an OJT if:

- The employer has any other individual on layoff from the same or substantially equivalent position.

PARTNER WORK

- The OJT would infringe upon the promotion of or displacement of any currently employed worker or create a reduction in their hours.
- The same or a substantially equivalent position is open due to a hiring freeze.
- The positions are for seasonal employment.
- The employer is a private for-profit employment agency, i.e. temporary employment agency, employee leasing firm, or staffing agency.
- The position is not full time, i.e. minimum of 32 hours per week.
- The employer has previously exhibited a pattern of failing to provide OJT participants with continued long-term employment with wages, benefits and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work.

Employer Assurances

With assistance from Partner4Work staff, participating employers must guarantee that:

- All participants shall be provided benefits and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. This will include UC coverage where the employer is normally required to provide such coverage to its employees.
- The position provides the participant benefits per company policy (i.e. insurance, paid leave, profit sharing) other than those required by law.
- Employees who have financial responsibilities related to the receipt and disbursement of funding under the Agreement shall be covered by fidelity bonding.
- The training to be provided will be in accordance with WIOA 181(a)(1)(A) and 683.275 for wage and labor standards. Worker protection requirements are set forth in WIOA Sections 181(a) (1) (A) and (B), (b) (2), (3), (4) and (5) and 188.
- The employer agrees to cooperate with monitoring efforts as required by WIOA legislation and adhere to all other applicable local, state, and federal rules and regulations.
- Funds are not used to directly or indirectly assist, promote, or deter union organizing.
- The employer agrees to respond to Partner4Work/PA CareerLink® Pittsburgh/Allegheny County staff requests for wage and retention information of participants.
- The employer commits to retain the trained employees for a period of **six months** following the completion of training. Failure to do so may result in the employer being ineligible to receive further Partner4Work training funds for a period of **one year**.
- If the participating employer(s) has recently relocated, resulting in the loss of employment of any employee of such business at the original location in the U.S., on-the-job training contracts may not be granted to the employer until after 120 days have passed since the relocation.

PARTNER WORK

OJT Program Requirements

Required Program Criteria

An OJT program must meet the following criteria to receive WIOA funding:

- The training is provided by an employer to a paid participant while engaged in productive work in a job and the training must:
 - Provide knowledge or skills essential to the full and adequate performance of the occupation; and
 - Be limited in duration as appropriate to the occupation for which the participant is being trained. *(See OJT Length below)*
- At the time of completion of the OJT program, individuals must be employed in occupations that meet the following criteria:
 - Hourly wage must be at the self-sufficiency wage;
 - The occupations must be a full time permanent position following the training (minimum of 32 hours per week).

Programs training **five or more** individuals within a single quarter or three-month period must meet the requirements for customized job training (CJT) rather than OJT.

Occupational Eligibility

OJT dollars should be prioritized for programs leading to employment in a High Priority Occupation (HPO) and/or in-demand industry sector. An OJT must lead to employment opportunities that enable the participant to become economically self-sufficient and contribute to the occupational development and upward mobility of the participant. The current Partner4Work HPO List is available at Partner4Work.org.

OJT Length

The maximum time frame for an OJT is **six months**. Duration of an OJT is a function of training needed, not the maximum allowed under this policy. PA CareerLink® Pittsburgh/Allegheny County staff should consult with the employer and utilize the Occupational Information Network's (ONET) Specific Vocational Preparation Range (SVP) to determine the appropriate occupational training needed. Using the SVP provided by ONET, the following duration times are recommended in addition to the participants past skill and experience.

LEVEL	TIMEFRAME
Level 1	<1 month
Level 2	1 month
Level 3	>1 month - 3 months

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Level 4	>3 months - 6 months
Level 5	>6 months
Level 6	>6 months
Level 7	>6 months
Level 8	>6 months
Level 9	>6 months

WIOA OJT Funding Levels

Employers will be reimbursed 50 percent of a participant's wage per hour. While participants may be paid a higher hourly wage, employers will only receive 50 percent reimbursement for up to \$20/hour of a participant's wage. The maximum amount a company may receive is \$10,000 per trained individual. Partner4Work will consider an increase in the reimbursement rate (up to 75 percent) and funding cap taking into consideration one or more of the following factors:

- Size of the employer(s) with an emphasis on small businesses;
- The characteristics of the participants taking into consideration whether they are individuals with barriers to employment;
- The quality of employer-provided training and advancement opportunities. For example, if the OJT contract is for an in-demand occupation and will lead to an industry-recognized credential;
- Wage and benefit levels of employees (at present and anticipated upon completion of training);
- Other relevant factors, as appropriate.

PA CareerLink staff must submit a request for Partner4Work's approval to increase the reimbursement rate to 75 percent or to increase the funding cap, describing how the OJT meets one or more of the above criteria.

Additional Criteria

- OJT contracts will generally not be written for low skill jobs that generally would require little or no training.
- Priority in WIOA OJT contracts will be given for **new hires** with an employer. When funds are available, WIOA OJT contracts may be written for eligible employed individuals when:
 - The employee is not earning a self-sufficient wage or wages comparable to or higher than wages from previous employment;
 - The OJT relates to the introduction of new technologies, introduction to new production or services procedures, upgrading to new jobs that require additional skills, workplace literacy, or other appropriate purposes identified by Partner4Work; and

PARTNER WORK

- The individual does not meet the definition of an “incumbent worker” (see Definitions above).

Policy Exceptions:

Under limited circumstances, Partner4Work may grant exceptions to requirements within this policy. Requests for exceptions may be submitted to policy@partner4work.org. Requests should include the following:

- The specific policy requirement for which an exception is being requested;
- A clear summary of the exception being requested and the reason for the exception; and
- For WIOA programs, the Participant ID of the participant(s) for which an exception is being requested. For non-WIOA programs, the full name of the participant(s) for which an exception is being requested; or
- The name and FEIN of the business customer for which an exception is being requested.

Exception requests will be reviewed based on their allowability under WIOA and any other applicable legislation, regulation, and policy/guidance. Partner4Work will also consider funding availability, how an exception will lead to improved outcomes for the customer(s) being served, and other relevant factors.

Effective Date: **TBD**

Date	Summary of Policy Changes
12/14/2021	<ul style="list-style-type: none">● Mechanical reformatting of policy to improve flow and clarity.● Added language to participant eligibility requirements to better align with WIOA eligibility requirements for training services.● Revised requirement that an OJT must be providing training in a High Priority Occupation (HPO). Language now states that OJT funding should be prioritized for training that leads to an HPO or in-demand industry sector.● Revised OJT Funding Levels section so that employers are reimbursed based on a percentage of the participant’s wage instead of a percentage of the Partner4Work-defined self-sufficiency wage. Clarified the maximum wage amount that can qualify for the full 50% reimbursement.● Removed requirement that an OJT must provide training within an occupation aligned with Partner4Work’s industry partnership industries.

03 REVENUE & ACCOUNTS RECEIVABLE

Revenue and AR Recognition Policies

The purpose of this policy is to outline the procedures for revenue recognition and accounts receivable function of TRWIB, Inc. (dba Partner4Work). This policy will ensure invoices and revenue are recorded and maintained in the accounts receivable ledger and that funds are collected in an accurate and timely manner.

TRWIB, Inc. receives revenue from several types of transactions or sources. Revenue from each of these is recognized in the financial statements of TRWIB, Inc. in the following manner:

1. **Government Grant** - Monthly income is based on incurrence of allowable costs (direct/indirect costs of the organization, contractor / sub-recipient completion of milestone/contract, program cost) for cost-reimbursement.¹
2. **Foundation Grants** - Are recognized when the grant is awarded, unless the grant stipulates otherwise. The activity is maintained on an accrual basis in the appropriate grant/program. Most of these funds are temporarily restricted.
3. **Corporate Contributions** – Are recognized when funds are received, unless the grant stipulates otherwise and TRWIB, Inc. is notified of receivable. The activity is maintained on an accrual basis in the appropriate class/program.

All incoming fund contracts will be tracked using the contract database, ParleyPro.

INVOICING POLICIES

TWRIB, Inc. uses Blackbaud as a centralized accounts receivable system for the creation of invoices. All invoices are systematically numbered with an invoice ID and assigned to the invoice at time the invoice is created.

Monthly Invoicing

1. Grants – refer to separate sections 13(a) Policies Associated with Federal Awards for invoicing policies associated with federal grant agreements and 13(b) Policies Associated with State Awards for policies associated with State contract agreements.
2. All other grants are invoiced according to the specific grant stipulations and requirements detailed in the funding agreement.

1. ¹ **Subrecipient** is a non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such program. A **Contractor** provides the goods and services within normal business operations; that are ancillary to the operation of the program; and is not subject to compliance requirements of the program.

Responsibilities for Invoicing and Collection

TRWIB, Inc.'s Chief Financial Officer supervises the invoicing and collection of outstanding receivables conducted by the Fiscal Department. Monthly, the Accounts Receivable ledger is reviewed. Outstanding items greater than 60 days old are looked at for collection. State and Federal grants that generate A/R are guaranteed payments and are not scrutinized for collection. The collection process starts with contacting the person that requested the A/R, or directly contacting the organization with the outstanding A/R. If no action is taken by the organization with the outstanding debt, the A/R collection will be raised to an officer level, then the CEO.

Write off of Accounts Receivable

TRWIB, Inc. exhausts all efforts of collection prior to writing off A/R. If a write off is deemed necessary, any items over \$10,000 will be approved by the Finance Committee.

Accounts Receivable Entry Policies

Approved expenses, contractor / Sub-recipient milestones, TRWIB administrative costs, etc. are processed by the Fiscal Department for invoicing to the appropriating funding source.

Invoices with unique sequential numbers are generated by the accounting system and posted for all invoicing resulting in an account receivable.

Checks Received By Mail

Checks received in the mail are opened by the Executive Assistant. They are recorded on the check log below and stamped with 'Deposit Only.'

The Executive Assistant makes two (2) sets of photocopies. The photocopies are batched together along with the checks-received form. The Executive Assistant signs the check received form as does the Accounting department.

The Accountant fills out the deposit ticket and gives to the accounting manager, who, takes the deposit to the bank, and the bank receipt is stapled to the check back up. The documentation is filed within the Accounting Department for processing.

The deposit information is recorded in the accounting system through the Accounts Receivable function (if amount was billed) or Cash Receipts function (for amounts not previously billed). It is stamped POSTED and placed in the deposit file.

Checks Received

Name

Amount

Total Amount of Checks \$ _____

_____ **Signature of Administrative Assistant**

_____ **Signature of Accounting Department**

ADMINISTRATIVE FEES AND FEE FOR SERVICE

Foundation Grants – up to a 10% administrative fee may be included in the budget for Foundation Grants. This fee will be used to offset operating and administrative expenses incurred by TRWIB, Inc.

Publicly Funded Grants - up to a 10% administrative fee may be included in the budget for Grants received from Federal, State and Local public funds. This fee will be used to offset operating and administrative expenses incurred by TRWIB, Inc.

Fee for Service – TRWIB, Inc. will charge a fee for service on specific projects using rates for staff time. These rates will be based on actual cost of staff time with the ability to add an additional cost of up to 50% of staff costs.

- Base Staff Rates include the hourly cost of salaries, taxes and benefits. It will also include the staff’s individual hourly cost to maintain the office of TRWIB, Inc.
- The hourly cost to maintain the office of TRWIB, Inc.’s for the fiscal year is based on the budgeted cost for budgeted expenses less salaries, taxes, benefits and project costs. This rate will be approved periodically by TRWIB, Inc.’s Finance Committee.

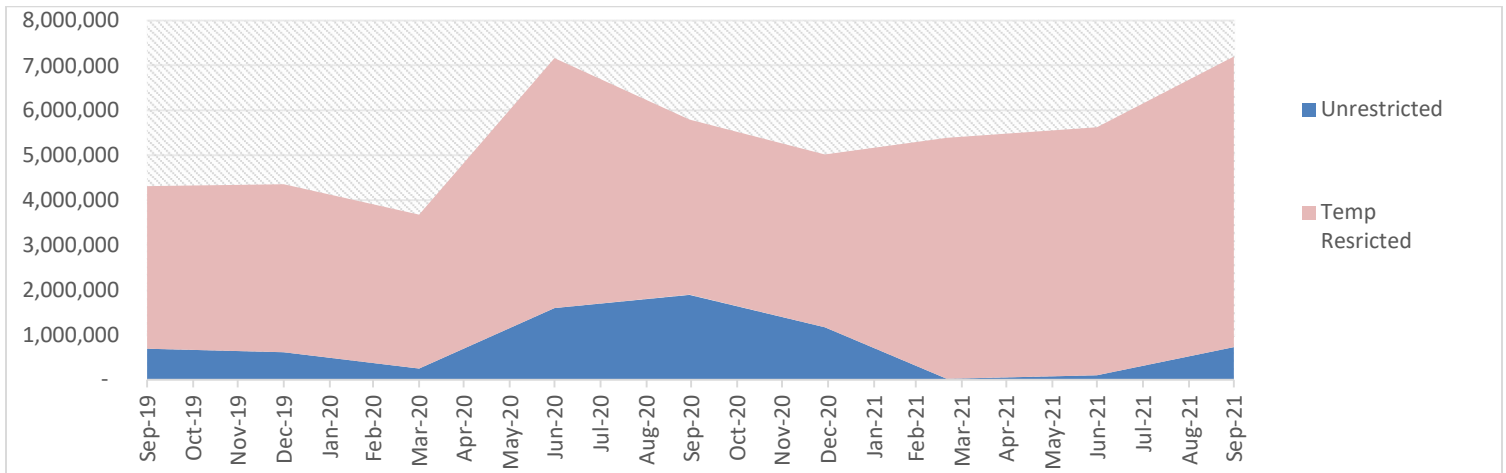
03(b) Program Income

TRWIB, Inc. (dba Partner4Work) will follow program income guidelines as stated in Workforce System Policy (WSP) No. 03-2015, December 22, 2015, Chapter 3: Funding Distribution and Provisions. These policies will apply to all program income received by TRWIB Inc.

The purpose of this policy is to outline the required procedures for program income. The Workforce System Policy details how it is generated, accounted for, expended, and reported on Financials Status Reports and operating budgets.

Dashboard Report

Cash Flow Unrestricted and Temp Restricted Funds



Current Assets, Liabilities & Equity

Cash:

Temp Restricted \$6,477,564

Unrestricted \$737,194

Total Cash \$7,214,758

Line of Credit secured by Money Market

\$0 of \$500,000

Other Current Assets

Prepaid Expenses \$11,323

Prepaid Insurance \$5,969

Security Deposit \$6,067

Fixed Assets Net of Depreciation \$158,954

Liabilities

A/P \$5,140,754 (\$5,042,659 due to subrecipients)

PA Unclaimed Property \$1,309

Accrued Vacation \$75,577

Deferred Rent \$0

A/R Clean Up \$ 128,927

Equity

Unrestricted Net Assets \$898,489

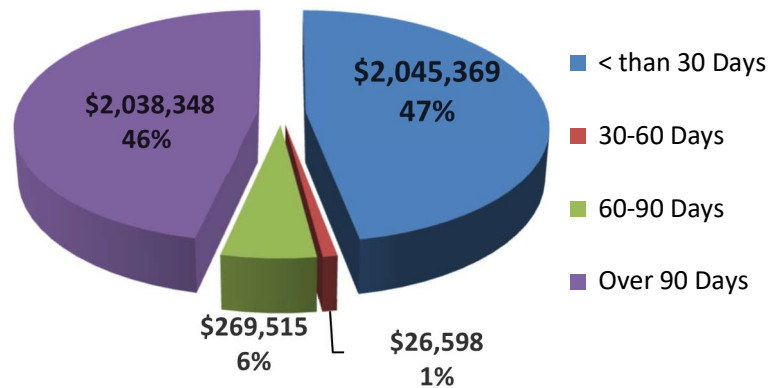
Temp Restricted Net Assets \$7,888,245**

Net Income (\$2,340,776)

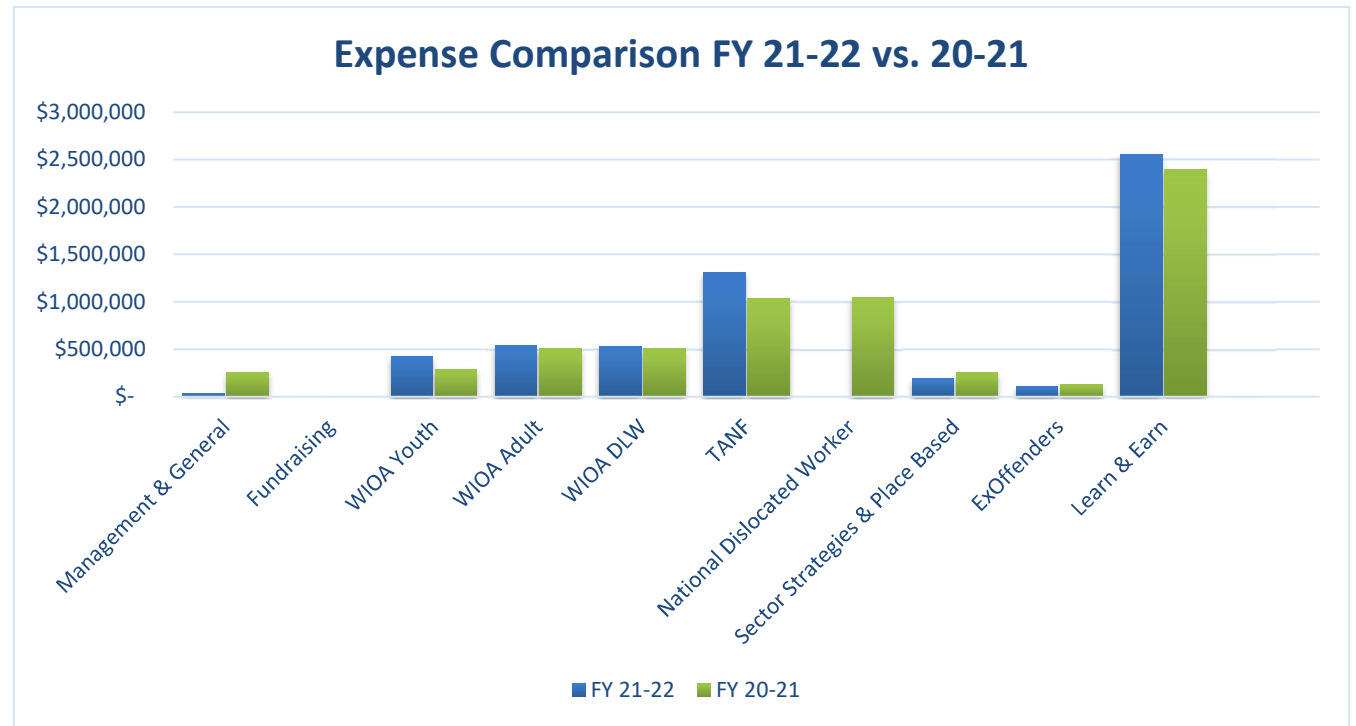
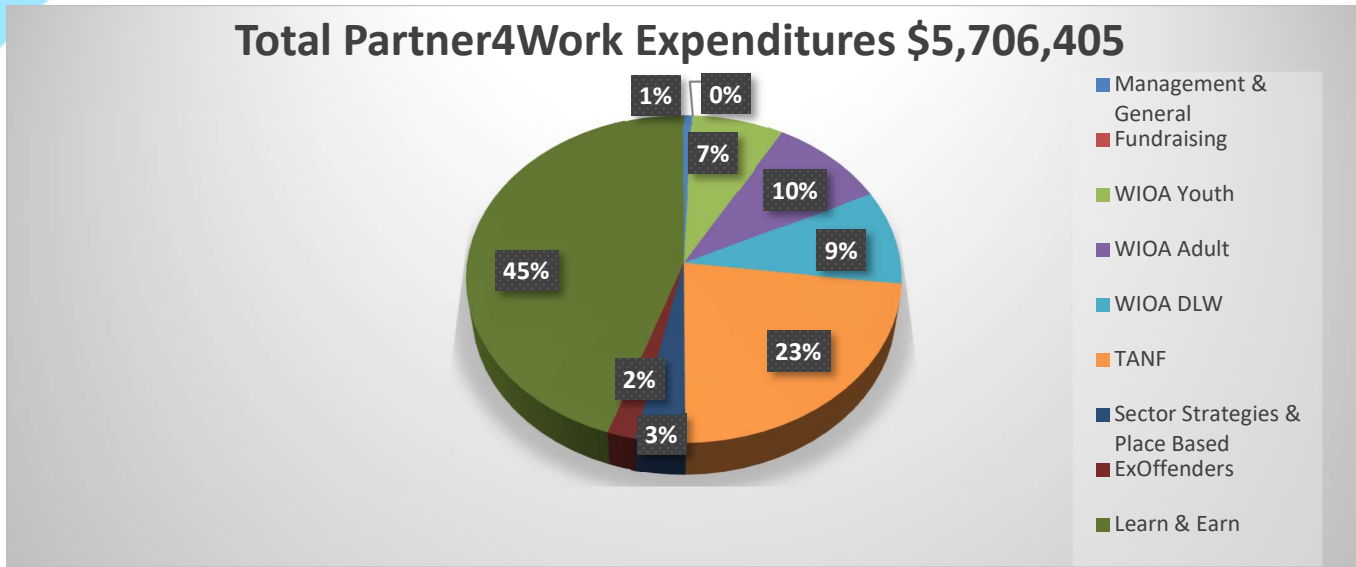
**Career Link \$136,878; M&G \$2,733; Sector Strat. \$899,751; Adult TANF \$3,666,349; L&E \$3,182,533

This is reflective of activity through 7/1/2021

Partner4Work Accounts Receivable \$4,379,830



Expense section



Comments

- Management & General has a balance of about \$38K, primarily related to the reimbursement of leasehold improvements from KPP (\$33K) plus the small deficit (\$3K). Last fiscal year we had the Paycheck Protection Loan for \$242,377 and the Pittsburgh Passport Program for \$30,000. However, there is revenue that offsets these items.
- WIOA Youth is \$135K above prior year. Providers were timelier in submitting invoices this fiscal year vs. prior year.
- TANF funding is \$268K more than last year. EARN and WR providers spent more money in the first quarter this year vs. prior year and were more timely on submission.
- National Dislocated worker is \$1M below prior year. The program ended March 31, 2021. This variance will continue to grow until we arrive at March 31, 2022.
- Sector Strategies is \$64K less than prior year. There are many different funding streams for sector strategies and they vary year to year.

BYLAWS – TRWIB, INC.

Revised – December 17, 2021

Revised — December 8, 2017

Revised — December 16, 2016

Revised — December 16, 2015

Revised — December 10, 2014

Revised – December 11, 2013

Revised – November 10, 2010

Revised – November 8, 2006

Revised – November 2, 2005

Revised – November 5, 2003

Accepted for Consideration – 1 April 2002

These Bylaws replace Bylaws previously approved on December 8, 2017

ARTICLE I – Corporate Name

The name of the Corporation shall be TRWIB, Inc. (the “Corporation” or the “TRWIB”), a 501(c)3 corporation whose offices are located at 650 Smithfield Street, Suite 2400, Pittsburgh, PA 15222, doing business as “Partner4Work.”

ARTICLE II – Purpose & Objectives

A. Purpose

The purpose of TRWIB is to deliver innovative workforce solutions for the City of Pittsburgh and Allegheny County to ensure that the current and future needs of businesses and job seekers are met and to assist in building an economically vibrant region.

The Corporation is a non-stock, non-profit entity.

The Board of Directors and the Executive Committee shall govern the Corporation. Actions taken by the Executive Committee shall be acknowledged by the Full Board.

The Corporation is organized and intended to be tax-exempt within the meaning of the Internal Revenue Code of 1986, as amended, and includes all purposes, powers, and privileges conferred upon the Corporation by the Pennsylvania Nonprofit Corporation Law of 1988.

Notwithstanding any provisions of these articles, the organization is organized exclusively for one or more of the purposes specified in Section 501(c)(3) of the Internal Revenue Code of 1986, and shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under IRC 501(c)(3) or corresponding provisions of any subsequent tax laws.

In the event of dissolution, all remaining assets and property of the organization shall after payment of necessary expenses thereof be distributed to such organizations as shall qualify under Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent Federal tax laws, or to the Federal government or State or local government for a public purpose, subject to the approval of a Justice of the Supreme Court of the State of Pennsylvania.

B. Objectives

The primary objectives of the TRWIB are to deliver innovative workforce solutions for employers, job seekers, workers, and youth in the City of Pittsburgh and Allegheny County; to provide policy guidance and program oversight; to educate the community through robust labor market analytics. The TRWIB will deliver these objectives in collaboration with the Mayor of the City of Pittsburgh, the Allegheny County Executive, and key stakeholders.

ARTICLE III – Conformance with Federal and State Laws

1. TRWIB has been established to serve as a Workforce Development Board under Section 107 of the Workforce Innovation and Opportunity Act of 2014 (the Act), and Commonwealth policies and procedures affecting Workforce Development Boards. As such, TRWIB shall conform to the requirements of the Act, federal regulations, and/or Commonwealth policies and procedures, as may be in effect from time to time. This shall include Pennsylvania's System of Record Policy.
2. PA CareerLink® sites will use CWDS/PA CareerLink® as the common information-management system. CWDS/PA CareerLink® is the official system of record used for all data collection and reporting for all required partners located in comprehensive and affiliate PA CareerLink® sites. Shared information and data agreements will be used to support access to information and information sharing among partners as allowed by authorizing laws and regulations.
3. PA CareerLink® sites will use CWDS/PA CareerLink® as the job-match system when job seekers are looking for employment and employers are searching for candidates.
4. All WIOA, WIA, Wagner-Peyser Act, and TAA grant recipients are required to report individual participant data and financial data via Pennsylvania's system of record, CWDS/PA CareerLink®.
5. All participant, employer, and provider data must be entered into CWDS within 30 calendar days of the actual date of occurrence (e.g. service start date, hold date, entered employment, certifications, assessments, program exit dates).
6. Requests for funds by TRWIB will be made using CWDS/PA CareerLink®.

ARTICLE IV - Directors

1. The Allegheny County Chief Executive and the Mayor shall appoint the Board of Directors.
2. Composition shall, at a minimum, be consistent with statutory requirements and include individuals from industries, specific businesses, and other representatives with optimal decision-making authority, as the Allegheny County Chief Executive and Mayor deem necessary. The local board will notify the Chief Elected Officials within fifteen (15) days of a vacancy in a required position and will submit a nomination for the required position to the Chief Elected Officials within 90 days.
3. The TRWIB shall request from various business, labor, adult literacy, higher education, government, and other organizations those names of individuals who may have interest in serving on the TRWIB and forward a list of nominees to the Allegheny County Chief Executive and Mayor for their consideration and appointment.
4. The TRWIB shall not permit alternates in the absence of the appointed Director. Directors are expected to attend every meeting. In the event of an absence, Directors may submit their opinions and proxy ballot to be cast by the Secretary in the event of a quorum, in writing by noon the day prior to the meeting. Facsimile and electronic ballots are allowed and shall be maintained at the corporate offices.

5. From and after the date of these Bylaws, Directors shall be appointed from nominations made to the Mayor or Allegheny County Chief Executive for a term of two (2) or three (3) years. At all times, nominations and appointments will be staggered and made in accordance with the Act and Commonwealth requirements. There shall be no limitations on the number of terms an appointee can serve.
6. If a Director should die, resign, be removed before his or her term ends, or be unable to complete his or her term of office, the Allegheny County Chief Executive and the Mayor may replace such Director. If a Director no longer holds optimal decision-making or hiring authority with his/her specified entity or if separated from his/her specified entity, the Director's appointment is no longer valid and the Director may not continue to serve in the appointed role.
7. The Directors shall constitute the Board and these terms shall mean the same body of persons when used in these Bylaws.

Specifically, the TRWIB will:

- Develop its vision, mission, strategic goals, and policies that shall govern its operation;
- Produce comprehensive strategic plans and strategies to carry out the vision of the TRWIB; and identify the necessary program elements and work to develop a cohesive, efficient, effective, and customer-focused workforce development system, including the development of standards, policies, and performance measures;
- Approve negotiated local program performance standards with various funding sources as appropriate, and put in place performance criteria and reporting as the TRWIB deems necessary to ensure an informed consumer;
- Develop a continuous improvement process for the workforce development system in the area;
- Create and sustain an effective linkage with the employment market with emphasis on the private sector including developing services as are necessary to assist the employer in recruitment, retention, and training of their workforce;
- Partner with the economic development organizations to provide services to new and expanding employers, thereby providing expanded opportunities for job seekers;
- Assist in the development of a dynamic labor market information system and the timely dissemination of such information so as to help create a robust human capital marketplace in the Southwest PA Region;
- Approve a budget for the operation of TRWIB and secure resources as may be necessary to operate;
- Assume such other work as the Mayor and the Allegheny County Executive may request TRWIB to undertake on their behalf.

ARTICLE V – Governance Structure

A. Full Membership

1. Officers of the Board shall consist of a Chair, a Vice-Chair, Secretary, and Treasurer. Officers of the Board will be elected to a two-year term by the Board. There is no limit to the number of terms a Director may serve as an Officer. Officers can be removed from the respective office by a two-thirds vote of the Full Board. The Officers collective, will herein be referred to as, the Executive Committee. The Board may designate additional officers and assistant officers from time to time.
2. The Full Board is responsible for:

- Ongoing planning activities to determine the mission of the organization and its strategic direction, to define specific goals and objectives related to the mission, and to evaluate the success of the organization's services toward achieving the mission.
 - Annually approving the organization's budget and assessing the organization's financial performance in relation to the budget at least four times per year.
3. **Compensation.** No compensation shall be paid to any Director for their services as Director. At the discretion of the Executive Committee, a Director may be reimbursed for travel and actual expenses necessarily incurred by him or her in attending meetings and performing other duties on behalf of the Corporation.
 4. **Waiver of Notice.** Whenever any notice whatsoever is required to be given under the provisions of applicable law, the Articles of Incorporation of this Corporation, or these Bylaws, a waiver of such notice in writing signed by the person or persons entitled to notice, whether before or after the time stated in such waiver, will be deemed equivalent to the giving of such notice. In the case of a special meeting, such waiver of notice shall specify the general nature of the business to be transacted.
 5. **Conflict of Interest.** The Corporation shall not be precluded from conducting business with any partnership, firm, or company with which one or more Directors is associated, provided any business relationship is established and maintained on an arm's length basis and the subsequent provisions of Article IV are met. The **Board** shall adopt a conflict of interest policy in compliance with PA Department of Labor and Industry Workforce System Policy No. 02-2015 or subsequent revisions, which shall require each Director to disclose any actual or potential conflict between the Director's personal interests and his or her duty to the Corporation. **The Secretary shall review or cause to be reviewed disclosure information and advise the Board Chair and other appropriate entities of potential conflicts.** Any Director deemed by the Executive Committee pursuant to its conflict of interest policy to be disqualified because of an actual or apparent conflict of interest on any matter shall not vote or use his or her personal influence on the matter. The minutes of the meeting shall reflect that a disclosure was made, the abstention from voting, and the effect on the quorum.
 6. **Standard of Care and Fiduciary Duty.** Each Director shall stand in a fiduciary relation to this Corporation and shall perform his or her duties as a Director, including his or her duties as a member of any committee of the Board upon which s/he may serve, in good faith, in a manner s/he/they reasonably believes to be in the best interests of this Corporation, and with such care, including reasonable inquiry, skill and diligence, as a person of ordinary prudence would use under similar circumstances. Absent breach of fiduciary duty, lack of good faith or self-dealing, actions taken as a Director or any failure to take any action shall be presumed to be in the best interests of this Corporation. In performing duties, Directors shall be entitled to rely in good faith on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by any of the following:
 - One or more officers or employees of this Corporation whom the Director reasonably believes to be reliable and competent in the matters presented;
 - Counsel, public accountants, or other persons as to matters which the Director reasonably believes to be within the professional or expert competence of such persons; and
 - A committee of the Board of this Corporation upon which he does not serve, as to matters within its designated authority, which committee the Director reasonably believes to merit confidence.
 - A Director shall not be considered to be acting in good faith if he or she has knowledge concerning the matter in question that would cause his or her reliance to be unwarranted.
 7. **Factors Which May Be Considered by Directors.** In discharging the duties of their respective positions, the committees of the Board and individual Directors may, in considering the best interests of this Corporation, consider the effects of any action upon employees, beneficiaries and others

having dealings with this Corporation and all other pertinent factors. The consideration of these factors shall not constitute a violation of Section 8 hereof.

8. **Rules and Regulations.** The Board may adopt rules and regulations not inconsistent with these Bylaws for the administration and conduct of the affairs of the Corporation and may alter, amend or repeal any such rules or regulations adopted by it. Such rules and regulations may be amended by a simple majority vote of Directors present and entitled to vote at a meeting of the Members where a quorum is present.
9. **Removal.** The Allegheny County Executive and the Mayor shall have the sole authority to remove Directors for cause. For purposes of this Section, cause shall mean any action or inaction, which, in the sole discretion of the Allegheny County Chief Executive and the Mayor, materially and adversely affects or may affect the Corporation or its reputation, including, for the avoidance of doubt, a Director's failure to attend three (3) or more consecutive Board meetings without explanation. The Board or the Chair shall inform the Allegheny County Executive and the Mayor, and may make recommendations to the Allegheny County Executive and the Mayor for removal of a Director for cause; *provided, however*, that the decision to remove a Member lies within the sole discretion of the Allegheny County Executive and the Mayor.

B. Officers

1. **Enumeration.** The officers of the Corporation shall consist of a "Chair," "Vice-Chair," "Secretary," "Treasurer," and such other officers and assistant officers as the Board may, from time to time, designate.
2. **Election and Term of Office.** Each of the officers of the Corporation will be elected and/or appointed every two years by the Full Board and will remain in office and shall serve at the pleasure of the Full Board, until his or her successor is duly elected and takes office.
3. **Vacancies.** The Directors entitled to vote shall fill any vacancy. The Chair may, however, fill vacancies in the office of "Secretary," "Treasurer," or any other office designated by the Board for the period ending upon the date when such vacancy is filled by the Membership.
4. **The Chair.** The Chair serves as the chairperson of the Board and as such shall be responsible for and have supervision over the management and operation of the Corporation, subject to the control of the Executive Committee and Directors. The Chair shall also preside at all meetings of the Board and Executive Committee. The Chair shall see that the affairs of the Corporation are conducted in accordance with the Articles of Incorporation and Bylaws of the Corporation and pursuant to the directions of the Board. The Chair shall be an ex-officio member of all committees. The Chair must be a member of the business community.
5. **Vice-Chair.** The Vice-Chair, shall, in the absence, disability, inability or refusal to act of the Chair, perform the duties and exercise the powers of the Chair, and shall perform such other duties as shall from time to time be imposed by the Board. If there is no Vice Chair or if the Vice Chair cannot act, will not act, or is absent from his/her duties, then the Secretary shall assume the duties of the Vice Chair.
6. **Secretary.** The Secretary shall make or cause to be made minutes of all meetings of the Executive Committee and Board. The Secretary shall be responsible for or cause the timely mailing or delivery of all notices of meetings of the Board, and, generally, will perform all duties incident to the office of secretary of a corporation and such other duties as may be required by law, by the Articles of Incorporation or by these Bylaws, or which may be assigned from time to time by the Executive Committee or Directors. The Secretary shall perform the duties of the Chair when the Chair and Vice-Chair are absent or disabled and shall undertake such other responsibilities as the Board or Chair may assign.
7. **Treasurer.** The Treasurer shall have the custody of the corporate funds and securities and shall keep or cause to be kept full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall deposit all moneys and other valuable effects in the name and credit of the Corporation in such depositories as shall be designated by the Executive Committee.

He / She shall disburse or cause to be disbursed the funds of the Corporation as may be ordered by the Board or the Executive Committee, and shall render to the Chair and Members, at the regular meetings of the Board, or whenever they may require it, an account of all transactions as Treasurer and of the financial condition of the Corporation.

If required by the Board, he or she shall give the Corporation a bond in such sum, and with such surety or sureties as may be satisfactory to the Board for the faithful discharge of the duties of his or her office.

8. **Other Officers.** The Board may also choose such other Officers and Assistant Officers and Agents as the needs of the Corporation may require, who shall hold their offices for such terms and shall have such authority and shall perform such duties as from time to time shall be determined by Resolution of the Board and Membership. These Officers of the Corporation need not be Directors.
9. **Standard of Care.** An Officer shall perform his or her duties as an officer in good faith in a manner he or she reasonably believes to be in the best interests of the Corporation and with such care, including reasonable inquiry, skill and diligence, as a person of ordinary prudence would use under similar circumstances. A person who so performs his or her duties shall not be liable by reason of being an Officer of the Corporation.
10. **Bonds.** The Board, in its discretion, may require the Treasurer and any of its Officers to give bond in such amount and with such surety or sureties as may be satisfactory to the Board for the faithful discharge of the duties of his or her office and for the restoration to the Corporation, in case of his or her death, resignation, retirement or removal from office, of all books, papers vouchers, money and other property of whatever kind in his or her possession or under his or her control belonging to the Corporation.

C. **Executive Committee**

1. **Authority.** Subject to the rights of the Directors and any limitations set forth elsewhere in these Bylaws or the Articles of Incorporation of the Corporation, the affairs of the Corporation shall be under the general direction of an Executive Committee, which shall administer, manage, preserve, and protect the property of the Corporation. **All actions taken by the Executive Committee shall be acknowledged by the Full Board.**
2. **Qualification and Appointment.** Any Director is eligible to become an Officer of this Corporation.
3. **Number and Term.** The Executive Committee shall consist of the Chair, the Vice-Chair, the Secretary, the Treasurer, the Chair of each of the other standing committees, one representative of the Mayor, and one representative of the County Executive, ~~the immediate Past President,~~ a member-at-large, and such other appointments at the discretion of the Chair. **At least fifty-one percent of the members of the Executive Committee must represent the private sector.** In no event will the number of members of the Executive Committee exceed fifteen (15) members.
4. **Vacancies.** In the event of a vacancy, the Executive Committee may name a Director to serve in an interim capacity until the next Full Membership meeting. Executive Committee appointees named as a result of vacancies occurring on the Executive Committee by death, resignation, and refusal to serve or otherwise shall be approved by the Directors entitled to vote. A new Officer of the Executive Committee appointed or elected to fill the vacancy will serve for the unexpired term of the predecessor in office. The local board will notify Local Chief Elected Officials within ninety (90) days of a vacancy.
5. **Specific functions of the Executive Committee**
 - a) **Assessing the organization's annual performance and confirm the organization's compliance with existing legal, regulatory, and financial reporting requirements.**
 - b) Working with the Audit/Finance Committee to approve the Corporation's budget and assessing the Corporation's financial performance in relation to the budget at least four times per year.

- c) Hiring, establishing compensation, and annually evaluating the performance of the Chief Executive Officer. ~~The Executive Committee shall conduct this task with notice to all the Membership of such action.~~

Article VI – Meetings

A. Meetings in general

1.

(a) Notice. All meetings requiring notice by these bylaws or by statute shall be given by written notice to all Board members. If the date set for the meeting falls on a legal holiday, then the meeting will be held on a day determined by the Chief Executive Officer. This provision of the Bylaws constitutes notice to all members of the Executive Committee and all Members of all regular meetings, and no further notice shall be required, although further notice may be given.

(b) Notice of Special Meeting. Written notice of the date, time and place of each special meeting shall be sent to all Directors at least five (5) days in advance of the date thereof. Such notice shall set forth the date, time and place of the meeting and shall state the general nature of the business to be transacted. Such notice shall be sent at the direction of the Secretary of the Board or Vice Chair of the Membership as the case may be or another designated officer of the corporation and shall be delivered to each Member as the case may be either personally or by mail, facsimile, electronic mail or telegram to his or her residence or place of business as listed on the records of the Corporation. If the notice is sent by mail or telegraph, it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail or with a telegraph office for transmission to such person. Notice of an adjourned meeting shall be deemed to have been announced at the time of adjournment.
2. **Quorum.** Unless otherwise specifically provided in these Bylaws, the presence of one-half (1/2) plus one Board members entitled to vote shall constitute a quorum at all meetings. In addition to those who are actually present at a meeting, participants shall be deemed as present at such meeting if a telephone, video conferencing, or other technology is used by means of which all persons participating in the meeting can hear each other simultaneously. The act of a majority of the Members entitled to vote at a meeting at which a quorum is present shall be the act of the Board or Members as the case may be. A majority of those present and entitled to vote, whether or not a quorum exists, may adjourn any meeting of the Board or Membership as the case may be to another time and place. Notice of any such adjourned meeting shall be given to the Members as the case may be who are not present at the time of adjournment.
3. **Voting.** Each Member as the case may be entitled to vote shall be entitled to one vote on each matter submitted to a vote of the Membership. The Secretary is authorized to cast the proxy ballots of those members who are not present, but have submitted a voting proxy. Such proxies will be voted when the Chair or the Secretary declares a quorum is present.
4. **Location.** All meetings of the Board shall be held at the registered office of the Corporation unless otherwise designated in the notice.
5. **Attendance.** Directors are expected to attend all meetings. A Director's failure to attend three (3) or more consecutive Board meetings without explanation, the Board or the Chair shall inform the Allegheny County Executive and the Mayor, and may make recommendations to the Allegheny County Executive and the Mayor for removal of a Director for cause; *provided, however*, that the decision to remove a Member lies within the sole discretion of the Allegheny County Executive and the Mayor.
6. **Sunshine Act Provisions.** The PA Sunshine Act, Act 65 of 2021 Senate Bill 554, Section 709 and Section 712 contain the revisions that will affect future public notice and transparency (65 P.S. 271 et seq.) and PA Department of Labor and Industry Workforce System Policy No. 02-2015, the Board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding: the activities of the Board, information regarding membership, and minutes of formal meetings of the Board and/or its Executive Committee.

In January of each year, the Board shall publish its schedule of public meetings in a newspaper of general circulation, at TRWIB's public website www.partner4work.org, and at the Corporate offices at 650 Smithfield Street, Suite 2400, Pittsburgh PA 15222. Any changes during the year will be similarly published.

Public meetings will be held in a physical location and/or by telephonic or other electronic means and meeting notices will indicate public accessibility as necessary to ensure PA Sunshine Law compliance.

Board and Executive Committee agendas, including a listing of each matter of agency business that will or may be the subject of deliberation or official action, shall be posted at www.partner4work.org, the physical location of the meeting, and the Corporate offices no less than 24 hours in advance of the public meeting. TRWIB shall make available to individuals in attendance of the meeting copies of the agenda, which will include a listing of each matter of agency business that will be or may be the subject of deliberation or official action at the meeting.

B. Full Membership Meetings

1. **Regular Meetings.** The Full Membership will meet four times a year. The meeting dates will be approved at the annual meeting for the upcoming year.
2. **Annual Meeting.** The Board shall designate one meeting a year to be the annual meeting.
3. **Special meetings.** Special meetings for the Membership may be called at the discretion of the Chair. Further, Special meetings for the Membership may be called by the Vice Chair of the Membership upon the order of the Chair of the Membership or at the written request of a number of Members constituting a quorum of the Members then in office and entitled to vote.

C. Executive Committee Meetings

1. **Regular Meetings.** The Executive Committee shall meet four times per year. The meeting dates will be approved at the annual meeting for the upcoming year. Such dates will be advertised both to the members and to the public. Regular meetings of the Executive Committee shall be open according to the Sunshine Act.
2. **Special meetings.** Special meetings for the Executive Committee shall be called or cause to be called by the Secretary upon the order of the Chair or at the written request of a number of the Officers constituting a quorum of the Executive Committee then in office and entitled to vote.
3. **Actions by Consent.** If all the Executive Committee members shall severally or collectively consent in writing prior to or subsequent to any action to be taken by the Executive Committee, and that writing is filed with the Secretary of the Corporation, such action shall be valid as a corporate action as though it had been authorized at a regular meeting of the Executive Committee.
4. **Telephone or Electronic Meetings.** One or more Executive Committee members shall be considered present and may participate and vote in any meeting of the Executive Committee by means of any communications equipment whereby all persons participating at the meeting can simultaneously hear each other.
5. **Electronic voting.** Executive Committee members may vote on action items electronically. The collection of those votes shall be filed at the corporate office.

Article VII – Committees

There shall be an Executive Committee and such other standing committees as the Full Membership may deem advisable in the administration and conduct of the affairs of the Corporation. Ad Hoc committees and task forces can be created at the discretion of the Chair. Each board member shall serve on at least one committee or task force. Committees shall meet as necessary. Committees may create sub-committees as needed. Standing Committees shall include one non-board member. Without limiting the foregoing, standing committees of the Corporation shall include an Executive Committee, a Governance Committee, an Audit/Finance Committee, and a Youth Advisory Committee, each of which shall have such authority as may be determined by the Board and shall report to the Board.

Executive Committee

The Executive Committee is responsible for the general direction of the organization and is empowered to act on behalf of the full board. Special functions of the committee include:

1. Preparing an annual report on the organization's performance and confirm the organization's compliance with existing legal, regulatory and financial reporting requirements.
2. Working with the Audit/Finance Committee to prepare the organization's budget and assessing the organization's financial performance in relation to the budget at least four times per year.
3. Hiring, establishing compensation and annually evaluating the performance of the Chief Executive Officer.

Membership: Executive Committee must consist of the Chair, Vice Chair, Secretary, Treasurer, standing committee chairs, one representative of the Mayor, one representative of the Allegheny County Executive, one member-at-large and other appointments at the discretion of the Chair.

Governance Committee

The Governance Committee is responsible for recommending nominees for appointment and/or reappointment to the board; reviewing bylaws and recommending any needed changes, developing best practices of highly functioning board, board education, and strategic and succession planning.

Membership:

Membership: The Governance Committee is made up of current members of the Board of Directors and one member at-large. The committee is chaired by a member of the board, who also serves on the Executive Committee. The Governance Committee is made up of current members of the Board of Directors and one member at-large. The committee is chaired by a member of the board, who also serves on the Executive Committee.

Audit/Finance

The Audit/Finance Committee is responsible for the direction and oversight regarding the overall financial management of TRWIB, Inc. Functions include reviewing and recommending the organization's annual budget (prepared by the staff) for final approval by the Board, long-term financial planning, monitoring actual vs. budgeted financial performance, establishment and monitoring of accounting policies and procedures, hiring, setting the compensation, and overseeing the auditor's activities. It set rules and processes for complaints concerning accounting and internal control practices. The Audit/Finance Committee is also responsible for review and recommendation for approval of the final audited financial statements, as well as any communications received from the auditor regarding internal controls, illegal acts, or fraud. The Audit/Finance Committee also serves as the primary point of contact for any employee who suspects that fraud has been committed against the organization or by one of its employees.

Membership: The Audit/Finance Committee is composed of a diverse group of Partner4Work Board members who are concerned with the financial situation of the Partner4Work and one member-at-large. Committee members will possess an understanding of the Partner4Work's diverse funding streams, funding restrictions and budgeting process. At least one member of the committee that is a board member and qualifies as a "financial expert." The Committee Chair is a Partner4Work Board member who serves on the Partner4Work's Executive Committee and as Treasurer of TRWIB, Inc.

Youth Advisory

The Youth Advisory Committee is charged with leading the efforts to prepare youth with the skills needed to develop a world-class workforce pipeline in Pittsburgh and Allegheny County. This Committee

recommends the distribution of funds, manages youth service contracts and guides the vision for youth programs.

Membership: The Youth Advisory Committee is comprised of current members of Partner4Work's Board of Directors and members of the community with the expertise in youth services. The committee is chaired by a member of the board who also serves on the Executive Committee.

Limitation on Power of Committees. No committee of the Board other than the Executive Committee, shall, pursuant to resolution of the Board or otherwise, exercise any of the powers or authority vested by these Bylaws or the Nonprofit Corporation Law of 1988 in the Board as such, but any other committee of the Board may make recommendations to the Board or Executive Committee concerning the exercise of such powers and authority.

Article VIII – Personal Liability of Directors

1. **Directors' Personal Liability.** To the extent permitted by law, a Director of the Corporation shall not be personally liable for monetary damages for any action taken, or any failure to take any action.
2. **Preservation of Rights.** Any repeal or modification of this Article by the Corporation shall not adversely affect any right or protection existing at the time of such repeal or modification to which any Member or former Member may be entitled under this Article. The rights conferred by this Article shall continue as to any person who has ceased to be a Member of the Corporation and shall inure to the benefit of the heirs, executors and administrators of such person.

Article IX – Indemnification

1. **Mandatory Indemnification of Directors and Officers.** The Corporation shall indemnify, to the fullest extent now or hereafter permitted by law, (including but not limited to the indemnification provided by Chapter 57, Subchapter D of the Pennsylvania Non-Profit Corporation Law) each Director or officer (including each former Director or officer) of the Corporation who was or is made a party to or a witness in or is threatened to be made a party to or a witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that s/he is or was an authorized representative of the corporation, against all expenses (including attorneys' fees and disbursements), judgments, fines (including excise taxes and penalties) and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding.
2. **Mandatory Advancement of Expenses to Directors and Officers.** The Corporation shall pay expenses (including attorneys' fees and disbursements) incurred by a Member or Officer of the Corporation referred to in Section 7.1 hereof in defending or appearing as a witness in any civil or criminal action, suit or proceeding described in Section 7.1 hereof in advance of the final disposition of such action, suit or proceeding. The expenses incurred by such Director or Officer shall be paid by the Corporation in advance of the final disposition of such action, suit or proceeding only upon receipt of an undertaking by or on behalf of such Director or Officer to repay all amounts advanced if it shall ultimately be determined that s/he is not entitled to be indemnified by the Corporation as provided in Section 7.4 hereof.
3. **Permissive Indemnification and Advancement of Expenses.** The Corporation may, as determined by the Executive Committee from time to time, indemnify to the fullest extent now or hereafter permitted by law, any person who was or is a party to or a witness in, or is otherwise involved in, any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that s/he is or was an authorized representative of the corporation, both as to action in his or her official capacity while holding such office or position, against all expenses (including attorneys' fees and disbursements), judgments, fines (including excise taxes and penalties), and amounts paid in settlement actually and reasonably incurred by him or her in conjunction with such action, suit or proceeding. The Corporation may, as determined by the Executive Committee from time to time, pay expenses

incurred by any such person by reason of his or her participation in an action, suit or proceeding referred to in this Section 7.3 in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined that s/he is not entitled to be indemnified by the Corporation as provided in Section 7.4 hereof.

4. **Scope of Indemnification.** Indemnification under this Article shall not be made by the Corporation in any case where a court determines that the alleged act or failure to act giving rise to the claim for indemnification (i.e., gross negligence or willful misconduct) is expressly prohibited by Chapter 57, Subchapter D of the Pennsylvania Non-Profit Corporation Law or any successor statute as in effect at the time of such alleged action or failure to take action.
5. **Miscellaneous.** Each Director and officer of the Corporation shall be deemed to act in such capacity in reliance upon such rights of indemnification and advancement of expenses as are provided in this Article. The rights of indemnification and advancement of expenses provide by this Article shall not be deemed exclusive of any other rights to which any person seeking indemnification or advancement of expenses may be entitled under any agreement, vote of disinterested Director, statute or otherwise, both as to action in such person's official capacity and as to action in another capacity while holding such office or position, and shall continue as to a person who has ceased to be an authorized representative of the Corporation and shall inure to the benefit of the heirs, executors and administrators of such person. Indemnification and advancement of expenses under this Article shall be provided whether or not the indemnified liability arises or arose from any threatened, pending or completed action by or in the right of the Corporation. Any repeal or modification of this Article by the members or the Executive Committee of the Corporation shall not adversely affect any right or protection existing at the time of such appeal or modification to which any person may be entitled under this Article.
6. **Definition of Authorized Representatives.** For the purposes of this Article, the term, "authorized representative" shall mean a Director, trustee, officer, employee or agent of the Corporation or of any corporation controlled by the corporation, or a trustee, custodian, administrator, committeeman or fiduciary of any employee benefit plan established and maintained by the Corporation or by any corporation controlled by the corporation, or person serving another corporation, partnership, joint venture, trust or other enterprise in any of the foregoing capacities at the request of the Corporation. The term "authorized representative" shall not include money managers or investment advisors (or any employees thereof) hired by the Corporation.

Article X – Restrictions Regarding the Operations of the Corporation; Administration of Funds, Contracts, Checks, Deposits, and Funds

1. **Fund Solicitation.** The TRWIB Board or its Officers or designated agents may solicit funds for special projects.
2. **Fund Maintenance.**
 - a) In accordance with the Workforce Innovation and Opportunity Act and all applicable federal and state policies and regulations, funds shall be maintained in such a manner as to ensure the safety, accessibility, and separateness from government funds.
 - b) Title I Funds of the Workforce Innovation and Opportunity Act will be maintained by such fiscal agent as the TRWIB and the Mayor for City funds and the County Executive for County funds, shall designate,
 - c) All other Funds may be maintained by the Board through its Treasurer.
3. **Funds and Contract Commitment or Disbursement.** Unless otherwise restricted by law, the following commitments and disbursements designate the level of approval that must be obtained prior to commitment or disbursement:
 - a) All grants that are to be awarded to the Corporation must be submitted to a vote of the Membership to accept the grant. Acceptance of the grant will require a simple majority of the

- members present at a meeting in which a quorum is declared. The full Board may delegate the authority to accept an award, or all awards, to the Executive Committee.
- b) The Treasurer will annually submit a budget to the full Board for approval, prior to the start of the fiscal year. Approval of the budget will require a simple majority of the members present at a meeting for which a quorum is declared.
 - c) CEO, upon acceptance of a grant award, shall have the authority to execute the grant and any contracts/agreements that are incorporated in the grant.
4. **No Private or Political Beneficiaries.** In keeping with the statement of purpose of the Corporation as set forth in its Articles of Incorporation, no part of the earnings or assets of the Corporation shall inure to the benefit of any private individual, and no substantial part of the activities of the Corporation or of any recipient of its funds shall be to carry on propaganda or otherwise to attempt to influence legislation or to aid any political campaign on behalf of any candidate for public office.
 5. **No Violation of Purposes.** In no event and under no circumstances shall the Executive Committee or Board make any distribution or expenditure, engage in any activity, hold any assets, or enter into any transaction whatsoever the effect of which under applicable federal laws then in force will cause the Corporation to lose its status as an organization to which contributions are deductible in computing the net income of the contributor for purposes of federal income taxation.
 6. **Annual Report.** The Treasurer shall submit annually to the Executive Committee and Membership a statement containing those details required to be included under the provisions of the Pennsylvania Non-Profit Corporation Law, the Articles of Incorporation of this Corporation, as it may be amended from time to time or any successor statute governing Pennsylvania nonprofit corporations or these Bylaws.
 7. **Books and Records.** This Corporation will keep correct and complete books and records of account and will also keep minutes of the proceedings of its Membership, Executive Committee and Committees' meetings. The Corporation will keep at its registered office the original or a copy of its Bylaws including amendments to date certified by the Secretary of the Corporation.
 8. **Tax Records.** The Corporation shall maintain at its principal office a copy of its application for exemption and all tax returns filed with the Internal Revenue Service. Such documents shall be made available during regular business hours for inspection for any person requesting to see them.

Article XI – Bylaw Amendments

1. **Authority.** Subject to the rights of the Directors set forth in the Pennsylvania Non-Profit Corporation Law, these Bylaws may be altered, amended and/or repealed from time to time by the affirmative vote of a two-thirds vote of the Membership entitled to vote.
2. **Notice.** The Directors of the Corporation shall be given at least seven (7) days' prior written notice of any meeting at which proposed changes to the Bylaws of the Corporation are to be considered or acted upon. Such written notice shall identify the specific sections of the Bylaws, which are under consideration and the proposed changes thereto.

P4W Staff Demographics (December 2021)

- 42% present as male; 58% present as female
- 73% present as Caucasian; 27% present as non-Caucasian
- 24% ages 20-30
- 40% ages 31-40
- 20% ages 41-50
- 7% ages 51-60
- 9% ages 60+
- 9% foreign born

[Program and Strategy Updates](#)

Programs for Adults

PA CareerLink[®] continues to offer in-person workforce development services to job seekers and employers from career centers in Downtown Pittsburgh and Forest Hills, as well as newly developed partnership sites in community locations throughout Allegheny County (see Career Services Expansion below). In addition to in-person services, PA CareerLink continues to offer a full range of workforce development services to job seekers and employers remotely. The lessons learned from building virtual platforms, increasing access to training programs, and developing new strategic partnerships during the pandemic will keep driving progress for PA CareerLink and its partner agencies.

The Adult and Dislocated Worker programs operated through **PA CareerLink**[®] registered more than 1,300 new participants and assisted in securing more than 600 job placements out of 780 exits in the year ending June 30, 2021, despite the difficult challenges of the COVID-19 Pandemic. In all, nearly 25,000 people in Allegheny County created new accounts with PA CareerLink[®] in PY20-21. The labor market has strengthened considerably since early 2021 and recruitment of job seekers into all programs has posed challenges. In the current program year, beginning on July 1, 2021, PA CareerLink[®] has registered approximately 500 new participants in Adult and Dislocated Worker programs and helped job seekers obtain 300 jobs to date.

The **Career Services Expansion Project** expands the reach of PA CareerLink[®] services in targeted neighborhoods across the city and county, utilizing new and existing networks of community-based organizations. PA CareerLink[®] Career Navigators are dedicated to receiving referrals from partner organizations to enroll unemployed and underemployed area residents in workforce services, including career readiness preparation, vocational training, and employment assistance. Begun in November 2020, there has been a marked increase in referrals and enrollments during the latter half of 2021 as more residents are preparing to return to work. Career Navigators conduct in-person services five days per week at 15+ community-based host sites, meeting people in their neighborhoods to engage in recruitment, enrollment, and delivery of career services. These Career Navigators are also participating in community event-based recruitment efforts to get the word out about PA CareerLink[®] services. This fall, PA CareerLink[®] computer stations were placed at host sites in target neighborhoods to serve people where they are by providing access to technology to complete employment services activities and enable virtual meetings with Career Navigators.

The **Industry Recognized Training Program** (IRTP) is entering its second year of operation, providing access for job seekers to quality vocational training to prepare for good paying jobs in high-demand occupations. Training focus areas include web development, IT security and maintenance, CDL preparation, emergency medicine, advanced manufacturing, construction, and more. Partner4Work began IRTP in November 2020, in close partnership with PA CareerLink[®] and various training partners, including UPMC, Tech Elevator, NuPaths, the Builders Guild, All State, Phase 4, CMU, and New Century Careers. Since then, more than 200 job seekers have participated. Based on the early success of IRTP, Partner4Work has issued a second proposal to identify quality occupational programs to be included in the IRTP portfolio, expanding the breadth of opportunities available to job seekers and employers. These award recommendations will be voted on at the December 17, 2021, meeting of the Partner4Work Board of Directors.

Work with the Community College of Allegheny County continues on the **Near Completers Demonstration Project (NCDP)**. The focus of this project is to develop new approaches to connect job seekers who previously dropped out of higher education and who were affected by the covid-19 pandemic. By supporting rapid credential attainment that qualifies the job seeker for work in high priority occupations, participants will be immediately able to enter the job market and earn family sustaining wages in their field of study. NCDP will support job seekers who have been displaced from employment due to the COVID-19 pandemic and who were within one semester (16-weeks or less) of completing training. The NCDP is off to a slow start; eligibility for the grant is narrow. Enrollments are expected to begin in January 2022. Grant activities must be completed by June 30, 2023.

Partner4Work issued new service delivery contracts for the **EARN and Work Ready programs**, beginning July 1, 2021, resulting from a competitive procurement conducted in the spring. EARN and Work Ready programs provide case management, career services, supportive services, job placement and retention services to clients of Temporary Assistance to Needy Families (TANF) and the Supplemental Nutrition Assistance Program (SNAP) in Allegheny County. Under the new contract structure, EDSI, Goodwill, and Grant Associates continue to serve as the primary EARN and Work Ready service providers in Allegheny County. EARN enrollments continue to be at low levels. EARN enrollments are driven almost exclusively by referrals from the County Assistance Office (CAO), which have been diminished during the covid-19 pandemic.

The **Pathway Home** program has begun enrollment to provide career services, vocational training, transitional employment, and comprehensive case management to 100 adults 18 and older exiting the Allegheny County Jail. Participants will begin training programs while incarcerated and transition to additional training and career and supportive services after release. Funded by a DOL Reentry Employment Opportunities grant in partnership with Midwest Urban Strategies, Partner4Work is one of three grantees in the MUS Reentry Network. Due to pandemic safety measures restricting access to and movement within the Jail, enrolling individuals residing in the primary jail facility continues to be delayed indefinitely. As of September, DOL approved expanding eligibility to individuals granted work release and living in facilities outside the jail. Enrollments are currently pending in the grant, but Partner4Work may need to ask for a grant extension to meet project goals.

Programs for Young Adults and Youth

The **Career Pipeline Program for Justice-Involved Young Adults**, operated by the Auberle Employment Institute and funded by a Youth Reentry grant from the PA Department of L&I, is in its second and final year of implementation and will serve participants through June 30, 2022. The target population for this project includes young adults with dual system involvement in the criminal justice and foster care systems. After a delayed start in 2020 to state restrictions to curb the spread of COVID-19, Partner4Work has exceeded almost all performance outcomes, including credential attainment and employment placements, and have begun over-enrolling to maximize community benefit of the grant. Program participants are engaged in GED preparation, legal services, career readiness activities, and vocational

training with providers including the Builder's Guild and Professional Training Associates, Inc.

Year Round Youth Programs are currently serving 692 young people (283 WIOA and 409 TANF) through the work of 14 providers across the County and City. TANF programs are 96% enrolled. WIOA programs have enrolled 56% of their total capacity, a reflection of the shift in the administration of WIOA youth programs to maintain open enrollment through the program year. Other areas of focus this program year are building intentional bridges between youth workforce programs and DHS, adult services and industry partners and strengthening case management strategies.

The **Business Education Partnership 3** project is a collaboration between Partner4Work, the City of Pittsburgh, Pittsburgh Public Schools' Career and Technical Education Program and Youth Enrichment Services. The goal of the project is to build stronger connections between youth in public sector CTE programs to employment pathways with local government. Programming included paid work experience for youth in fields of their interest and will conclude by June 30, 2022. Building off of lessons learned, we have applied for the next iteration of Business Education Partnership funds to support additional co-operative education opportunities for youth in Career and Technical Education (CTE) Centers in the county with employers that include UPMC, AHN and the Pittsburgh Airport, resulting in a pipeline of CTE graduates as employees.

Partner4Work administers the **Learn & Earn** program on behalf of Allegheny County and the City of Pittsburgh. In the summer of 2021, more than 1,800 young people were offered employment through Learn & Earn, 1,453 accepted positions and worked, with 96% completing the program. The **Corporate Learn & Earn Internship** is the capstone experience for

young people ages 18-24. Thanks to the advocacy and generosity of the Partner4Work board, we were able to secure more Corporate contributions than ever before. This year, 53 interns completed work experiences with 26 corporate hosts. Nearly half of the hosts (46%) are connected to our Industry Partnership efforts. Fundraising efforts to support next summer's Corporate Internship Program are underway. The application for 2022 will be open in February of 2022 for Corporate Interns and in March for general program participants.

Programs to Build Systems

The **Aspen Institute Family Prosperity Project** seeks to expand equitable opportunities for low-income working families by engaging individual employers in adopting family supportive policies and practices and creating career pathways and training pipelines. Over the coming months, Partner4Work staff will give presentations to Industry Partnership Councils, including restaurant and hotel employers, and begin working with individual employers to analyze and improve policies and practices related to job quality.

Work on Partner4Work's **Industry Partnerships** continues building employer-led initiatives. The **Technology Industry Partnership**, in collaboration with Pittsburgh Technology Council, announced the launch of Apprenti Pittsburgh, a national model of apprenticeships for Tech Jobs. Nine apprentices will finish their related technical instruction this month and will begin working full time with their employers



in January. The apprentices have been paid throughout their training. Recruitment for the next cohort of employer participants and apprentices has begun. The **Financial Services Industry Partnership** continues to work to expand the BankWork\$ program. BankWork\$ cohorts across the country have been small in 2021; the largest cohort of all providers has been 13, down from an average of 20-25 members. The cohorts run in Pittsburgh have also been small, but two of the last three cohorts have had 100% placement of graduates in Financial Services jobs. The **Healthcare Industry Partnership team** continues its work planning for registering apprenticeships in several healthcare roles.

Program Demographics

	Program Year 2018			Program Year 2019			Program 2020		
	Adults	Year-round Youth	Learn & Earn (2019)	Adults	Year-round Youth	Learn & Earn (2020)	Adults	Year-round Youth	Learn & Earn (2021)
Total Served	3,119	1,019	1,901	1,790	869	1,648	1,780	918	1,453
Gender									
Female	2,017	169	1,043	1,169	519	906	902	567	722
Male	1,102	232	845	621	305	691	786	351	716
Total	3,119	401	1,888	1,790	824	1,597	1,688	918	1,438
Race									
Black or African American	1,898	296	1,614	1,109	617	1,356	845	641	1,149
White	870	79	109	512	147	96	712	207	97
Asian	33	2	79	13	16	75	27	23	81
Hawaiian or Pacific Islander	3	-	2	1	3	-	3	2	-
American Indian or Alaska Native	10	-	12	7	3	8	7	5	4
Two or more races	141	13	10	67	66	21	47	22	61
Total	2,955	390	1,826	1,709	852	1,556	1,641	900	1,392
Wage									
Average	\$16.91	\$13.07		\$19.68	\$10.50		\$18.99	\$11.00	
Median	\$14.34	\$11.00		\$16.25	\$11.07		\$16.25	\$12.33	

Notes:

Total Served for adults are adults served through WIOA-Dislocated Worker, EARN (adult TANF), Work Ready and SNAP

Total served for youth are youth served through WIOA and TANF

Learn & Earn data are on a calendar year not WIOA program year (July1 to June 30)

EARN (Adult TANF) data are provided in aggregate by the Commonwealth.

Summary of Partner4Work Policy Updates:

To ensure alignment with WIOA and additional state and federal requirements, Partner4Work must develop program policies that guide how P4W-funded Adult, Dislocated Worker, and Youth services are delivered in Pittsburgh and Allegheny County. In addition, fiscal and administrative policies, as well as programmatic policies, must be voted on and approved by the Partner4Work Board of Directors prior to local implementation. Partner4Work staff has drafted the following for approval from the Board:

Program	Policy	Recommendation
WIOA Adult and Dislocated Worker	On-the-Job Training Policy	<p>Policy Description: This policy articulates how On-the-Job (OJT) training funds are to be administered in Pittsburgh and Allegheny County under the Workforce Innovation and Opportunity Act (WIOA).</p> <p>Recommendation: Approve the updated On-the-Job Training (OJT) Policy, which has been included, along with a summary of changes, as a part of this briefing book.</p>
WIOA Adult, Dislocated	Follow-Up Services Policy	<p>Policy Description: This policy describes how follow-up services are to be offered to participants of Workforce Innovation and</p>

Worker, and Youth		<p>Opportunity Act (WIOA) Title I Adult, Dislocated Worker, and Youth programs in Allegheny County and the City of Pittsburgh.</p> <p>Recommendation: Approve the updated P4W Follow-Up Services Policy, which has been included, along with a summary of changes, as a part of this briefing book. These changes were <u>approved</u> by the Partner4Work Executive Committee during their meeting on 12/03/2021.</p>
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TTY 412-271-4217

Downtown Pittsburgh

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

REGIONAL CENTERS

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

