

PARTNER WORK

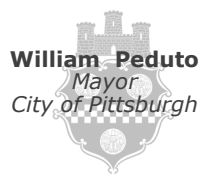
The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book

J u n e 1 , 2 0 1 8



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City of Pittsburgh

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Rich Fitzgerald
County Executive
Allegheny County

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Allegheny Housing Rehabilitation
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PARTNER4WORK Board of Directors' Meeting

7:45 to 9:45 a.m. June 1, 2018

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

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

2. Consent Agenda *Mark Latterner*
ACKNOWLEDGE: The actions taken by the Executive Committee since the last full Board meeting:
 - Accept a total grant funding as outlined on page 20 of the Briefing Book.
 - Authorize Partner4Work to contract with Anthony Lacenere to develop a regional strategy to address the commercial driver shortage in southwestern PA
 - Authorize P4W to become part of the Midwest Urban Strategies Consortium, paying \$10,000 in annual dues
 - Authorize Earl Buford to continue as lead director of Midwest Urban Strategies
 - Upon proper review, authorize P4W to execute a Subscription Services Agreement with Employ Milwaukee for Midwest Urban Strategies
 - Executive Session held on April 11, 2018.

3. Board Strategic Plan Update *Deb Caplan, Interim CEO*
 - Regionalism
 - Influence/Pittsburgh Black Elected Officials Coalition
 - Business Engagement

4. Service Delivery *Jessica Trybus*
 - Overview of Core Adult Programs *McCrae Martino*
 - Key Performance Indicators for Core Adult Programs *Andy Smith*
Director of Adult Workforce Programs

5. Meet the CEO: A conversation with Earl Buford

6. **General Business**
 - Fiscal and Operations *Ed Hartman and Ray Herron*
ACTION: Set a conference call meeting of the Board for 2 p.m. June 28 to approve the 2018-2019 budget
ACTION: Approve the Human Resources Committee Charter and Compensation Policy
 - Youth Advisory *Deb Caplan*
ACTION: Approve the contract recommendations of the Youth Advisory Committee

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

8. Adjournment

2017-19 Overall Strategic Plan Dashboard



Thought Leadership

Be the local go-to organization on workforce development.

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

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

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

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

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

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

Serve people where they live.

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

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

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

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

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

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

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



Youth Pipeline Development



Connecting Job Seekers to Careers



Incubate Systemic Workforce Solutions



Internal Infrastructure

Speaking engagements with local, state and national audiences, Pittsburgh Community Reinvestment Group Summit; Pennsylvania Workforce Development Association; National Association of Workforce Boards.

Local, regional, and national press coverage received of the P4W's new CEO; Post-Gazette editorial board applauds CEO hire in April 16, 2018, edition.

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

Young adult providers are engaged with each other and with the Pittsburgh Works network to provide system of services. 929 ISY and OSY enrolled to date (96% of slots).

Post-secondary navigator onboarded and meeting with youth providers. Work beginning to connect CMU SMARTER program with youth providers.

Preparation for Learn & Earn 2018 underway, 1,600 eligible applications have been received as of 5/24/18. MOU negotiations continue with the City.

ULA on target to meet 1,800 placement goal with 1771 placements through April 2018 PW Employer Talks programming relaunched in May 2018.

Hazelwood CareerLink served 48 jobseekers (goal of 50 by June 30). Received second round of funding for youth employment specialist in Larimar. A total of 66 placements made via satellite centers.

900 EARN clients have been served YTD, compared to 1200 for the full year in 2016-17. TANF Work Ready program transitioned to P4W effective October 1. 500 Work Ready clients to be served this year.

P4W spearheading employer roundtable around CDL driver hiring challenges. P4W serving as fiscal agent for four apprenticeship/pre-apprenticeship grants awarded by PA L&I.

P4W is a partner in Hazelwood PLA. 92 individuals placed with UPMC as a result of the ESV/EIC program; on target to meet goal. 43 individuals placed in jobs through Quick Trains (APRI and PA Women Work).

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

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

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

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



On target



In progress; challenges due to external factors



Struggling/ adjust course

2017-19 Board Strategic Plan Dashboard



Regionalism

1

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

2

Explore political willingness for regional strategy.

3

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



Business Engagement

1

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

2

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

3

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



Influence

1

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

2

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

3

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

STRATEGIC OBJECTIVES



THOUGHT LEADERSHIP



- Public labor market data reports, opinion pieces, released
- Board-driven Regionalism, Influence/Pittsburgh Black Elected Officials Task Forces progressing.

RECENT REPORTS AND THINK PIECES

- [Breaking down barriers to occupational licensure and its benefits](#)

Jobs Reports

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

- [Where are the Jobs? April 2018](#) Area employers posted more than 19,000 jobs in April, a 17 percent increase from the previous month. Truck drivers, software developers, and sales representatives topped the list for the most advertised job openings.
- [Where are the Jobs? March 2018](#) Pittsburgh-area businesses posted 16,312 job openings in March, a 29 percent increase from February.

Digital Skills Occupations

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

- [Digital Skills Occupations, January-March 2018](#) In the first quarter of 2018, digital skills occupations represented 60 percent of all jobs posted online for the Pittsburgh Metropolitan Area. These jobs included registered nurses, software developers, and HR specialists.

Opportunity Occupations

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

- [Opportunity Occupations, January-March 2018](#) Opportunity occupations represented 38 percent of all jobs posted online for the Pittsburgh Metropolitan Area in the first quarter of 2018.



YOUTH PIPELINE DEVELOPMENT



- Year-round providers have shifted efforts to work experience and placements, including employment and post-secondary. PY17 second quarter WIOA performance data has been received from the State. The only outcome available is *placement in the second quarter after exit*. Partner4Work reached 60.9 percent, exceeding the goal of 57 percent for youth.
- New funding received to pilot robotics training for providers and youth and to continue to create a high school-to-career pipeline working in Career and Tech Centers.
- Learn & Earn recruitment nearly complete, with applications approaching 2017 numbers; corporate internship contractor working in partnership with P4W to secure corporate worksites; youth interviews underway.

IN-SCHOOL AND OUT-OF-SCHOOL PROGRAMS

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

- Twelve providers enrolled a total of 444 in-school youth (ISY) and 485 out-of-school youth (OSY) in PY 17. ISY programs are fully enrolled for the second consecutive year. OSY programs enrolled 93 percent of potential young adults for the year.
- Providers are working to help in-school youth create plans for success in college and/or find jobs and helping out-of-school youth find additional career training, work experience, and job placements.
- Out-of-school youth have already earned 365 industry-recognized credentials, including 202 high school diplomas and GEDs. 215 OSY (44 percent) have already begun working or entered post-secondary education. More than 310 young adults have participated in work experience in ISY and OSY programs.

LEARN & EARN

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

- The Learn & Earn application period is expected to close on June 1. More than 3,600 youth have begun applications. Almost 1,700 young adults have completed eligible applications. Partner4Work is working closely with the City and Application Support Centers to help youth complete their applications. In addition, the staff is working with the County to increase outreach to County residents. Completion rates are in line with those from 2017 and are increasing as we get closer to the end of the application period.
- Eligible youth are being matched to providers. Matching started earlier this year in response to provider feedback and to allow for more time to match assigned youth with appropriate worksites.
- Interviews with corporate intern candidates are underway. To date, 30 corporate slots have been secured, a 7 percent increase from 2017. Partner4Work and Goodwill staff completed initial interviews with 33 candidates. Applicants appropriate for the corporate Internship program are being referred to corporate partners for interviews.

PILOT PROGRAMS

- Forty-seven youth are enrolled in Digital Skills training classes through the Google initiative. Twenty-eight of these youth (60 percent) have completed at least one module of the five-module training program. Two youth have completed multiple modules. Youth will be trained in basic computer skills, networking, coding, and cyber-security. P4W is keeping pace with other nonprofits in the initiative.
- Strategic Innovation Grant: CMU Smart Manufacturing and Advanced Robotics Technology Extended Reach (SMARTER), PA Dept. of Labor and Industry (awarded May 2018): This funding will be used to expand the CMU SMART project to currently funded Partner4Work youth providers and participants. The project addresses the region's need for a skilled technical workforce by creating a non-traditional pathway for students to earn industry-recognized credentials in electronics, computer science, and applied STEM. Ten case managers from five organizations and 40 youth will be trained in career paths, occupational skills, and soft skills through the project.
- State and Local Internship Program (SLIP), PA Dept. of Labor and Industry (awarded May 2018): This funding will create summer youth employment programming for young adults in Career and Tech Centers. Youth will work 37.5-40 hours per week and earn at least \$10.15 per hour. Youth will also receive work readiness training.
- Business Education Partnership, PA Dept. of Labor and Industry (awarded May 2018): This funding will be used to continue work initially funded by P4W with the Consortium for Public Education to create a high school to career pipeline with PNC, UPMC, and FedEx. P4W also will pilot a Health Careers Academy between two local Career and Tech Centers and CCAC and will continue work to introduce middle school students to opportunities available at their local Career and Tech Centers and work to provide better career resources to school districts throughout the County.



CONNECTING JOB SEEKERS TO JOBS



- Placement numbers for WIOA enrollees on target; continuing to work closely with United Labor Agency (ULA) to improve service delivery within PA CareerLink® Pittsburgh/Allegheny County
- The neighborhood-based strategy continues to develop in Hazelwood
- Analysis underway of the distribution strategy of CareerLink to assess the effectiveness of ULA's presence in libraries and the Energy Innovation Center.
- The one-stop operator has engaged a wide range of CareerLink staff and is leading improvements to the referral system, inclusion of new partners, and has presented a proposed scope and outcomes for year 2.
- Adult TANF programming underway with over 900 individuals served by the EARN program.
- P4W continues to serve job seekers with significant barriers to employment through programs including Transitional Jobs and Training to Work

PITTSBURGH WORKS

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

- Pittsburgh Works partners have referred 1,457 job seekers to United Labor Agency (ULA) for job placement services between July 1, 2017, and April 30, 2018.
- The Pittsburgh Works online workforce directory, available at partner4work.org, is a digital tool that enables providers and job seekers to easily search for workforce development opportunities based on the type of service needed, location, and keywords. A hard launch is planned for early fall 2018.
- In May, Pittsburgh Works hosted an Employer Talks roundtable discussion on construction, with a focus on the hiring needs, processes, and challenges faced by small businesses. The event featured three employers and was attended by twelve community providers. Additional Employer Talks sessions focusing on Opportunity Occupations are planned for the remainder of the year.

HAZELWOOD NEIGHBORHOOD STRATEGY

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

- In year one of programming – July 1, 2017, to June 30, 2018 – P4W established a PA CareerLink satellite at the Carnegie Library of Hazelwood and developed relationships with the Hazelwood Green developers.
- P4W has worked closely with neighborhood groups and key community stakeholders to increase buy-in from residents.
- ULA continues to provide individual career counseling, access to WIOA programs, and referrals to other opportunities, job fairs, and community events at the PA CareerLink satellite and other locations in Hazelwood. As of April 30, 2018, 48 Hazelwood residents have been engaged in career services (goal: 50), seven have been sourced to employers (goal: 40), and three have been placed in jobs.
- Job placement is a challenge due to the lack of job openings in Hazelwood and the desire of many residents to remain employed in the community; many job seekers require some additional work readiness skills and supportive services.

- In May 2018, P4W released an RFP for a community-based provider to provide wraparound support to Hazelwood residents seeking employment. The provider will be selected in early June and will provide services through December 2018 with an option to extend based on outcomes.
- P4W and ULA also are working with the Glen Hazel Community Collaborative, the Hazelwood Initiative, and Jackson & Clark to promote local hiring events as well as educate residents about job opportunities available in and near Hazelwood.

TRANSITIONAL JOBS

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

- Partner4Work is in its second year of TJ services in partnership with Community Kitchen Pittsburgh, the Trade Institute of Pittsburgh, and Center for Employment Opportunities (CEO). Transitional jobs are focused in culinary arts, masonry, welding, and moving services.
- In year one of programming — July 2016 to June 2017 — 65 job seekers were served.
- In year two of programming — July 2017 to June 2018 — the goal is serving 83 individuals with a current enrollment of approximately 69.
- Partner4Work has also just recently issued a new RFP for Transitional Jobs (TJ) services, for the period of July 2018 to June 2019, with the potential for two additional option years.

TRAINING TO WORK

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

- Between January 2017 and September 2019, the goal is to provide 170 re-entrants with career services and vocational training opportunities.
- Contracts have been executed with the United Labor Agency (ULA) to provide career services; the Allegheny County Department of Human Services (DHS) to provide case management; PHASE 4 to provide mentoring. Occupational training is being provided through partners on the Eligible Training Provider List, as well as a designated group of training providers selected specifically for this project.
- As of April 2018, 104 individuals have enrolled in the Training to Work program.

ALLEGHENY COUNTY ADULT TANF

Effective July 1, 2017, Partner4Work assumed oversight of the Allegheny County **EARN** program. EARN is funded by Temporary Assistance for Needy Families (TANF) and is designed to assist adults in transition from welfare to work. EARN provides case management, job preparation, career development and job retention services to decrease dependency on public assistance and establish self-sufficiency.

- Partner4Work has EARN contracts with Educational Data Systems, Inc. (EDSI), Goodwill of Southwestern Pennsylvania, and the SRS Group, Inc. Collectively, EARN providers work with more than 1,000 individuals per year, assisting them toward achieving goals related to job placement, job retention, and credential attainment.
- Partner4Work is focused on improving EARN program practices and policies, strengthening relationships with stakeholders and integrating EARN programming with existing Partner4Work activities.

Partner4Work also assumed oversight of Allegheny County's **Work Ready** program, effective October 1, 2017. Funded by Temporary Assistance for Needy Families (TANF), Work Ready aims to serve participants with significant barriers to employment who would otherwise be enrolled in EARN by providing assessment, supportive services, work-related activities, and training services to help clients stabilize barriers and achieve self-sufficiency.

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



INCUBATE SYSTEMIC WORKFORCE SOLUTIONS



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

TECHHIRE PITTSBURGH

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

- As of April 30, 2018, 19 students are enrolled in the first two coding boot camp cohorts provided by Academy PGH. Seven additional students will be recruited for a third cohort in the summer. By October 2018, we aim to have 75 percent of participants placed in jobs. All students funded by P4W have ongoing access to job placement and supportive services provided by Jewish Family & Community Services of Pittsburgh.

REGISTERED APPRENTICESHIPS

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

In May 2018, the PA Department of Labor and Industry awarded funding to four apprenticeship and pre-apprenticeship programs in Allegheny County, including:

- Catalyst Connection: \$50,000 capacity-building grant for Industrial Manufacturing Technician apprenticeship; the goal of enrolling 10-12 new apprentices.
- Finishing Trades Institute of Western PA: \$43,833 capacity-building grant for apprenticeships including Painter, Drywall Finisher, and Glazier; the goal of enrolling 50 new apprentices.
- University of Pittsburgh Manufacturing Assistance Center: \$45,495 capacity-building grant for Basic Machinist and CNC Machinist apprenticeships; the goal of enrolling 7 new apprentices.
- North America's Building Trade Union: \$70,000 grant for Construction Pre-apprenticeships; the goal of enrolling 35 pre-apprentices.

Partner4Work will serve as the fiscal agent for all grantees and will continue to gather data about what is working and expand our efforts to increase apprenticeships in the region.

VETERANS VALUE INITIATIVE

Partner4Work, in partnership with the Tri-County and Westmoreland/Fayette workforce development boards, received \$500,000 in 2015 to connect dislocated or long-term unemployed veterans with work-based training and jobs in construction, energy, healthcare, information technology or manufacturing.

- As of April 2018, 100 veterans have received career services and/or occupational skills training through the program, exceeding the goal of 60 veterans served, and 78 participants have obtained employment.



INTERNAL INFRASTRUCTURE



- Board composition compliant with state and federal requirements; Human Resources and Service Delivery Committees re-established; all Task Forces established and progressing.
- Fiscal systems selected and to be implemented in 2018.
- Program evaluation model continues to evolve.

PROGRAM EVALUATION

The program evaluation team has collected data from most of our providers using the below tools for qualitative, quantitative, and compliance-related information. These data are currently being analyzed to arrive at the measures to be included on upcoming program evaluation scorecards.

- **Risk Assessment:** An assessment of organizational and program capacity used to identify the scope and depth required for monitoring.
- **Participant Case File Reviews:** Individual client eligibility, services, and outcome documentation is checked against electronic records for assurance of compliance requirements and data integrity.
- **Program Monitoring Tools:** Program specific tools that prompt provider staff to respond regarding physical compliance (i.e. ADA accessibility, file retention), compliance with policies and contract scope of work, best practices, and technical assistance needs.
- **Program Evaluation Survey:** A survey of provider staff perceptions and practices with responses comparable across all providers and programs. Focus areas include:
 - Service delivery
 - Participant outreach, recruitment, and retention
 - Educational institution engagement
 - Employer engagement
 - Provider data collection and analysis

The timeline for the completion of PY2017 program evaluation activities is as follows:

May-June

- Complete program monitoring for PY2017 Learn & Earn and Adult TANF
- Communicate final monitoring results letters to providers, request corrective action plans as necessary
- Develop the variables, measurements, and models that make up the final program evaluation scorecards

June-August

- Analyze final data from PY2017
- Assemble provider and program scorecards
- Revisions to evaluation instruments for PY2018

September

- Final PY2017 scorecards assembled
- PY2017 program evaluation results shared with Board

MEETING MATERIALS

Minutes of Partner4Work (P4W) Board of Directors' Meeting
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222
7:45 to 9:45 a.m.
March 23, 2018

Board Members Present

Allen, Will (phone)
Barcaskey, Rich
Belechak, Joe (phone)
Block, Don
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann (phone)
Hartman, Ed
Katona, Marci
Kuzma, Lisa (phone)
Lane, Majestic
Latterner, Mark
McLaughlin, Caitlin
Nobers, Jeff
Pollard, Joshua
Powers, Beth
Schlosser, David
Staszko, Frank
Trybus, Jessica
Washington, Dr. Nancy (phone)

Guests Present

Drent, Gary
Gant, Sonya
Megenhardt, Dave
Tokar, Joseph

Staff Present

Caplan, Debra
Ford, Carolyn
Herron, Ray
Kadisevskis, Kat
Martino, McCrae
Moore, Dillon
Pajewski, Jennifer
Puskar, Susie
Smith, Andy
VanderMolen, Jamie
Young, Rebecca

Board Members Absent

Bell, Natalie
Cherna, Marc
Ferraro, Melissa
Gittlen, Ike
Hippert, Dr. Linda
Kelly, Darrin
Massaro, Steve
Pipitone, Scott

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:45 a.m. with announcements about Board membership:

- Although she was unable to attend, Natalie Bell, Director of Talent Acquisition and Recruitment Service Delivery at UPMC, will represent UPMC on the Board, replacing Craig Stambaugh.
- Don Charlton, the founder of Jazz HR, resigned in early February, having relocated to the Atlanta area.
- Laura Fisher, formerly of the Allegheny Conference on Community Development, resigned from the Board at the end of January following restructuring at the Conference.

Before moving on to regular business, Interim CEO Debra Caplan recognized Vera Krekanova Krofcheck, Chief Strategy Officer. Ms. Krofcheck announced her resignation from P4W in late February, after being named Chief Research Officer of the Allegheny Conference on Community Development, a newly created position at the organization. My Caplan acknowledged Ms. Krofcheck's leadership and contributions to the growth of the organization.

Ms. Krofcheck will transition to the Conference full time and will continue at P4W on a part-time basis to continue to lead strategy and the research agenda for the organization until a new CEO is in place. Ms. Krofcheck also offered to continue to serve on the Business Engagement and Influence task forces.

In speaking about a new CEO, Mr. Latterner informed the group that an offer had been made to the leading contender for the CEO position. The individual has significant experience in workforce development with expertise in business engagement and fundraising, strategic areas for the organization. Mr. Latterner said he is confident the individual would take P4W to the next level and he was hopeful to make an announcement in the coming weeks.

Consent Agenda

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

The consent agenda included the following actions:

- Approve the minutes of the December Board meeting.
- Accept \$25,000 from The Heinz Endowments to support the CEO Search
- Acknowledge the actions taken by the Executive Committee meeting since the last full Board meeting. This includes:
 - Authorize the recertification of PA CareerLink through December 31, 2020.

On a motion by Dave Coplan, seconded by Rich Barcaskey, the consent agenda passed by unanimous vote.

Strategic Plan

Ms. Caplan offered her thanks and gratitude to the Board for their time and expertise during the transition. Specifically, Ms. Caplan thanked Beth Powers for lending her expertise on human resources, the Board members who have agreed to host Learn & Earn interns in the summer, and the Board members who agreed to lead and serve on Board-driven task forces.

The Board developed four task forces to address strategic objectives of the Board, Regionalism, Influence and Pittsburgh Black Elected Officials Coalition, and Business Engagement. Board Chair Mark Latterner and Vice Chair David Schlosser co-chair efforts around regionalism and have met with Ami Gatts and Board officer of Southwest Corner workforce board in Washington, Greene and Beaver counties. With the Southwest Corner leaders, the Regionalism Task Force agreed to focus efforts on addressing the shortage of commercial drivers in southwestern PA. Since an initial conversation in February, P4W and Southwest Corner established an action plan that included data analysis of regional job openings and the number of job seekers in the pipeline with a commercial driver's licenses. Efforts also include developing an understanding of the challenges companies such as EQT and Range Resources experience when hiring and retaining drivers. Ultimately, these efforts would culminate in a targeted recruitment event in a central location to connect job seekers with job opportunities. Mr. Latterner added that he believes with a successful outcome around CDL, P4W can develop a template to use in other sectors. He sees a broad-based advertising and educational campaign would be

beneficial in expanding the pool of candidates interested in working as a commercial driver. Mr. Schlosser commended Southwest Corner's leadership for embracing a regional approach.

Ms. Caplan thanked Will Allen for connecting P4W with the Shell Corporation. A representative from Shell would be meeting with P4W in April in hopes of identifying opportunities for collaboration and connecting with trade organizations, particularly as construction begins on the cracker plant in Beaver County.

The introduction to Shell aligns with the work of the Business Engagement Task Force, led by Lisa Kuzma and Cat McLaughlin. Efforts with the task force began in February with a strategy session aimed at answering fundamental questions around the issues businesses want to solve and how P4W could play a role in solving the challenges. During the session, the leaders agreed that technology shifts affect businesses of all sizes and in all industries. Future conversations would be held to develop a strategy around the businesses to target, how to engage with the businesses, and what possible solutions could be. Ms. Kuzma and Ms. McLaughlin reminded that significant work was ahead but a priority of the task force is to understand the minimum qualifications employers would accept in a new hire and training people with the skills and credentials needed by employers.

Ms. Caplan concluded the update with remarks about the Influence/Pittsburgh Black Elected Officials (PBEOC) task forces. Both groups are focused on advocacy and opening doors to opportunity. LaTrenda Leonard Sherrill and Dr. Nancy Washington chair the task forces, respectively.

Dr. Washington and Ms. Caplan met with County Councilman DeWitt Walton in January to discuss phase 2 of the Pittsburgh Peace and Justice Initiative, a compilation of recommendations from the community on areas such as housing, public safety, and employment. The report was released during a public forum in late February; Vera Krofcheck represented P4W at the forum. In reviewing the recommendations outlined in the report, the task force recognized alignment with the work of the board. Under the leadership of the task force, P4W crafted a framing document answering recommendations in the PBEOC report and shared it with the PBEOC. The task force will meet with the PBEOC in April and will seek their guidance and input about what P4W could be doing better and what the groups could do together.

Key Programmatic Updates

Chief Program Officer McCrae Martino provided a few key programmatic updates. P4W manages an \$18 million portfolio of programs serving 14,000 through a wide variety of engagement.

Title 1/United Labor Agency: P4W delayed issuing an RFP for Title 1 Adult/Dislocated Worker Service until a new CEO is in place. However, P4W is using the time to evaluate the efficacy of its place-based distribution strategy to make CareerLink services are in the right locations to maximize efforts. P4W and ULA meet monthly to discuss business engagement, new partner engagement, and other strategic issues.

TANF: Efforts are underway to understand the people served by both TANF and WIOA funding. P4W is working to increase placement rates as well as gain a deeper understanding of the population served. P4W expects to map the different populations served and share the data with the group at an upcoming meeting.

Apprenticeships: P4W and Majestic Lane and the Mayor's office was working to define non-traditional apprenticeship through the Mayor's responsible contracting initiative. Conversations are underway to expand these opportunities to other sectors including IT or finance.

TechHire: A significant portion of the conversation focused on TechHire. After funding two boot camp training programs in coding and quality assurance with meager placements in 2017 (4 of 26 graduates found jobs), P4W launched TechHire 2.0 and added a case management component to help provide support to dislocated workers connecting with the program. Efforts were underway to engage employers. The group discussed the disconnect between employers at the table at the start of the conversation to ensure students are receiving the training and credentials to fill the jobs and having hiring commitments from employers before training begins. The group discussed replicating the UPMC/Energy Innovation Center environmental services training for TechHire.

Learn & Earn: Applications for Learn & Earn 2018 opened in March and corporate outreach for the summer jobs program is underway. P4W met individually with each city council member to discuss plans for 2018. The MOU with the City was being finalized.

Key Performance Indicators for Youth Programs

Following the December Board meeting, Ed Hartman and Lisa Kuzma asked for a new communication method for the Board to understand the impact and outcomes of the dollars invested beyond anecdotal information from providers and participants. As a result of those conversations, P4W developed a Key Performance Indicator (KPI) of Youth Programs.

Director of Youth Innovation Susie Puskar led the discussion on the youth KPI. Ms. Puskar offered a deeper dive of the youth-serving programs.

- About 8,400 participants served through core programming are young adults. Of them, most are low touch, students at Career and Tech Centers, young people attending job fairs. Low-touch programs are relatively inexpensive and do not have measurable outcomes.
- The second largest group served through P4W youth programming are the young people engage with Learn & Earn, about 1,800 per year.
- Year-round programs, those serving in-school youth or out-of-school youth, is elemental to P4W's work. Nearly 40 percent of P4W's \$9.5 million investment in youth is spent on these 900-1,000 young people.
- All the contracted providers focus on helping young adults graduate from high school, earn their GED, or earn another industry-recognized credential; find a job and/or enter post-secondary.
- P4W employs several strategies to ensure success: providers are required to spend at least 20 percent of their contracted funding on work experience; contracts are executed with generalists, who serve all eligible youth, and specialists focused on special populations (e.g. disabled youth, dropouts.) P4W also frequently tries flexible programs with foundation and competitive grant dollars to be able to learn lessons quickly and leverage the best practices.
- An important shift to note: WIOA shifted employment/post-secondary outcome measurements to the second quarter after exit and fourth quarter after exit. Nearly 68 percent of out-of-school youth earned credentials during PY16. More than 61 percent have been placed in employment or post-secondary education with documentation. Based on these numbers, P4W expects that we will meet our year-round performance goals for PY16. In addition, 90 percent of in-school youth earned a credential and 76 percent have been placed in post-secondary or employment.
- The group discussed the difficulty in tracking outcomes a year after a young person leaves a program, and despite the requirement, providers are not paid more to do so.

COMMITTEE REPORTS

Service Delivery

Mr. Lattener introduced Jess Trybus, new chair of the Service Delivery Committee, and thanked Ann Dugan for her years of service as former chair.

Ms. Trybus reminded that Service Delivery is responsible for guiding and investing in adult programs. The committee is being reestablished will be charged with providing strategic direction and guidance to adult programs, reporting on outcomes, providing guidance and recommendations on policy changes at the local and state level. The Committee will convene in the spring.

Fiscal and Operations

Treasurer Ed Hartman, Chief Financial Officer Ray Herron, and Human Resources Committee Chair Dave Coplan offered an update on the budget, the audit for the FYE June 30, 2017, and progress on the HR Committee:

- 90 percent of the budget is government funds. The budget calls for 85 percent formula funding and 15 percent other. During the transition in leadership, P4W has been fundraising less for special initiatives.

- 85 percent of the budget funds programs, 15 percent are Partner4Work related including overhead, salaries and vendor contracts.
- After a material weakness in the 2015 audit, P4W was considered a high-risk organization with additional testing taking place in the last two years. With no findings in the last two years, P4W is now considered a low-risk organization.
- A new financial system is being explored with the expectation that it would be implemented by the end of the calendar year.
- The HR Committee is revising its charter and will focus on updating an outdated compensation policy and benchmarking staff salaries. An update from the Committee is expected at the June Board meeting.

On a motion by Rich Barcaskey, seconded by Ann Dugan, the Audit for the fiscal year ending June 30, 2017, was accepted by unanimous vote.

OPEN FORUM/PUBLIC COMMENT

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

ADJOURNMENT OF MEETING

On a motion by Jeff Nobers, seconded by Rich Barcaskey, the meeting adjourned at 9:23 a.m.

GRANT AGREEMENTS AND INCOMING FUNDING

Funder	Scope/Recipient	Amount
PA Dept. of Labor and Industry Capacity Building	Capacity Building Catalyst Connection	\$50,000 P4W portion: \$5,000
PA Dept. of Labor and Industry Capacity Building	Capacity Building FTI of Western PA	\$43,833 P4W portion: \$4,383
PA Dept. of Labor and Industry	Capacity Building Manufacturing Assistance Center	\$45,495 P4W portion: \$4,550
PA Dept. of Labor and Industry	Pre-apprenticeship North America’s Building Trade Union	\$70,000 P4W portion: \$7,000
PA Dept. of Labor and Industry	Strategic Innovation A. Philip Randolph	\$252,000 P4W portion: \$12,600
PA Dept. of Labor and Industry Strategic Innovation	Strategic Innovation CMU SMARTER	\$190,926.34 P4W portion: \$19,092.63
PA Dept. of Labor and Industry State and Local Internship Program	State and Local Internship Program (SLIP)	\$79,350 P4W portion: \$7,250
PA Dept. of Labor and Industry Business Education Partnership	Business Education Partnership Consortium for Public Education, CTCs, AIU	\$179,662.97 P4W portion: \$19,362.97
PA Dept. of Labor and Industry	TANF Youth Supplement	\$74,752.16 P4W portion: 11,212.82
PA Dept. of Labor and Industry/ Allegheny County and the City of Pittsburgh	WIOA Fiscal Agent Agreement	\$0.00
The Pittsburgh Foundation	Learn & Earn – City Youth	\$350,000
The Pittsburgh Foundation	Learn & Earn — County Youth	\$100,000
Highmark	Learn & Earn	\$50,000
PNC Charitable Trust	Learn & Earn	\$20,000
PNC	Learn & Earn	\$15,000
McAuley Ministries	Learn & Earn	\$50,000
Total:		\$1,571,019.40
Total awarded to P4W:		\$675,452.42

Capacity-Building Grants and Pre-Apprenticeship Grants (Catalyst Connections, FTI of Western PA, Manufacturing Assistance Center, North America’s Building Trade Union): The PA Department of Labor & Industry awarded capacity-building funding to develop the infrastructure for a workforce development partnership to support employers participating in apprenticeships. The state awarded additional grants to fund pre-apprenticeship programs with an active relationship with apprenticeship programs registered in Pennsylvania, supporting program costs including classroom instruction, curriculum development, and on-the-job training.

Strategic Innovation Grants (A. Philip Randolph and CMU SMARTER): The PA Department of Labor & Industry awarded strategic innovation grants (SIG) to the A. Philip Randolph Institute (APRI) and CMU SMARTER. APRI will deliver a training program designed to prepare job seekers for sustainable careers in the manufacturing and construction trades. The eight-week program provides participants with soft and technical skills training, and program graduates will receive at least three industry-recognized credentials. APRI’s targeted cohort will be low-income primarily African-American residents. CMU will use SIG funding to expand the CMU SMART project to currently funded Partner4Work youth providers and participants. The project addresses the region’s need for a skilled technical workforce by creating a non-traditional pathway for students to earn industry-recognized credentials in electronics, computer science, and applied STEM. Ten case managers from five organizations and 40 youth will be trained in career paths, occupational skills, and soft skills through the project.

State and Local Internship Program: This funding will create summer youth employment programming for young adults in career and technical centers. Youth will work 37.5-40 hours per week and earn at least \$10.15 per hour. Youth will also receive work-readiness training.

Business Education Partnership: This funding will be used to continue work begun with the Consortium for Public Education creating a high school to career pipeline with leading local businesses, create a Health Careers Academy between two local Career and Tech Centers and CCAC, continue work to introduce middle school students to opportunities available at their local career and technical centers and work to provide better career resources to school districts throughout the Allegheny County.

Supplemental Temporary Assistance for Needy Families Youth Development Funding: Additional TANF funding made available through the state, this money will be used to purchase career exploration tools, STEM equipment, and support existing providers.

Workforce Innovation and Opportunity Act Fiscal Agent Agreement: County Executive Rich Fitzgerald and Mayor William Peduto have designated Partner4Work to be the fiscal agent for Workforce Innovation and Opportunity Act funds allocated to the Allegheny County and the City of Pittsburgh. The agreement is in effect from July 1, 2018, through June 30, 2021. This designation allows Partner4Work to continue to deploy and provide oversight of WIOA dollars.

Debra Caplan
Interim Chief Executive Officer

Matt Aelmore
Program Evaluation Manager

Jack Bailey
Program Evaluation Assistant

Crystalline Barger
Learn and Earn Assistant
Manager

David Conway
Youth Program Coordinator

Sid Dash
PULSE Fellow

Kattia Delizin
Assistant Controller

Ryan Dodson
Accounting Clerk

Carolyn Ford
Contract Administrator

Shuly Goldman
Learn and Earn Manager

Ray Herron
Chief Financial Officer

Nic Jaramillo
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Katrina Kadisevskis
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Youth Program Coordinator

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Markese Long
Community Engagement
Specialist

McCrae Martino
Chief Program Officer

Jesse McLean
EARN Supportive Services
Coordinator

Dillon Moore
Director of Policy

Jennifer Pajewski
Board Relations Manager

Nathan Petrillo
Communications Manager

Susie Puskar
Director of Youth Innovation

Kris Roper
Senior Accountant

Laura Saulle
Director of Pittsburgh Works
Partnerships

Andy Smith
Director of Adult Workforce
Programs

Katrina Steinley
Research Fellow

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

Jamie VanderMolen
Administrative Assistant

Rebecca Young
Business Partnerships Manager

PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM

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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.

