



3 RIVERS WIB

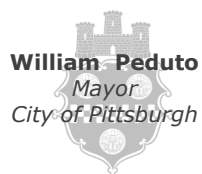
THREE RIVERS WORKFORCE INVESTMENT BOARD



Mark T. Latterner
President

Briefing Book

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3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

BOARD OF DIRECTORS

Mark T. Latterner, President

Executive Vice President, Citizens Bank

Barcaskey, Richard

Executive Director
Contractors Association of Western
PA

Belechak, Joseph

President
DiGioia and Associates

Block, Donald G.

Executive Director
Greater Pittsburgh Literacy Council

Bullock, Dr. Quintin

President
Community College of Allegheny
County

Caplan, Debra

Community Activist

Cherna, Marc

Director
Allegheny County
Department of Human Services

Cooper, Mary Frances

President and Executive Director
Carnegie Library of Pittsburgh

Coplan, David A.

Executive Director
Human Services Center Corp.

Dugan, Ann

Managing Director
Headwaters SC

Ellsworth, Laura

3RWIB Vice President
Partner-in-Charge, Global
Community Service Initiatives
Jones Day

Fincke, Jason

Executive Director
Builders Guild of Western PA

Fisher, Laura

Senior Vice President
Allegheny Conference on
Community Development

Gdovic, Ron

President and Founder
WindStax Power Systems

Gittlen, Ike

Technician
United Steel Workers

Hartman, Ed

3RWIB Treasurer
Director of Finance and Accounting,
AIRes

Hippert, Dr. Linda

Executive Director
Allegheny Intermediate Unit

Imam, Razi

Founder
and Chief Executive Officer
113 Industries

Johnson, Cindy

Senior Vice President, Chief
Human Resources Officer
Allegheny Health Network

Jones, Marsha

Executive Vice President and Chief
Diversity Officer
PNC

Katona, Marci

District Administrator
Office of Vocational Rehabilitation

Kuzma, Lisa

Senior Program Officer
Richard King Mellon Foundation

Lucore, Rebecca

Chief of Staff
Covestro

Nolder, Steve

Vice President of Human
Resources and Logistics
Calgon Carbon

Pipitone, Scott

President and CEO
Pipitone Group

Powers, Beth

Senior Vice President and Chief
Human Resources Officer
ATI

Shea, Jack

President,
Allegheny County
Labor Council AFL-CIO

Sherrill, LaTrenda Leonard

Deputy Chief of Operations and
Administration
City of Pittsburgh

Stambaugh, Craig

Vice President, Human Resources
and Talent Acquisition,
UPMC

Trybus, Jessica

3RWIB Secretary
Founder
and Chief Executive Officer
Simcoach Games

March 1, 2016

MEETING AGENDA

Welcome and Call to Order

Roll call and declaration of proxies

Mr. Mark Latterner, President

General Business

Consent Agenda Items (page 11)

- **ACTION:** Accept \$250,000 from the PA Department of Labor and Industry for TechHire
- **ACTION:** Accept \$25,000 from the PA Department of Labor and Industry for Nontraditional Apprenticeship Planning
- **ACTION:** Approve the minutes from the December 18, 2015, Board meeting (page 12)
- **ACTION:** Acknowledge the actions taken by the Executive Committee since the last full board meeting:
 - Accept \$669,000 from the state Department of Labor and Industry for micro-credentials
 - Approve sending naming options for legal review
 - Agree to maintain existing local areas consistent with WIOA— keeping the City of Pittsburgh and Allegheny County astwo separate workforce development areas (page 17)

Audit/Finance Committee

Mr. Latterner

- **ACTION:** Approve the Audit for the FYE 06.30.15
- **ACTION:** Approve the Form 990 submission for TRWIB, Inc. and RWC

Discussion

WIOA Implementation (page 22)

Mr. Latterner

- State and local planning; strategic planning
- **ACTION:** Approve additions to the 3RWIB Strategic Plan (page 25)

Service Delivery (page 26)

Ms. Ann Dugan, Chair

- United Labor Agency partnership update
- Pittsburgh Works Technical Assistance
- **ACTION:** Approve 3RWIB Policy changes (page 27)

Youth Advisory Committee (page 28)

Ms. Laura Ellsworth, Chair

- Year-round program update (page 29)
- Summer Youth Employment

CEO's Report

Ms. Stefani Pashman, CEO

Open Forum: Board Member Comments

Public Comment Period

Individual speakers are limited to three (3) minutes.

Adjournment

2015-16 Strategic Plan Dashboard



Thought Leadership

- Goal 1 1 Be the local go-to organization on workforce development/Establish a transparent, accessible workforce system.
- Goal 2 2 Demonstrate to individuals using the services as well as to tax payers and community at-large the impact of workforce programs.
- Goal 3 3 Provide leadership to WIOA implementation in Allegheny County and the broader region.



Youth Pipeline Development

- Goal 1 1 Serve youth through a high quality youth workforce system through strategic investments in programs that produce results.
- Goal 2 2 Establish strong linkages with CTCs/Post-secondary institutions to align programming with career pathways & labor market demand.
- Goal 3 3 Continue and grow the summer employment efforts of Learn & Earn to engage more than 2,000 youth.



Connecting Job Seekers to Careers

- Goal 1 1 Build a highly efficient job placement infrastructure through alignment of local public and private services (PGH Works).
- Goal 2 2 Serve individuals where they access services by using PGH Works to increase system capacity by expanding job placement services.
- Goal 3 3 Map and define appropriate intersections with human services programs in preparing job seekers for job placements.



Systemic Workforce Solutions

- Goal 1 1 Transition business solutions from industry partnership model to viable sector strategies that meet broad talent needs of key industries.
- Goal 2 2 Continue to design, pilot and scale innovative WD solutions in collaboration with employers and PGH Works members.
- Goal 3 3 Experiment with and determine efficacy of neighborhood-based WD strategies.



Internal Infrastructure

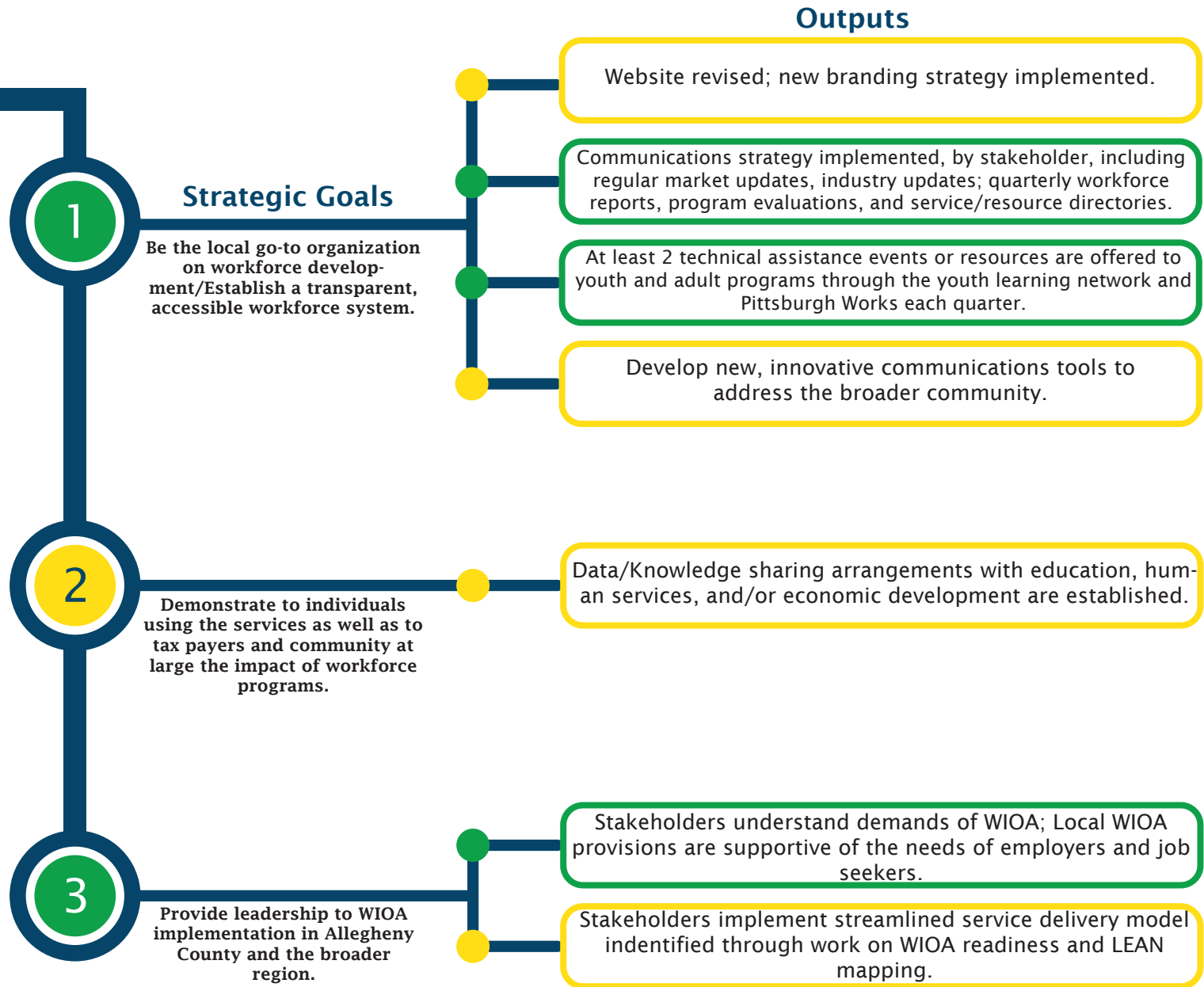
- Goal 1 1 Continue to diversify funding in support of strong public/private WD infrastructure.
- Goal 2 2 Reinforce internal infrastructure to support acceleration and/or expansion when needed/Ensure Board makeup and all policies are optimized.
- Goal 3 3 Strengthen organizational knowledge management and ensure staff skills, knowledge and interest to advance strategic priorities.

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

Strategic Goal: Close Up



Thought Leadership

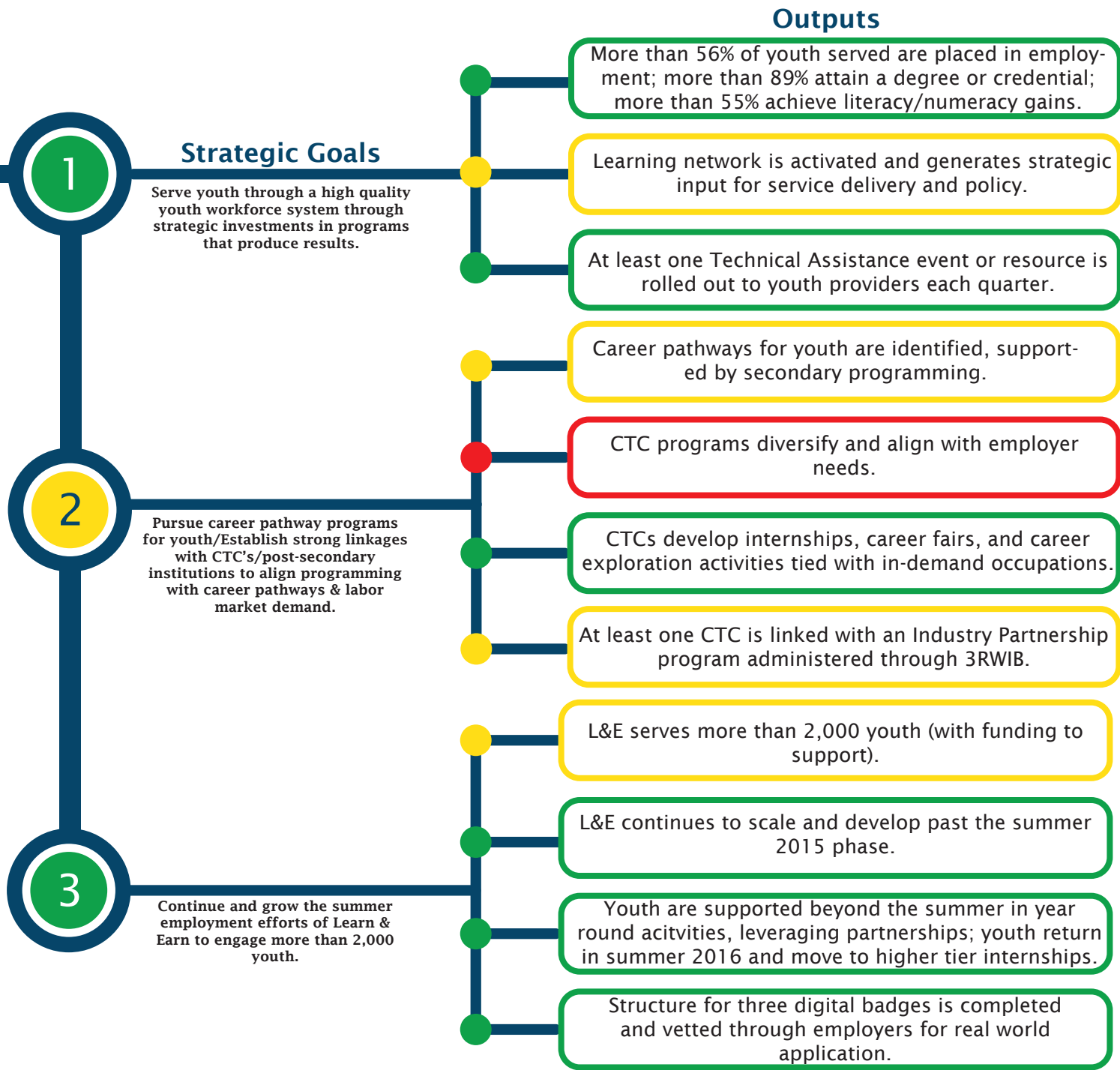


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Strategic Goal: Close Up



Youth Pipeline Development

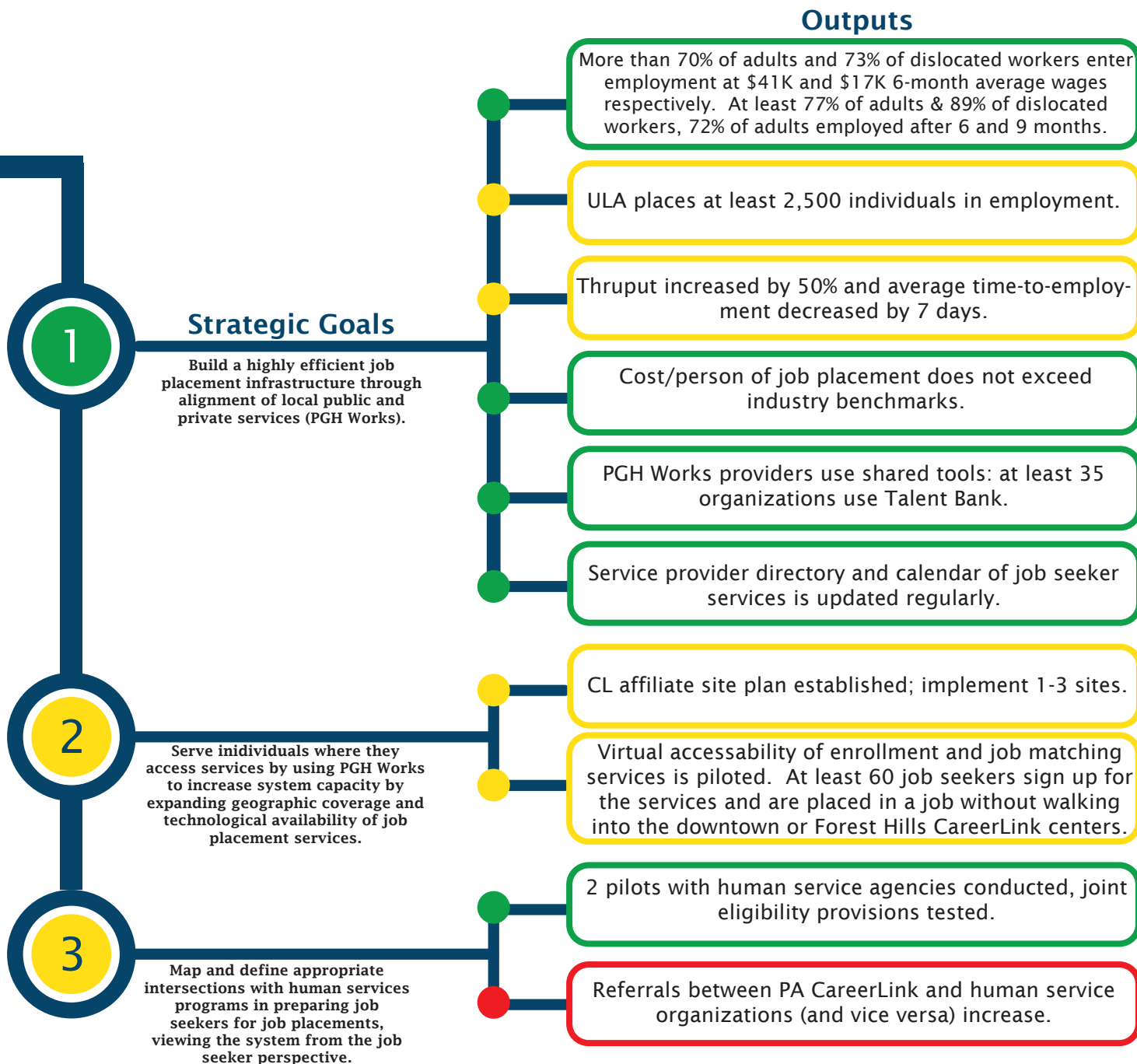


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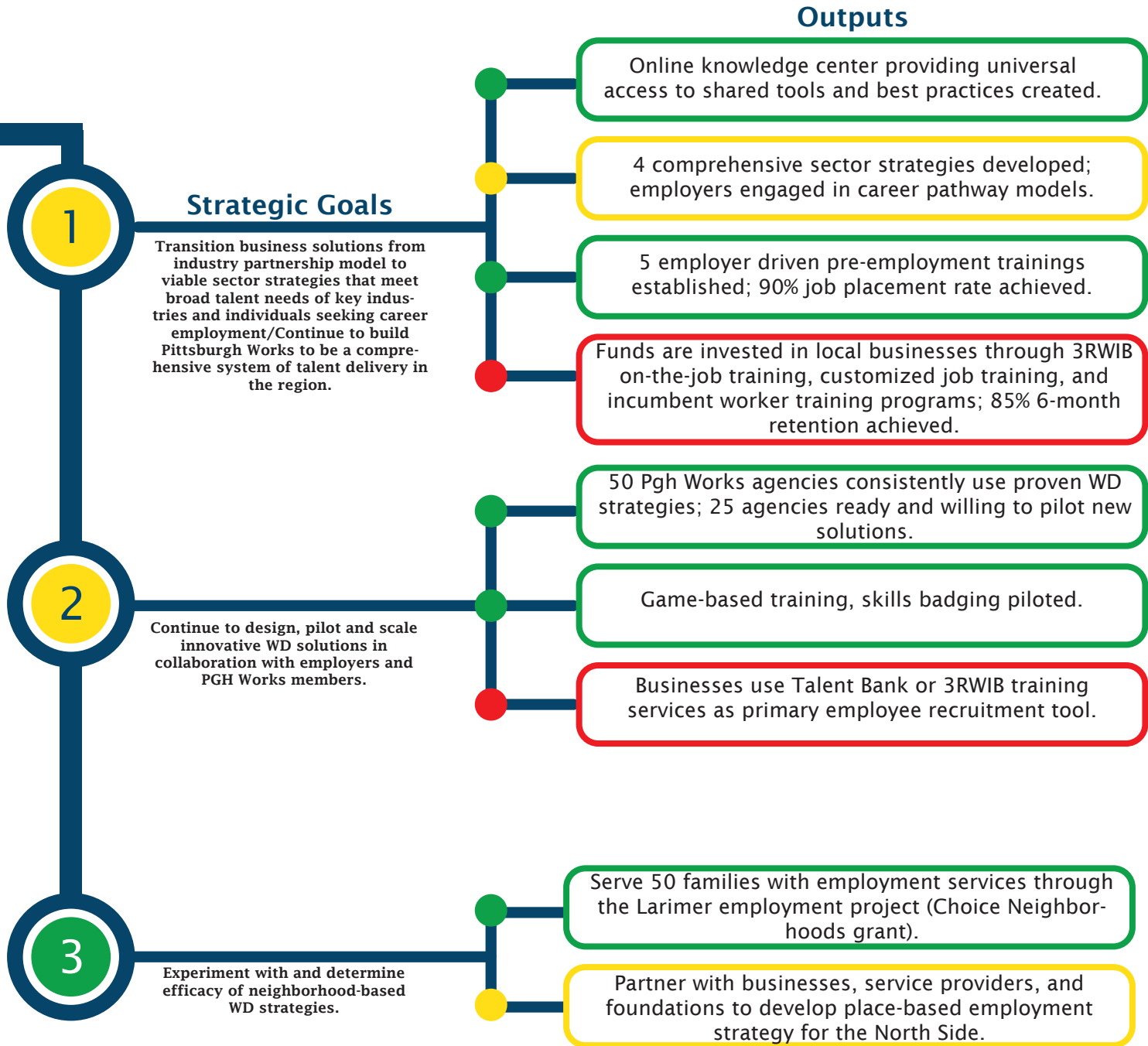
Strategic Goal: Close Up



Connecting Jobseekers to Careers

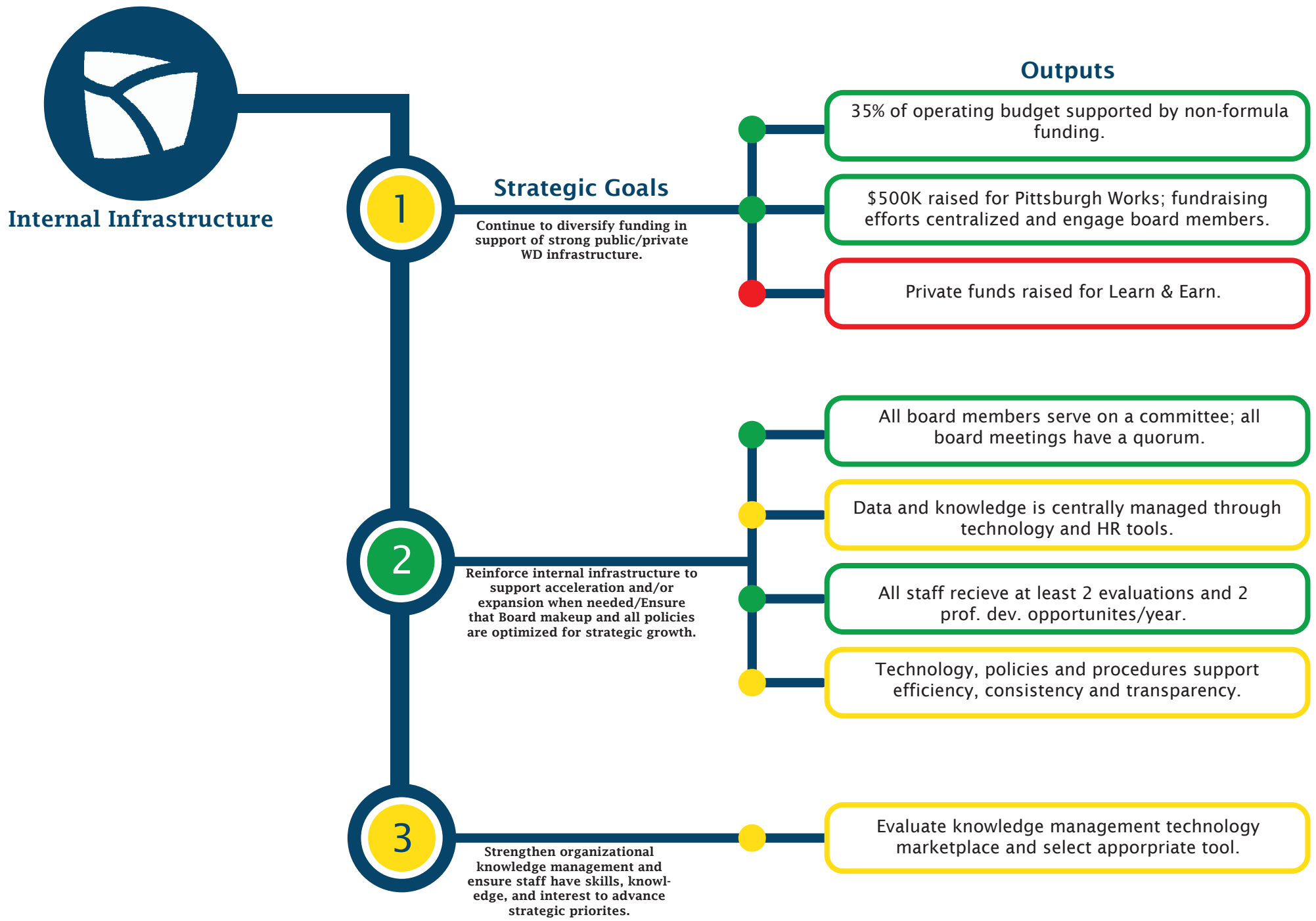


- On target/progress being made
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- On target/progress being made
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- Struggling/need to adjust course

Strategic Goal: Close Up



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

MEETING MATERIALS

Grant funding received

- **\$669,000 from the state Department of Labor and Industry for Micro-credentials** — Through the micro-credentials grant, and in collaboration with the Community College of Allegheny County, we will develop three tracks of micro credentials to assist out of school youth, adults with low basic skills, individuals who are underemployed/unemployed, and other learners with significant barriers to education and training to develop concrete skills along key career paths for our region: patient care technician, health information, and computer user network support technician. The program is one of seven in Pennsylvania funded through a Workforce Information Fund grant.
- **\$250,000 from the state Department of Labor and Industry to TechHire** — TechHire will provide a systemic approach to match job seekers, workers and students to high demand IT and tech-related jobs that do not require a four-year degree. In collaboration with the Mayor’s Office, Allegheny County Department of Economic Development, Pittsburgh Technology Council, Community College of Allegheny County, Pittsburgh Public Schools, Allegheny Intermediate Unit, Remake Learning, and others, we will explore options to effectively address the local tech supply-demand issues.
- **\$25,000 from the state Department of Labor and Industry for Nontraditional Apprenticeship Planning** — In partnership with CCAC, this initiative is a public-private collaboration focused on planning efforts that will result in the development of new registered apprenticeship programs in medical record technology and health care informatics

Minutes of 3RWIB Board of Directors' Meeting
Minutes of TRWIB, Inc., annual Board of Directors' Meeting
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222
7:45 to 9:45 a.m.
December 18, 2015

Board Members Present

Barcaskey, Rich
Belechak, Joe
Block, Don
Bullock, Dr. Quintin
Caplan, Debra
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Ellsworth, Laura
Fincke, Jason
Gittlen, Ike
Hartman, Ed
Hippert, Dr. Linda
Imam, Razi
Katona, Marci
Kuzma, Lisa
Latterner, Mark
Lucore, Rebecca (phone)
McKinney, Carolyn
Pipitone, Scott
Powers, Beth
Sherrill, LaTrenda Leonard
Trybus, Jessica

Board Members Absent

Cherna, Marc
Fisher, Laura
Gdovic, Ron
Johnson, Cindy
Jones, Marsha
Nolder, Steve
Shea, Jack
Stambaugh, Craig

Guests Present

Handlovitch, Melissa
Henderson, Sean
Lampman, Chester
Leipold-Mostel, Jodi
Pferdekamper, Eric
Sljva-Blystone, Amy

Staff Present

Dodds, Vanessa
Doong, Simon
Hudson, Scott
Krekanova Krofcheck, Vera
Lee, Mychael
Long, Markese
Martino, McCrae
McKelvey, Carey
Michelson, Becca
Omlor, Regina
Pajewski, Jennifer
Pashman, Stefani
Puskar, Susie
Shields, Cynthia

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:48 a.m. and thanked board members and guests for accommodating the schedule change. He also announced that the meeting would serve as the annual corporate meeting of TRWIB, Inc., and held concurrently to the regular Board of Directors' meeting of 3RWIB.

Each board member was handed a set of blank notecards as a thank-you gift for service. The cards depicted a series of workforce photos taken in 2010 by a Pittsburgh-area photographer.

Mr. Latterner called attention to several pieces included in the briefing book.

Platform to Employment, the pilot program to reconnect 25 of the long-term unemployed, kicked off Nov. 9 and concluded Dec. 11. All but one participant graduated from the program and all are beginning to search for their paid work experience. Pittsburgh is the 15th city in the country to implement this national best-practice model and it is being funded by more than \$300,000 in federal funds.

The youth involved in **Learn and Earn**, the summer youth employment initiative in collaboration with the City of Pittsburgh and Allegheny County, worked nearly 174,000 hours and added more than \$1.2 million to the local economy during the six-week program.

Copies of the final reports from the city and county were distributed electronically; a draft of the program evaluation conducted by the University of Pittsburgh is complete. Results would be shared with the board at a later date.

3RWIB intends to implement an electronic application and matching system to improve the efficiency of the program and ensure youth are matched appropriately.

3RWIB received \$500,000 for the **Veterans Value Initiative**, a regional collaboration with the Westmoreland/Fayette and Tri-County workforce development boards, the Allegheny Conference on Community Development and the Community College of Allegheny County. The initiative will increase veterans' access to training programs that lead to jobs and incentivize employers to hire veterans.

Four people connected with the **Choice Neighborhoods** initiative in Larimer have found jobs since July. Employers include UPMC and Safelite AutoGlass. Choice Neighborhoods is funded by a \$30 million grant through the U.S. Department of Housing and Urban Development. 3RWIB conducts the workforce piece in collaboration with neighborhood-based agencies, health care and education. This program is intended to holistically support the residents of Larimer and help them find jobs.

And finally, we currently have **three grant applications** pending with the state for programmatic work in addition to industry partnership funding. Decisions on these applications are pending the state budget resolution.

Mr. Latterner called attention to a one-page document outlining key performance and impact as requested by board members during the last few meetings. The summary shows the breadth of the issues and how little impact the organization can have, given the money there is to spend.

Ms. Stefani Pashman offered more perspective on the one-pager. In pointing to the employer section, she remarked that 3RWIB touches a very small percentage of the employers in the Allegheny County; however, the state is requiring a bigger touch with employers. In looking at the small percentage, it offers reason for the organization to step back and think more strategically about the goals and objectives of the work with employers given that there is such a small touch. Should 3RWIB broaden its efforts to include more employers or creating longer-term relationships with fewer employers who are more likely to use our services and hire our job seekers? The page also showed efforts with youth and what touch the organization has to connect young people with opportunity.

Subsequent conversation focused on transportation issues affecting the workforce — from the job seeker and employer side alike. Some board members remarked on the difficulty job seekers and youth have in reaching employers in the farther reaches of the county.

Ms. Pashman reminded that 3RWIB understands the difficulty with transportation in the region and previously was a part of a collaborative to address those issues. When the funding stopped, the collaborative dissolved and while transportation is something

3RWIB considers and addresses through individual initiatives, such as Learn and Earn, the organization is not positioned to make significant impact in the problem.

GOVERNANCE

Chair Deb Caplan thanked the organization's officers and offered that while the organization transitions under WIOA, the Governance Committee recommended continuity in board leadership and proposed re-electing the current slate of officers for another two-year term. There were no additional nominations from the floor.

On a motion by Dave Coplan, seconded by Beth Powers, the board unanimously re-elected Mark Latterner, president, Laura Ellsworth, vice president, Jessica Trybus, secretary, and Ed Hartman, treasurer.

Ms. Caplan also outlined a set of revisions to the organizations bylaws. These revisions were necessary based on WIOA and to align more with the needs of the organization. The redlined revisions were included in the briefing book.

On a motion by Laura Ellsworth, seconded by Don Block, the revisions to the bylaws were approved by unanimous vote.

CONSENT AGENDA

Re-elected Board chair, Mr. Latterner pointed the group to the consent agenda included in the briefing book. The action items included:

- **Approve the minutes of Sept. 30, 2015, Board meeting**
- **Approve the minutes from the Dec. 10, 2014, annual board meeting**
- **Accept \$500,000 from the PA Department of Labor & Industry for the Veterans Value Initiative; \$100,000 from The Pittsburgh Foundation for youth activities in Larimer; \$55,000 from Citizens Bank for Pittsburgh Works; and \$5,000 from Citizens Bank for 2015 Learn and Earn Tier 3 interns.**
- **Approve the 2016 Board meeting dates**
 - March 11
 - May 13
 - Sept. 30
 - Dec. 16
- **Acknowledge the actions taken by the Executive Committee since the last full board meeting:**
 - Approve the lease extension for Suite 2600-A at Centre City Tower for three years.
 - Accept the recommendation of the Service Delivery Committee to enter into contract negotiations with five organizations for short-term pre-employment training programs: PA Women Work; Made Right Here; Burns and Scalo; Massaro; and Trade Institute of Pittsburgh
 - Agree to continue conversations with the Mayor and County Executive's office about Learn and Earn

On a motion by Dave Coplan, seconded by Deb Caplan, the board unanimously approved the consent agenda.

SERVICE DELIVERY

Service Delivery Committee Chair Ann Dugan provided an update on the performance of United Labor Agency. While ULA has not yet met its contracted goal of 209 job placements per month, there had been a marked increase in monthly placements. Since July, ULA averaged 146 placements per month. There were 201 placements in October and 188 in November. Ms. Dugan said she expected strong performance in the coming year.

Ms. Dugan also offered context to the Quick Train for Jobs vote in the consent agenda. She reminded that Quick Train is the program that connects job seekers with affordable, short and effective job training that leads to employment. Quick Train contracts would total \$150,000 and would be used to train 143 job seekers.

Funding levels were based on the success of the previous year's program. Six programs were funded in 2014-2015 and 120 people were trained. Of those trained, 70 percent found full-time positions related to training. Quick Train also led to systemic changes including greater connection between community-based agencies and PA CareerLink; provider coordinated with each other to avoid duplication of services; and funders consulted with 3RWIB before funding programs to ensure better alignment and to maximize resources.

YOUTH SERVICES

Before moving into a discussion about Learn and Earn, Chair Laura Ellsworth offered an update on youth contracts and SMART Horizons.

Youth contracts

3RWIB contracts with 16 youth service organizations to provide services to young people in the city and county. Enrollments are at 980, an 18 percent increase over last year, but still short of the 1,355 enrollments. 3RWIB is offering case-by-case technical assistance will be held to ensure enrollment goals are met.

SMART Horizons

SMART Horizons is a collaborative between the WIB, Pitt, Garfield Jubilee and the City of Pittsburgh to provide the opportunity for young men and women to earn a high school diploma online while applying instruction toward a career.

The program launched in September, 35 students are enrolled, and nearly half are expected to complete the requirements for an online diploma in early March. A second site recently opened in Braddock to accommodate youth in the McKeesport area. Ten participants are completing medical terminology coursework and are preparing to enter CCAC's CNA training in January.

Learn and Earn

Ms. Ellsworth devoted much of her report to Learn and Earn and the conversation with the City and County. She reminded that the board and Executive Committee decided to pursue conversations with the city and county to assume leadership of the program for 2016 under the direction of an advisory committee. To date, the agreement of understanding has not been signed and funding levels have not been set. 3RWIB remains committed to leading the effort, but only if it can be the sole administrative body and only if the program can deliver on the promise to serve the youth in a meaningful way.

Discussion continued about the number of youth that could be served depending on the funding levels received from the city and county. Board members Joe Belechak, Ike Gittlen and Dave Coplan discussed if this role is right for the organization; what effects it could have on the reputation of the organization if fewer teens are served; and whether it should be spun off to another contractor. Board members Mark Latterner and Deb Caplan commented on the strain the program adds to staff resources and protecting the organization financially. Ultimately, the group agreed that while 3RWIB remains committed to leading and delivering a summer youth employment program, it will do so if the right pieces and agreements are in place.

On a motion by Laura Ellsworth, seconded by Ann Dugan, the board authorized Ms. Pashman to continue to pursue the MOU agreement with the City and the County until Jan. 30. If an agreement was not signed by Jan. 30, the Board 3RWIB would walk away from efforts to coordinate Learn and Earn. Mr. Latterner amended the motion to include that the city and county must assist 3RWIB in additional fundraising activities. The amended motion passed unanimously. Ms. Pashman is to report outcomes to the Executive Committee in January.

AUDIT/FINANCE

Treasurer Ed Hartman provided an update on significant changes in the organization's fiscal department.

Because the organization has grown substantially over the last few years, and to provide a higher grade of financial reporting, the organization has experienced significant transition in the fiscal department. Among them, 3RWIB engaged a temporary chief financial officer and support to triage and prioritize fiscal operations. Among those priorities is the assembly of a fiscal packet, timely financial statements and completing and closing the June 30, 2015, audit. Mr. Hartman lauded Stefani Pashman, McCrae Martino and the fiscal team for their leadership during the transition.

Mr. Hartman said the budget impasse has not yet had significant impact on the operations, as contractors are still being paid and the organization's cash position is strong. However, while he said the fiscal department does not want to comingle funds, that discussion could be held should the organization face a hardship because of the impasse.

Committee members Mr. Latterner and Lisa Kuzma concurred that the organization's cash position was strong and also commented that the organization's accounting system is woefully insufficient and a new system will be brought in.

Additional discussion focused on the budget impasse and the position taken by the non-profit community, with Laura Ellsworth as a spokesperson, urging the legislature to pass a full budget, not a stop-gap budget.

COMMUNICATIONS

Committee Chair Scott Pipitone provided a short update on rebranding efforts. He reminded that the committee planned to have a new name at the December meeting; however, the single name elevated for a legal review was denied due to trademark and saturation. He remarked that the workforce development landscape is crowded and finding a name that separates 3RWIB from others is difficult.

Before the creative team refines its efforts and focuses on finding new identities, Mr. Pipitone asked the group to agree that the efforts to date — namely the key attributes of the organization that resulted from work with the focus and immersion groups. Those attributes included fearlessness and connection.

The group agreed that attributes accurately reflect the organization and the creative team should proceed to explore options that reflect those qualities.

CEO'S REPORT

As time was running short, Ms. Pashman offered an abbreviated report that focused on WIOA implementation at the state.

Specifically, she remarked that she read a draft of the state's Unified Workforce Development plan and some of the state's goals around training targets and the funding that must be allocated to training is causing concern for 3RWIB and other WIBs in the state. 3RWIB's Title 1 contractor focuses on placement first, training second. These training targets would represent a significant shift in ULA's service delivery model. She also reminded that the state's plan provides the framework 3RWIB must use to craft its local plan. More about state and local planning will be discussed in January and subsequent months.

Ms. Pashman also reminded that 3RWIB will be required to submit a regional workforce development plan, a new requirement that will require coordination with other WIBs and their local elected officials. This planning will force 3RWIB and others in the state to form partnerships and collaborate. More discussion will be forthcoming on regional planning.

Finally, Ms. Pashman commented about the role of WIBs in the state and the state's workforce development board. There's a misconception in Harrisburg that the state WIB and others don't do much or effect much change; however, Ms. Pashman and directors from Philadelphia and Harrisburg met with the new deputy secretary to forge a better relationship.

OPEN FORUM

Ike Gittlen observed about workforce investment boards across the state receiving little guidance from the state workforce board. Most of the state board members are new and haven't been oriented about their role or the role of the organization, he said.

PUBLIC COMMENT PERIOD

There was no public comment.

ADJOURNMENT OF MEETING

On a motion by De Caplan, seconded by Lisa Kuzma, the meeting adjourned at 9:49 a.m.



3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

February 22, 2016

Governor Tom Wolf
508 Main Capitol Building
Harrisburg, PA 17120

Request for Designation of the Allegheny County Workforce Development Area

Governor Wolf:

On behalf of the Three Rivers Workforce Investment Board (3RWIB) and its Chief Elected Officials, I am pleased to present our request for local area designation under the Workforce Innovation and Opportunity Act (WIOA). Workforce System Guidance 02-2014 (June 30, 2015) granted initial designation of the Allegheny County Workforce Development Area through June 30th, 2017. 3RWIB requests for the continuation of the Allegheny County Workforce Development Area as it is currently designated.

Section 106 of the Workforce Innovation and Opportunity Act states "After a period for which a local area is initially designated under paragraph (2), the Governor shall approve a request for subsequent designation as a local area from such local area, if such area – (A) performed successfully; (B) sustained fiscal integrity; and (C) in the case of a local area in a planning region, met the requirements described in subsection (c)(1) [Regional Planning]".

The enclosed program performance charts demonstrate that, during the past three program years, 3RWIB has successfully met or exceeded all of its negotiated performance measures for Title 1 Adult, Dislocated Worker, and Youth programs. This success has been driven by sound and strategic investments in the local workforce development system. 3RWIB has maintained its fiscal integrity throughout these program years, which is demonstrated by the enclosed statement on fiscal integrity and single fiscal audits. Furthermore, 3RWIB is current with all requirements of regional planning and is working with regional partners to meet all impending regional planning requirements as described in WIOA and all applicable State Guidance.

Thank you for the opportunity to submit this request. 3RWIB looks forward to working with the Governor and Commonwealth to build a stronger workforce development system under WIOA that works for both job seekers and employers.

Sincerely,

A handwritten signature in blue ink that reads "Richard Fitzgerald".

Richard Fitzgerald
Allegheny County Executive

A handwritten signature in blue ink that reads "Mark T. Latterner".

Mark T. Latterner
President, Three Rivers Workforce Investment Board
Executive Vice President, Middle Market Regional Executive, Citizens Bank

Enclosed: Program Performance Summary; Statement on Fiscal Integrity; Single Audits (PY12, PY13, PY14)

www.TRWIB.org
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tel 412.552.7090 fax 412.552.7091 email info@trwib.org



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Program Performance Summary

3RWIB has “performed successfully” as defined in Section 106(e)1 of WIOA, having met or exceeded negotiated performance levels for the past three program years.

Performance Measures (PY12, PY13, PY14):

Allegheny County						
WIA Common Measures	PY2012		PY2013		PY2014	
	Negotiated Level	Actual Perf. Level	Negotiated Level	Actual Perf. Level	Negotiated Level	Actual Perf. Level
Adult EER	65%	66.7%	67%	75.7%	70%	79.7%
Adult Retention	70%	78.4%	70%	82.5%	77%	83.8%
Adult 6 Months Avg Earnings	\$10,000	\$15,648	\$12,000	\$15,943	14,000	\$13,956
DW EER	75%	75.4%	75%	80.9%	73%	81.8%
DW Retention	89%	89.7%	89%	87.7%	89%	95.2%
DLW 6 Months Avg Earnings	\$17,000	\$19,865	\$17,000	\$16,265	17,000	\$19,705
Youth Placement	56%	47.8%	56%	53.9%	56%	58.1%
Youth Attnmt of Deg or Cert	73%	90.3%	78%	93.3%	89%	97.9%
Youth Literacy/Numeracy	53%	67.6%	55%	55.8%	55%	69.6%
Not Met	0		0		0	
Met	1		3		1	
Exceeded	8		6		8	

Statement on Fiscal Integrity

Section 106 (e)2 of WIOA states: “The term “sustained fiscal integrity”, used with respect to a local area, means that the Secretary has not made a formal determination, during either of the last 2 consecutive years preceding the determination regarding such integrity, that either the grant recipient or the administrative entity of the area misexpended funds provided under subtitle B (or, if applicable, title I of the Workforce Investment Act of 1998 as in effect prior to the effective date of such subtitle B) due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply with accepted standards of administration.”

As a responsible fiscal agent for WIOA funds, 3RWIB has sustained fiscal integrity as it is defined in Section 106(e)2 of WIOA. 3RWIB looks forward to continuing its role as a responsible steward of public funds and supporting the Commonwealth’s workforce development goals through sound and strategic investments in the public workforce development system.

www.TRWIB.org

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

tel 412.552.7090 fax 412.552.7091 email info@trwib.org



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February 11, 2016

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508 Main Capitol Building
Harrisburg, PA 17120

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Section 106 of the Workforce Innovation and Opportunity Act states "After a period for which a local area is initially designated under paragraph (2), the Governor shall approve a request for subsequent designation as a local area from such local area, if such area – (A) performed successfully; (B) sustained fiscal integrity; and (C) in the case of a local area in a planning region, met the requirements described in subsection (c)(1) [Regional Planning]".

The enclosed program performance charts demonstrate that, during the past three program years, 3RWIB has successfully met or exceeded all of its negotiated performance measures for Title 1 Adult, Dislocated Worker, and Youth programs. This success has been driven by sound and strategic investments in the local workforce development system. 3RWIB has maintained its fiscal integrity throughout these program years, which is demonstrated by the enclosed statement on fiscal integrity and single fiscal audits. Furthermore, 3RWIB is current with all requirements of regional planning and is working with regional partners to meet all impending regional planning requirements as described in WIOA and all applicable State Guidance.

Thank you for the opportunity to submit this request. 3RWIB looks forward to working with the Governor and Commonwealth to build a stronger workforce development system under WIOA that works for both job seekers and employers.

Sincerely,

William Peduto
Mayor, City of Pittsburgh

Mark T. Lattner
President, Three Rivers Workforce Investment Board
Executive Vice President Middle Market Regional Executive, Citizens Bank

Enclosed: Program Performance Summary; Statement on Fiscal Integrity; Single Audits (PY12, PY13, PY14)

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3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

Program Performance Summary

3RWIB has “performed successfully” as defined in Section 106(e)1 of WIOA, having met or exceeded negotiated performance levels for the past three program years.

Performance Measures (PY12, PY13, PY14):

City of Pittsburgh						
WIA Common Measures	PY2012		PY2013		PY2014	
	Negotiated Level	Actual Perf. Level	Negotiated Level	Actual Perf. Level	Negotiated Level	Actual Perf. Level
Adult EER	65%	67.7%	67%	74.4%	70%	72.5%
Adult Retention	70%	83.9%	70%	91.9%	77%	84.1%
Adult 6 Months Avg Earnings	\$10,000	\$9,776	\$12,000	\$12,992	14,000	\$11,848
DW EER	75%	65.2%	75%	70.2%	73%	81.8%
DW Retention	89%	91.1%	89%	86.0%	89%	84.0%
DLW 6 Months Avg Earnings	\$17,000	\$14,563	\$17,000	\$16,584	17,000	\$23,473
Youth Placement	56%	56.0%	56%	50.7%	56%	56.9%
Youth Attnmt of Deg or Cert	73%	87.3%	78%	92.5%	89%	99.3%
Youth Literacy/Numeracy	53%	43.8%	55%	52.0%	55%	59.8%
Not Met	0		0		0	
Met	5		5		2	
Exceeded	4		4		7	

Statement on Fiscal Integrity

Section 106 (e)2 of WIOA states: “The term “sustained fiscal integrity”, used with respect to a local area, means that the Secretary has not made a formal determination, during either of the last 2 consecutive years preceding the determination regarding such integrity, that either the grant recipient or the administrative entity of the area misexpended funds provided under subtitle B (or, if applicable, title I of the Workforce Investment Act of 1998 as in effect prior to the effective date of such subtitle B) due to willful disregard of the requirements of the provision involved, gross negligence, or failure to comply with accepted standards of administration.”

As a responsible fiscal agent for WIOA funds, 3RWIB has sustained fiscal integrity as it is defined in Section 106(e)2 of WIOA. 3RWIB looks forward to continuing its role as a responsible steward of public funds and supporting the Commonwealth’s workforce development goals through sound and strategic investments in the public workforce development system.

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Discussion items and committee reports

WIOA IMPLEMENTATION

COMBINED STATE PLAN

The Workforce Innovation and Opportunity Act (WIOA), the legislation enacted in July to modernize the public workforce system, requires the governor of each state to submit a four-year Unified or Combined State Plan outlining workforce development priorities and goals. The U.S. Department of Labor must approve each state's plan. On Dec. 30, PA Gov. Tom Wolf unveiled his strategic vision and five goals in preparing a skilled workforce and meeting the demands of employers. [Gov. Wolf's Combined State Plan](#) provides the framework 3RWIB must use to craft a strategy and vision for workforce development efforts in Pittsburgh and Allegheny County.

We concluded a deep dive of the plan and applaud the governor's goals and vision. We strongly believe strategic alignment at a local level will lead to a stronger, more nimble workforce development system that concurrently and effectively serves job seekers and employers.

In order to successfully implement and align efforts on a local level, as well as avoid unintended consequences of ambiguous language, 3RWIB offered a series of recommendations to enhance the state plan. These recommendations were submitted on Feb. 1.

3RWIB comments focused in three areas:

1. Data integration and accessibility

We recommend giving local workforce areas access to real-time data from state systems to streamline the process for job seekers; reduce paperwork; conduct targeted outreach; provide more efficient referral between programs; and to increase data-driven decision making at the local level.

2. Balancing the needs of job seekers and employers

3RWIB requested that funding related to training be strategically prioritized and that the state remove any potential obstacles to employer engagement. While we applaud the governor's focus on "high-quality jobs," we've requested the flexibility to define these jobs.

3. Coordination across partners and programs

While the plan calls for coordination across partners and programs, little or ambiguous language details how these programs or partners will work together and how systemic performance will be measured. We have requested more specific language to detail how these programs will work together and are collectively accountable for meeting the governor's goals.

3RWIB's comments to the state plan can be found at <http://www.trwib.org/news-notes/show.php?id=119>.

The state received nearly 900 comments on its plan; however, very few changes were made to the final version. The changes that were made, were not of significance. There were no changes made based on 3RWIB's comments.

The state Workforce Development Board was expected to vote on the plan on March 4. The final state plan, and a list of the comments received, will be released to the public after the plan is submitted to the USDOL for approval. The state will submit its plan to the USDOL on April 1.

WORKFORCE DEVELOPMENT PLAN FOR PITTSBURGH AND ALLEGHENY COUNTY

Like the Workforce Investment Act before it, WIOA requires local workforce development boards to develop a plan that outlines the strategies, vision, goals and program design for workforce development in the area. This plan must align with the state's unified or combined plan and should reflect the activities and goals of the organization for one year.

A draft of 3RWIB's one-year transitional Workforce Development Plan for Pittsburgh and Allegheny County will be distributed to the Board under separate cover to be discussed at the Board meeting.

Workforce Innovation and Opportunity Act Dates

Key Dates	WIOA Implementation	3RWIB Steps
7/1/2015	The Workforce Innovation and Opportunity Act (WIOA) took effect.	
12/30/2015	<ul style="list-style-type: none"> A draft of Pennsylvania's WIOA Combined State Plan released for public comment. Local Boards will be required to align their local plans with the final State Plan submitted by the Commonwealth 	<ul style="list-style-type: none"> 3RWIB staff and board reviewed the State Plan and submitted comments on 2/1/16.
3/1/2016	<ul style="list-style-type: none"> Local workforce development areas must submit a letter regarding the results of their evaluation and recommendation for local area designation. New local area designation will take effect on July 1, 2017. 	<ul style="list-style-type: none"> 3RWIB, the Mayor and County Executive requested Allegheny County and the City of Pittsburgh workforce development areas remain. Letters requesting that designation were submitted 2/24/16.
4/1/2016	<ul style="list-style-type: none"> Deadline for the submission of the WIOA Combined State Plan (this deadline was extended by the USDOL from March 3, 2016). The state received about 900 comments on the state plan. 	<ul style="list-style-type: none"> 3RWIB has requested to read the final draft of the state plan as well as the comments received.
June 2016	<ul style="list-style-type: none"> The USDOL and USDOE are expected to publish Final Rules (NPRMs) to implement WIOA (this is extended from the previous deadline on January 2016). 	<ul style="list-style-type: none"> 3RWIB submitted comments to the USDOL and USDOE on the WIOA NPRMs on 6/15/2015.
6/2/2016	<ul style="list-style-type: none"> Deadline for submitting Local and Regional Plans to the State (extended from the previous date of May 2, 2016) 	<ul style="list-style-type: none"> 3RWIB has developed a local plan draft and will distribute to the board for review. An open forum to collect feedback will be scheduled. 3RWIB will continue to work with our regional partners on the development of a regional plan by 6/2/16.
6/30/2016	<ul style="list-style-type: none"> 3RWIB must demonstrate progress toward competitive procurement of one-stop operator. 3RWIB must competitively procure one-stop operator by 6/30/17. 	<ul style="list-style-type: none"> 3RWIB will engage in research and analysis to demonstrate steps toward competitive procurement by 6/30/2016
7/1/2016	<ul style="list-style-type: none"> New performance metrics under WIOA take effect 	<ul style="list-style-type: none"> 3RWIB will implement new performance metrics during PY2016

Strategic plan alignment recommendations

3RWIB’s Workforce Development Plan for the City of Pittsburgh and Allegheny County outlines the strategies, vision, goals and program design for workforce development. This plan must align with the state’s unified or combined plan and should align with the organization’s strategic plan. In some cases, slight adjustments to the strategic plan should be made to ensure our efforts and key performance indicators accurately reflect state guidance.

Below are recommendations for alignment:

Topic	State and Local Plans	Alignment Recommendation
Coordination/collaboration across partners and core programs	Include efforts to improve coordination across programs to encourage co-enrollment when possible.	Expand efforts to implement best practices in co-enrollment.
Coordination and partnership with economic development	Include enhanced coordination between workforce development and economic development	Expand efforts to develop systemic workforce solutions to include economic development organizations.
Serving individuals and individuals with barriers to employment	Emphasize serving populations with barriers to employment. The state set a benchmark that 51% of WIOA participants served in CareerLink should be people who are low income, veterans or are basic skills deficient.	While 3RWIB already exceeds this benchmark, align the plan to include serving people with barriers to employment and set a specific output of 51%.
Youth Work Experience and Work-Based Learning	Emphasize work experience in youth programming in summer and year-round and incorporate Individual Training Accounts (ITAs) in portfolio of youth services.	Expand the goal around youth to include a greater emphasis on work experience through the year and align youth training funding (ITAs) with sector strategies.
Transitional Jobs	Commit between 5% and 10% of WIOA Adult funding to be spent on transitional jobs	Expand goal around systemic solutions to include transitional jobs.
WIOA Performance Measures vs. Existing Measures	Local Plan will include updated performance measures under WIOA.	Revise plan to reflect updated performance measures.

SERVICE DELIVERY COMMITTEE

3 Rivers Workforce Investment Board leads a best-in-class workforce system for the City of Pittsburgh and Allegheny County. The Service Delivery Committee guides 3RWIB's policy vision to youth and adult/dislocated worker programs, including PA CareerLink® Pittsburgh/Allegheny County..

Pittsburgh Works

SCOPE: Pittsburgh Works is a key initiative of 3RWIB. It is a public/private collaboration of more than 80 community-based providers united in the effort to raise the quality of services provided and connect more job seekers to well-paying careers.

KEY ACCOMPLISHMENTS

- Added services for vulnerable populations: Platform to Employment (long-term unemployed); Veterans Value Initiative (unemployed veterans); Choice Neighborhoods Initiative (Larimer-based initiative); and ex-offenders. Through these services, more than 500 people will be served.
- New partners connected including Carnegie Library of Pittsburgh .
- Human centered design piloted with key stakeholders.
- More than 600 jobseekers referred to job placement services at PA CareerLink®.
- Robust technical assistance series launched. Online resource center populated; two professional development events scheduled for March.

CHALLENGES

- Discontinued use of PC Recruiter (the online tool used by community-based providers and United Labor Agency) has adversely affected ULA's ability to track and report on referrals. JobGateway, the state's system of record, is the exclusive system used in PA CareerLink®.

Compliance and Monitoring

SCOPE: 3RWIB strives to maintain compliance with all federal and state policies and regulations under WIOA. 3RWIB has complied with all requirements during the State and USDOL monitoring of 3RWIB programs. 3RWIB also plans to conduct program and fiscal monitoring of its sub recipients March through June. In addition to monitoring for compliance, 3RWIB uses the monitoring process to collect information to support ongoing evaluation of our program investments.

KEY ACCOMPLISHMENTS:

- Submitted requested documents and information to the USDOL and PA Department of Labor and Industry to satisfy requirements for monitoring of various programs and grants.
- All fiscal monitoring will be conducted by an outside contractor. A Request for Proposals for fiscal monitors in early March. Fiscal monitoring of all sub-recipients will be conducted between March and June 2016.
- 3RWIB staff will conduct programmatic monitoring of all sub-recipients between March and June 2016.

CHALLENGES:

- In keeping with best practices, 3RWIB will monitor all sub recipients, increasing the amount of staff time devoted to monitoring.

SERVICE DELIVERY POLICY RECOMMENDATIONS

3RWIB Policy	Key changes	Recommended course of action
Updated policies		
Eligibility	<ul style="list-style-type: none"> Revised eligibility definition (In-School and Out-of-School) to include definition of “needs additional assistance to complete an education program or find or maintain employment” Added section allowing self-attestation for OSY and in limited other circumstances Clarified Dislocated Worker definition 	Approve policy
Self Sufficiency	<ul style="list-style-type: none"> Updated self-sufficiency wage to \$14.28 to align with 2016 Federal Poverty Guidelines 	Approve policy
Priority of Service	<ul style="list-style-type: none"> Aligned with new State requirements for service thresholds (50% individuals with priority of service) 	Approve policy
Business Solutions Policies (OJT, Customized Job Training, Incumbent Worker Training)	<ul style="list-style-type: none"> Added requirement for businesses to be on Local Training Provider List (required under State policy, not under WIOA) Changed language in policy to improve flexibility for 3RWIB to work with businesses who have otherwise been good partners, but who have not maintained employment for past training recipients in limited circumstances Changed language in IWT on reimbursement levels for clarity 	Approve policies. (Local Training Provider List implementation date is July 1, 2016)
Youth Work Experience	<ul style="list-style-type: none"> Removed language requiring benefits be paid to youth during work experience 	Approve policy
Supportive Services	<ul style="list-style-type: none"> Added language allowing gas cards for youth as transportation support Added language allowing mental health services for JD NEG participants 	Approve policy
JD NEG	<ul style="list-style-type: none"> Added language allowing mental health services as a supportive service 	Approve policy
New Policies		
Transitional Jobs	<ul style="list-style-type: none"> State plan requires between 5-10% of funds be spent on transitional jobs for individuals with inconsistent work history Jobs must be time limited and help build a work history Policy will outline eligibility and allowed costs, including wage reimbursement 	Recommend policy be delayed until research can be completed.
Eligible Training Provider	<ul style="list-style-type: none"> Must include grievance policy for those training providers with applications for the list that are denied. 3RWIB must outline process for Local Training Provider List Training providers <i>and businesses</i> must be on this list to receive Title I funds 	Recommend policy is adopted with implementation date of July 1, 2016; may need to revisit for changes.

YOUTH ADVISORY COMMITTEE

3 Rivers Workforce Investment Board's Youth Advisory Committee leads efforts to prepare youth with the skills needed to develop a world-class workforce pipeline in Pittsburgh and Allegheny County. It recommends the distribution of funds manages youth service contracts and guides the vision for youth programs.

Youth Contract Performance

SCOPE: 3RWIB is legally charged to provide oversight, distribute funds and manage contracts for youth service delivery in the City of Pittsburgh and Allegheny County. These dollars support programs which serve youth based on income eligibility or youth who face certain predetermined barriers to gaining employment.

KEY ACCOMPLISHMENTS

- 3RWIB holds one-year contracts with 16 agencies to provide services to about 1,385 youth in in-school and out-of-school youth programming. Enrollments are now closed and programs have enrolled 1,234 youth, representing about 89 percent of our original target. This level of enrollment is a 50 percent increase in the average youth served in the past three program years.
- In-School Youth Program services are being offered to participants ages 14-21 in the following models with a focus on academic preparation, 21st century skill sets, and industry-specific career exploration: ISY Academic Models and ISY Pipeline Models
- Out-of-School Youth Program services are being offered to participants ages 16-24 in the following models with a focus on GED attainment, industry-focused occupational training, and dual enrollment into credit bearing, non-remedial, non-developmental college courses: OSY Placement Model and OSY Pipeline Model
- 3RWIB has implemented regular provider meetings and is rolling out technical assistance to share best practices across the youth provider network.
- 3RWIB is working with providers to align year-round programs with summer youth employment and STEM Demonstration activities.

CHALLENGES:

- WIOA requires that 20 percent of youth funds be spent on work experience activities. 3RWIB is working with providers to develop these opportunities and to understand the statutory requirements.
- Increase in enrollments and in number of contracts has taxed 3RWIB staff ability to complete documentation in a timely fashion and stay ahead of provider concerns. Additionally, providers that are new to the system required intensive 3RWIB staff support to understand WIOA requirements and program measures.
- Contract negotiation for PY16 should begin in April/May to ensure that providers have adequate time to recruit ISY during this school year and that all providers can plan for next program year.

WIOA Application Update as of 2/18/16

	PY15 Contracted WIOA slots	Reduction WIOA Slots	Increase WIOA slots	WIOA Slots as of 2/18/16	Approved as of 2/18/16	
					City	County
Auberle	25			25		25
Blind & Vision Rehab Services	36		10	46		44
Bloomfield Garfield Corporation	35			35	35	
CCAC	120			120	2	26
Community Empowerment Association	50			50	5	36
Garfield Jubilee Association	70			70	50	20
Goodwill	47		15	62	30	32
Jewish Family & Children Services	25		5	30		30
Life's Works	95			95	36-OSY 1 - ISY	39
Oakland Planning	7			7		7
Phase 4	200		40	240	84	154
Res Care	80			80	55	25
SOS	60			60	59	
Urban League	100			100	37	22
Youth Places	100			100	54	57
TOTALS	1050			1120	411	517

1,050

928 enrollments

TANF Funding								
	Contracted TANF Slots	Reduction TANF Slots	Increase TANF slots	New TANF Targets as of 12/15/15	Approved		Date of last TANF Enrollment REPORT	Date of last TANF Services REPORT
					City	County		
Auberle	22			22		22	Jan-16	Sep-15
Bloomfield Garfield Corporation	65		30	95	73		Dec-16	Feb-16
CCAC	60	-37		23	23		Feb-16	Feb-16
Human Services Center Corporation	130			130		130	Nov-16	Jan-16
LifesWork	45			45	45		Dec-16	Oct-16
Oakland Planning and Development Corporation	13			13		13	Jan-16	Jan-16
TOTAL	335	-37	30	328	141	165		
	335					306		enrollments

Key program updates

Business Solutions

SCOPE: To further our commitment to leading a public workforce development system that balances the needs of those seeking careers with the talent demands of local industry, 3RWIB established an outward facing Business Solutions team in 2014. This team broadly and strategically serves the needs of employers, beyond basic engagement with the one-stop system. This team works to ensure companies maintain a competitive position and ensure their workers are as skilled and effective as possible.

KEY ACCOMPLISHMENTS

- 156 new companies engaged since July 1. These companies represent key sectors and a mix of small, medium and large employers.
 - 6 percent in construction; 12 percent in health care; 12 percent in IT/tech-related; 45 percent manufacturing; 16 percent in professional services; and 9 percent in other sectors
 - 24 percent are small employers; 22 percent mid-sized employers; and 54 percent large employers
- Business Solutions and the business services team of ULA have secured contracts with eight companies (construction and manufacturing) to train a total of 24 employees through the OJT/CJT programs. Another OJT with a tech-related firm is in the pipeline.
- Employers who have verbally committed for Tier 3 of the summer youth employment program include Allegheny Intermediate Unit, Jones Day, MARC USA, Peoples Natural Gas, PITT OHIO, PNC, and UPMC

CHALLENGES

- Business Solutions has been challenged to deploy OJT/CJT and incumbent worker training funds. 3RWIB released a Request for Bids in February for firms or individuals to market workforce services to employers; assist businesses in designing and implementing workforce strategies and initiatives; and develop and manage the OJT/CJT and incumbent worker training portfolio.
- Only nine slots secured for Tier 3 of the summer youth employment program.



3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

Stefani Pashman
Chief Executive Officer

Mary Adamowski
Administrative Assistant

McCrae Martino
Chief Operating Officer

Nancy Dentel
Contract Accounting Manager

Carey McKelvey
Communications Assistant

Vanessa Dodds
Youth Program Manager

Becca Michelson
PULSE Fellow

Simon Doong
PULSE Fellow

Dillon Moore
Data and Performance Manager

Carolyn Ford
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Scott Hudson
Director of Business Solutions

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Project and Grants Manager

Susanne Killmeyer
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Director, Innovation and Policy

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PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM

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The Three Rivers Workforce Investment Board (TRWIB) leads the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Mission

TRWIB will lead the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Vision

TRWIB 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.

Three Rivers Workforce Investment Board

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Equal Opportunity Employer

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