

# PARTNER WORK

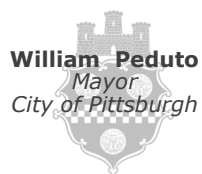
The Workforce Development Board for the Pittsburgh Area



*Building a thriving workforce for the Pittsburgh region.*

Board of Directors' Briefing Book

**D e c e m b e r 1 8 , 2 0 1 9**



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Chair



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# PARTNER4WORK (P4W) Board of Directors' Meeting

## Annual meeting of TRWIB, Inc.

3 to 4:30 p.m. December 18, 2019

Rivers Club, One Oxford Centre, 301 Grant Street, Suite 411, Pittsburgh, PA 15219

1. WELCOME AND CALL TO ORDER *Dave Malone, Chair*
  
2. CHAIRMAN'S REPORT AND CONSENT AGENDA *Dave Malone*

**APPROVE:** Minutes from September 27, 2019, and minutes from the December 14, 2018, annual meeting of TRWIB, Inc. (page 25)

**APPROVE:** Modifications to the Regional and Local Workforce Development Plans (summary of modifications are included on page 9)

**ACCEPT:** Grant funding received since the September 27, 2019, Board meeting (page 12)

**APPROVE:** Changes to the follow-up services policy (page 11)

**APPROVE:** Changes to the supportive services policy (page 11)
  
3. CEO'S REPORT  

Organizational transition  
**APPROVE:** Contract with Robert Half to conduct an executive search for a Chief Operating Officer

Industry Partnerships and other contract awards  
**APPROVE:** A \$23,500 contract award to Pipitone Group for creative services to support Industry Partnerships and strategic business services (page 13)

**APPROVE:** A \$166,000 contract award to the Builders Guild for Intro to the Construction Trades training

**APPROVE:** Award a \$90,000 contract to Jewish Family and Community Services through September 2020 for Dislocated Worker Services (page 13)
  
4. COMMITTEE REPORTS  
  - I. Fiscal and Operations *Ray Herron*
  - II. Governance *Debra Caplan*
    - a. Interim Treasurer  
**ELECT:** Steve Massaro treasurer for a two-year term according to TRWIB Bylaws
    - b. **SET: 2020 meeting dates (8:30 to 10 a.m. at Partner4Work)**
      - March 27
      - June 26
      - September 25
      - December 11
  - III. Youth (Advisory and Learn & Earn)
  
5. I. SIGNATURES AND CONFLICTS REVEALS *Kevin Acklin, Pittsburgh Penguins*  
II. BankWork\$ Pittsburgh

- III. Best practices in funding collaboratives/IPs
- IV. Telling our story

*Michelle Figlar, Heinz Endowments  
Pipitone Group*

6. OTHER BOARD BUSINESS

- 7. OPEN FORUM AND PUBLIC COMMENT PERIOD  
*Individual speakers limited to three (3) minutes*

8. ADJOURNMENT

## INTERMEDIATE STRATEGIC PLAN SCORECARD

### Restructure the organization by reallocating budgeted funds to support the new business model

#### On Target

- Industry partnerships operationalized with significant momentum in Construction, Education, Financial Services, and Transportation & Logistics. Additional IPs prepared to convene.
- Two signature industry-led programs launched (BankWork\$ and Intro to the Trades program). Another signature program in the advanced planning stages (Early Childhood Education Registered Apprenticeship).
- Strategies in development for Industry Partnerships in Manufacturing, Healthcare, Retail and Hospitality, and Public Sector.

### Develop a new funding model, which includes a funding collaborative, to achieve these objectives.

#### On Target

- On target with a local funding collaborative established with R.K. Mellon, Heinz Endowments, Hillman Foundation, Benedum Foundation, and The Pittsburgh Foundation.
- Several financial institutions pledge support of BankWork\$.

### Ownership and advocacy of these changes by the Board of Directors is a critical factor for success.

#### On Target

- Refined and enhanced training policies to be more business-friendly and piloted a reverse-referral process to streamline training participant enrollment.

### Creation of the staff of detailed plans and reporting mechanisms for the Board and its committees.

#### Opportunity Area

- This work is in progress with dashboards/scorecards in development.
- New program management and grant management technologies being implemented for real-time information on outputs and outcomes.

### Use of research, data, and outcomes as a fundamental driver of the organization's direction, for continuous improvement, and as the starting point for strategies to work with job seekers, workers, and employers on equity, inclusion, and diversity, in particular.

#### On Target

- In addition to labor market insights and workforce trends, P4W receives real-time, on-the-ground career pathway information from employers engaged in industry partnerships.

### Pursue leadership role in national, state and local workforce development efforts.

#### On Target

- P4W has elevated its position on a local, state and national scale as a key member of the Pittsburgh Regional Alliance Search Committee and Transition Committee; Allegheny Conference on Community Development Workforce Committee; Pennsylvania Workforce Development Association; National Skills Coalition, National Fund for Workforce Solutions; national Community College Working Group; Federal Communication Commission's Broadband Workgroup.

## Communicate the business and service delivery model to employers and the community-at-large.

### **On Target**

- P4W communicates and raises the visibility of the new business and service delivery model at every opportunity. Recent examples include the launch of a pilot with Lyft, inclusion of BankWork\$ and the Financial Services Industry Partnership in recent media reports.
- Contracting with creative services firm to elevate P4W's Industry Partnerships and strategic business services.

### Areas of Opportunity for Board Engagement

- Leadership and supports needed to continue to build industry partnerships.
- Invest in additional industry-driven training with guaranteed or preferred hire links.
- Continue to leverage private funding to help providers build capacity to more effectively serve job seekers and respond to industry demands.
- Corporate Commitment for 2020 Learn & Earn program.
- Advocate for P4W access to wage record data and the ability to share data between key partners (i.e. Allegheny County DHS).

## MEETING MATERIALS

## Program Performance

Performance Indicator	Jan-Dec 2018	Jan-Dec 2019*
<b>PA CareerLink®</b>		
Total job seekers served (all PACL partners and online services)	62,588	56,454
Title I Adult/Dislocated Worker job seekers served	2,358	1,059
Employment placements	1,735	625
Employment placement rate*	96.4%	89.4%
<b>EARN</b>		
EARN Individuals served	833	673
EARN Placements	49.6%	36.4%**
EARN cash closure	41.9%	30.8%**
Work Ready Individuals served	254	141
Work Ready positive exit	21.3%	27.7%
<b>Re-entry Services</b>		
Job seekers served	190	340
Total credentials earned	73	130
Employment placements	61	131
<b>Youth</b>		
TANF youth served	923	873
TANF youth placed* (employment or post-secondary education)	72.9%	69.6%
WIOA youth served	795	703
WIOA youth placed* (employment or post-secondary education)	73.8%	54.6%
<b>Learn and Earn</b>		
Youth served	1,823	1,899
Number of worksites	380	330
Corporate youth served	32	55
Corporate worksites	15	22

\*placement rates are out of those exited

\*\*EARN placement data only available through September 2019

### Summary notes:

- Data for 2018 are full calendar year data, while 2019 data represent January-mid December data in most cases.
- The transition of Title I providers led to a decrease in individuals served as the outgoing provider exited and new providers ramped up. We have seen an increase in the numbers of new enrollments and placements in the end of the Q1 and beginning of Q2. Staff is providing technical assistance and coaching to new providers to help improve performance.
- EARN individuals served are direct referrals from the Allegheny County Assistance Office. EARN offices do not complete outreach and recruitment.
- WIOA Youth placement data for 2019 are incomplete; second quarter after exit will finish on December 31, 2019. Providers are expected to enter data for the full second quarter by January 15, 2020.



## Local and Regional Workforce Development Plan Modifications

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as a four-year action plans to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals.

The Southwest Planning Region is a nine-county workforce development planning region made up of five local workforce development areas (WDAs): Allegheny County WDA, City of Pittsburgh WDA, Southwest Corner WDA, Tri-County WDA, and Westmoreland-Fayette WDA. Four local workforce development boards (LWDB) oversee these local areas:

- Partner4Work (Allegheny County WDA and City of Pittsburgh WDA)
- Southwest Corner Workforce Development Board (SW Corner)
- Tri-County Workforce Development Board (TCWIB)
- Westmoreland-Fayette Workforce Development Board (Westmoreland-Fayette)

The SW Region has conducted a review of its current multi-year regional and local plans (PY2017 – PY2019) and incorporated necessary modifications into these documents. These modifications were posted for a 30-day public comment period from August 23 – September 23, 2019. Partner4Work received no comments during this period. A summary of modifications made to each plan is available below.

### Summary of Regional and Local Plan Modifications

#### **Southwest Regional Plan – Key Modifications**

Below is a summary of the key modifications made to the WIOA Regional Plan for the Southwest Pennsylvania region:

- Updated references to projects that have ended (Veterans' Value Initiative, Microcredentials, etc.);
- Added language on regional collaboration through the recent USDOL Dislocated Worker grant;
- Updated reference to Pittsburgh Works, emphasizing a transition in branding to the P4W Coordination Council and Industry Partnership efforts;
- Per the request of the PA Department of Labor and Industry, expanded the discussion on coordination between workforce development and economic development.

#### **Partner4Work Local Plan – Key Modifications:**

Below is a summary of the key modifications made to the WIOA Local Plan for Allegheny County and the City of Pittsburgh:

- Updated language to reflect recent WIOA Title I Adult/Dislocated Worker procurement and current programming;
- Updated language to reflect recent WIOA/TANF Youth procurement and current programming;
- Updated language to reflect recent WIOA One-Stop Operator procurement and current scope of work of the Operator;
- Revised language to reflect the transition from the Pittsburgh Works model to P4W Coordination Council and Industry Partnership efforts;
- Revised references to specific organizations and service providers to reduce the need for more frequent updates and modifications;
- Revised references to programs for which the project and/or grant period has ended;
- Updated program and performance numbers, as appropriate.

**Southwest Corner WDB Local Plan – Key Modifications:**

Below is a summary of the key modifications made to the WIOA Local Plan for Southwest Corner Workforce Development Area:

- Updated partnership information and services offered in the area and at local PACL centers;
- Updated information to include additional focus on apprenticeships, incumbent worker training, customized job training, and WDB-led business service efforts;
- Revised references to programs for which the project and/or grant period has ended;
- Updated program and performance numbers, as appropriate;
- Updated grant-funded program information and benefits to the area.

**Tri-County WDB Local Plan – Key Modifications:**

Below is a summary of the key modifications made to the WIOA Local Plan for the Tri-County Workforce Development Area (Butler, Armstrong, and Indiana Counties).

- Updated language to reflect recent WIOA Title I Adult/Dislocated Worker procurement;
- Updated language on business engagement;
- Updated EO Liaisons;
- Updated RESEA information;
- Updated program language for working with colleges and schools;
- Updated performance numbers.

**Westmoreland-Fayette WDB Local Plan – Key Modifications:**

Below is a summary of the key modifications made to the WIOA Local Plan for the Westmoreland-Fayette Workforce Development Area:

- Updated language on strategies to engage employers;
- Updated language on promoting entrepreneurial training;
- LWDB board actions related to Perkins Act, Section 134;
- Updated partner information and performance numbers

## P4W Policy Recommendations

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

Recommendations	Program Impact	Fiscal Impact
<b>Follow-Up Services Policy (New Policy)</b>		
<p>WIOA establishes requirements for providing follow-up services to Adult and Dislocated Worker clients for up to 12 months following job placement and to Youth clients for up to 12 months following program exit. To ensure clarity and consistency for the provision of WIOA follow-up services in Pittsburgh/Allegheny County, as well as compliance with federal and state policies, Partner4Work has drafted a local follow-up services policy.</p>		
<p><b>Recommendation: Approve a Partner4Work Follow-Up Services Policy that includes the following:</b></p> <ul style="list-style-type: none"> <li>Establishes local procedures to ensure follow-up services for Adult, Dislocated Worker, and Youth clients include meaningful contact and are provided in accordance to the requirements of WIOA and applicable policies.</li> <li>Establishes guidance to ensure follow-up service information and data is accurately tracked and reported in the Commonwealth Workforce Development System (CWDS).</li> <li>Sets criteria for which follow up services for a client may end prior to the 12-month period, including unsuccessful attempts to reach a client and/or client requests for follow up contact to end.</li> </ul>	<p>Establishes clear and consistent procedures for providing follow-up services to Adult, Dislocated Workers, and Youth in Pittsburgh and Allegheny County, ensuring compliance with WIOA,</p> <p>Sets criteria for delivering follow-up services to ensure meaningful contact between the provider and client.</p>	<p>Partner4Work does not anticipate a significant fiscal impact from this policy, as follow-up services are already being delivered locally in accordance to WIOA. This policy is intended to further ensure clarity and consistency for the delivery of these services.</p>
<b>Supportive Services Policy (Update)</b>		
<p>Describes eligibility criteria and the supportive services for which Partner4Work will fund for participants in WIOA Adult, WIOA Dislocated Worker, and WIOA Youth programs.</p>		
<p><b>Recommendation: Add language that enables Partner4Work to review and approve exceptions to the types of supportive services that may be funded locally.</b></p> <p>The following language is recommended:</p> <p><i>Recognizing unique circumstances and/or job seeker needs may arise, Partner4Work may grant exceptions to the types of supportive services that may be funded through this policy, in accordance with WIOA. Exceptions require review and approval from Partner4Work. Written requests for exceptions, clearly summarizing the funding amount and reasoning for an exception, should be submitted to the following:</i></p> <p><u>WIOA Adult/Dislocated Worker: Andy Smith at <a href="mailto:asmith@partner4work.org">asmith@partner4work.org</a></u></p> <p><u>WIOA Youth: Susie Puskar at <a href="mailto:spuskar@partner4work.org">spuskar@partner4work.org</a></u></p>	<p>Provides greater local flexibility for Partner4Work to address additional client barriers to participation in career services and training as they are encountered.</p>	<p>Partner4Work may receive requests and approve funding for additional types of supportive services. However, providers must still adhere to the amounts reserved for supportive services in their Partner4Work-approved budgets.</p>

## Grant funding received

- **\$75,000 from Citizens Bank** to support BankWork\$ and Intro to the Construction Trades and recruitment events in the Greater Hill District of the City of Pittsburgh
- **\$17,500 from the Roy A. Hunt Foundation** to support Intro to the Construction Trades.
- **\$10,000 from Dollar Bank** to support BankWork\$.
- **\$15,000 from First Commonwealth Bank** to support BankWork\$.
- **\$5,000 from S&T** to support BankWork\$.
- **\$10,000 from Northwest Bank** to support BankWork\$.
- **\$5427,463 from the PA Dept. of Labor and Industry** to develop customized training programs for justice-involved youth.

## **Creative services to support Industry Partnerships**

On October 16, 2019, Partner4Work issued a Request for Quotes for creative services to support industry partnerships and strategic business services. Contracted communication deliverables were expected to include common language and taglines; infographics and design; social media; and collateral; one contract for about \$20,000 was expected to be awarded.

In response to the solicitation, P4W received five proposals. A review team of staff, board members, and external stakeholders scored proposals based on organizational capacity and experience, project description, and cost. The three highest scoring agencies were invited to produce a visually compelling one-page concept of IPs. The concepts were reviewed and scored for content, clarity, and creativity.

Based on the scoring, P4W recommends awarding a \$23,500 contract to Pipitone Group for creative services to support and advance Industry Partnerships and strategic business services.

## **National Dislocated Worker RFP**

In November 2019, Partner4Work issued an RFP for National Dislocated Worker Grant (NDWG) services.

The NDWG RFP was the second RFP under the program; the first RFP did not result in a contract. The goal of this RFP was to identify a provider with proven track record to serve dislocated workers not currently being served by the PA CareerLink system. Services will include career services, job placement, and follow up. The period of performance is expected to be January 2, 2020, through September 30, 2020.

In response to the NDWG Career Services RFP, Partner4Work received four proposals. Proposals totaled \$360,000 in requests; \$90,000 is available. Each NDWG proposal was scored by a review committee. Based on the scores of the review committee, P4W committee recommends awarding a \$90,000 contract to Jewish Family and Community Services.

## Industry Partnerships

Industry	Transportation and Logistics (Updated, 12/19)	Construction (Updated, 12/19)	Financial Services (Updated 12/19)	Education (No change, 12/19)
Employers and Key Partners	Pennsylvania Motor Truck Association*	<u>Builders Guild of Western PA*</u>	PA Bankers Assn*	<u>Trying Together*</u>
*Co-conveners with P4W	<u>Beemac Trucking</u>	Airport Authority*	Bank of America	Hug Me Tight
<u>Business Champions</u>	<u>AP Logistics &amp; Trucking</u>	Oxford Development	<u>Citizens Bank</u>	Pittsburgh Public Schools
	Castle Builders	Massaro	Dollar Bank	Riverview Children’s Center
	<u>Giant Eagle</u>	Mascaro	<u>First Commonwealth</u>	Crafton Children’s Corner
	Gold Medal Environmental	PJ Dick	First National Bank	
	<u>Hunter Truck</u>	Pittsburgh Penguins	Huntington Bank	Arsenal Family Center
	<u>Pitt-Ohio Express</u>	City of Pittsburgh	JP Morgan Chase	Thomas Child Care
	Source One Transportation		Mars Bank	Flexable
	Tri-State Trailer Sales		NextTier Bank	Literacy Pittsburgh
	Two Men and a Truck		<u>Northwest Bank</u>	CCAC
	Waste Management		<u>PNC Financial Services</u>	Carlow
			S&T Bank	City of Pittsburgh
			TriState Capital Bank	
			WesBanco	
Signature Program(s)	Career Pathways Project	Intro to the Trades First Source Hiring	BankWork\$	ECE Apprenticeship

## IPs ready to convene

Industry	<b>Manufacturing</b> (New, 12/19)	<b>Healthcare</b> (New, 12/19)	<b>Hospitality/Retail</b> (New, 12/19)	
Employers and Key Partners	<a href="#"><u>US Steel</u></a> Calgon Carbon	Healthcare Council of Western PA*	Arrot Hotel Omni Hotel	
*Co-conveners with P4W	Coppers	Jewish Healthcare Foundation*	Rivers Casino	
<a href="#"><u>Business Champions</u></a>	Matthews International <a href="#"><u>McConway &amp; Torley</u></a>	<a href="#"><u>Allegheny Health Network</u></a>		
		Maxim Healthcare Services		
		Medix		
		Pittsburgh Mercy		
		Presbyterian Senior Care		
		The Children’s Institute		
		Verland		
		<a href="#"><u>Vincentian Collaborative System</u></a>		
		Wesley Family Services		

	Construction	Financial Services	Education	Manufacturing	Transportation/Logistics	Multi-Sector
IP Employers & Industry Groups	\$250,000 (plus in-kind staff time)	\$120,000 (plus in-kind staff time)		\$72,000 (including in-kind staff time)	\$50,000 (plus in-kind staff time)	\$75,000**
Foundations	\$62,500	\$11,000	\$225,000			\$200,000
P4W Core Programs (WIOA)	\$248,304					
PA Smart Industry Partnership	\$250,000	\$45,000	\$250,000			
PA Smart Registered Apprenticeship	\$45,950		\$100,000			
Business Education Partnership	\$116,193					
Mayor's Office, City of Pittsburgh*	\$250,000*					
Other			\$20,000			\$110,000***

\*Supportive services fund that could yield up to \$250K

\*\*Citizens Bank contribution for construction and financial services

\*\*\*State apprenticeship expansion grant (\$60K) and National Fund (\$50K)



## Industry Partnership related Programs and Results

	Result	Comments
BankWork\$ (BW): Cohort 1		By hiring BW grads, banks are increasing employee diversity and employees from neighborhoods branches are located in
Enrolled	20	
Graduated	19	
Obtained Job Offers	16	As of 12/16/2019
Obtained Jobs	14	2 BW graduates have been hired as Assistant Managers 2 BW graduates are currently deciding among multiple offers
Intro to the Trades (I2TT): Cohort 1-4 (March-Dec 15, 2019)		
Enrolled	65	
Graduated	65	8 graduated recently (11/1/2019); 14 grads not yet in RA or job
Accepted into a union	47	
Employed in construction-related jobs	7	
Employed in another industry	1	

### Systems change

Banks are recruiting/hiring BankWork\$ grads who are non-traditional and from neighborhoods where their bank branches are located.

The construction industry is increasing diversity through Introduction to the Trades by accepting graduates into apprenticeship programs and employment during apprenticeships and by hiring graduates who aren't quickly enrolled in apprenticeships.

## MEMORANDUM

**TO:** Partner4Work Executive Committee  
**FROM:** Ray Herron  
**DATE:** December 9, 2019  
**RE:** September 30, 2019 Financial Statements

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I have enclosed the September 30, 2019 Financial Statements. The following represents a more detailed narrative surrounding these Financials.

### Statement of Financial Position (Page 1):

- The cash balance of approximately \$4 million is consistent from year to year.
- The A/R balance increased by \$1.4 million, which was caused by the following:
  - Federal DWG Grant had activity in FY2020 not FY2019 - \$400,000
  - PA Smart Grants had activity in FY2020 not FY2019 - \$300,000
  - The timing of Learn and Earn payments between years - \$700,000
- The A/P balance of \$3.4 million is comparable to the Unrestricted A/R balance

### Net Asset Rollforward (Page 2):

- Sector Strategies Fundraising:
  - BankWorks \$130,000 from various banks
  - Early Childhood Education Program \$175,000 from Heinz
- Learn and Earn Release - \$850,000 less than prior year due to timing of invoicing from Learn and Earn Providers

### Statement of Activities (Page 3):

- The Statement of Activities shows actual activity for the 1<sup>st</sup> Quarter FY2020 based on Type of Funding Source / Program.
- There was no change in Unrestricted Net Assets for this period, which is consistent with other periods.
- The Midwest Urban Strategies represents costs that will be reimbursed by the entity by year-end.
- The next page (4) represents the comparison of these categories to the budget and this time last year.

### Statement of Activities Comparison by Funding Source/Program (Page 4):

- Federal WIOA increase of \$500,000
  - STRIVE Grant (Increased by \$135,000) – Started 7/1/2018
  - DWG Grant (Increased by \$365,000) – Started 10/1/2018; no expenses in prior year
- Sector Strategies increased by \$230,000 due to the addition of the PA SMART Grants
- Learn & Earn decreased by \$850,000 due to the timing of Provider invoicing

### Management & General Analysis (Page 5):

- Overall expenses decreased by \$70,000 due to the approval of the Negotiated Indirect Cost Rate with the Federal DOL. Management & General for the prior year was adjusted in the final quarter for the change to the Direct Allocation Method. The overall overhead cost rate was 7.3% at 9/30/2019.

### Income / Expense Analysis (Page 6):

- Direct Program Costs (decreased by \$790,000) – This decrease is primarily connected to the timing of the Learn and Earn providers invoicing for the program year.
- Salary, Wages and Benefits (increased by \$400,000) – This increase is directly connected to the infrastructure building over the past year. Employee count went from 32 to 48 from year to year.
- Contracted Services (increased by \$100,000) – New DWG Grant had consulting and other related services included in Grant.

**Partner4Work**  
**Statement of Financial Position**  
**As of September 30, 2019**

	<b>Unrestricted</b>	<b>Temporarily Restricted</b>	
<b>ASSETS</b>			
Current Assets			
Checking/Savings	\$ 688,684	\$ 3,622,314	\$ 4,310,998
Accounts Receivable	\$ 3,414,785	\$ 1,864,600	\$ 5,279,385
Other Current Assets	\$ 107,336	\$ -	\$ 107,336
Total Current Assets	\$ 4,210,805	\$ 5,486,914	\$ 9,697,719
Other Assets			
Fixed Assets (net of depreciation)	\$ 57,965	\$ -	\$ 57,965
Other Assets	\$ 6,066	\$ -	\$ 6,066
Total Other Assets	\$ 64,031	\$ -	\$ 64,031
<b>TOTAL ASSETS</b>	<b>\$ 4,274,836</b>	<b>\$ 5,486,914</b>	<b>\$ 9,761,750</b>
<b>LIABILITIES &amp; NET ASSETS</b>			
Liabilities			
Current Liabilities			
Due to Subrecipients	\$ 3,190,580	\$ -	\$ 3,190,580
Accounts Payable	\$ 231,207	\$ -	\$ 231,207
Advance Payments	\$ -	\$ -	\$ -
Other Current Liabilities	\$ 88,953	\$ -	\$ 88,953
Total Current Liabilities	\$ 3,510,740	\$ -	\$ 3,510,740
Total Liabilities	\$ 3,510,740	\$ -	\$ 3,510,740
Net Assets			
Unrestricted	\$ 764,096	\$ -	\$ 764,096
Temporarily Restricted	\$ -	\$ 6,440,004	\$ 6,440,004
Current Period Activity	\$ 0	\$ (953,090)	\$ (953,090)
Total Net Assets	\$ 764,096	\$ 5,486,914	\$ 6,251,010
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 4,274,836</b>	<b>\$ 5,486,914</b>	<b>\$ 9,761,750</b>

**Partner4Work  
Net Asset Rollforward  
As of September 30, 2019**

TEMPORARILY RESTRICTED FUNDS						
	Miscellaneous	Sector Strategies	Place Based Strategies	Adult TANF	Learn & Earn	Total
<b>Balances as of July 1, 2019</b>	\$ 62,303	\$ 169,733	\$ 79,491	\$ 3,612,035	\$ 2,516,442	\$ 6,440,004
<b>Activity: July 1, 2019 to September 30, 2019</b>						
<b>CY Additions to Temp Restricted Fd:</b>						
<b>Restricted Grants Received:</b>						
Corporate Sponsorships		130,000			5,000	135,000
Foundations		175,000				175,000
<b>Sub-Total</b>	-	<b>305,000</b>	-	-	<b>5,000</b>	<b>310,000</b>
<b>Reimb. received from Rest Grants:</b>						
Urban Strategies CNI	-	-	17,728	-	-	17,728
State Grants	-	266,342	-	-	-	266,342
<b>Sub-Total</b>	-	<b>266,342</b>	<b>17,728</b>	-	-	<b>284,070</b>
<b>Total Rest. Funds Received:</b>	-	<b>571,342</b>	<b>17,728</b>	-	<b>5,000</b>	<b>594,070</b>
<b>Expenses incurred this period related to these restricted programs:</b>						
	-	(343,777)	(29,874)	-	(1,173,509)	(1,547,160)
<b>Net Activity: July 1, 2019 to September 30, 2019</b>	-	<b>227,565</b>	<b>(12,146)</b>	-	<b>(1,168,509)</b>	<b>(953,090)</b>
<b>Fund Balance Balance at 9/30/2019</b>	<b>\$ 62,303</b>	<b>\$ 397,298</b>	<b>\$ 67,345</b>	<b>\$ 3,612,035</b>	<b>\$ 1,347,933</b>	<b>\$ 5,486,914</b>
AR Balance at September 30, 2019	-	-	-	(516,667)	(1,347,933)	(1,864,600)
<b>TR Cash Balance at September 30, 2019</b>	<b>\$ 62,303</b>	<b>\$ 397,298</b>	<b>\$ 67,345</b>	<b>\$ 3,095,368</b>	<b>\$ -</b>	<b>\$ 3,622,314</b>
<b>Assets Released from Restriction (as presented on the Statement of Activities):</b>						
						Expenses incurred this period related to these restricted programs
						\$ (1,547,160)
						Less: Reimbursements received from Restricted Grants
						284,070
						<b>Assets Released from Restriction</b>
						<b>\$ (1,263,090)</b>

**Partner4Work**  
**Statement of Activities**  
**July 1, 2019 through September 30, 2019**

	Reimbursement Contracts							Restricted Grants				Total Unrestricted	Temporarily Restricted	TOTAL	
	Management & General	Midwest Urban Strategies	Allegheny County WIOA	City of Pittsburgh WIOA	TANF	PA CareerLink	Federal WIOA	Sector Strategies	Place Based Strategies	Learn & Earn	Total Program				
	(Unrestricted)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Program)	(Unrestricted)				
Ordinary Income/Expense															
Income															
4000 · Public Funds/Government Gran	0	45,812	794,208	485,596	1,084,405	106,844	614,045	266,342	17,728	0	3,414,980	3,414,980	0	3,414,980	
4200 · Foundation & Private Contrib	112	0	0	0	0	0	0	0	0	0	0	112	310,000	310,112	
4300 · Interest	619	0	0	0	0	0	0	0	0	0	0	619	0	619	
4400 · Inter-Fund Transfer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4700 · Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
4800 · Assets Released frm Restrictior	0	0	0	0	0	0	0	77,435	12,146	1,173,509	1,263,090	1,263,090	(1,263,090)	0	
4999 · Do Not Post to this Item.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>Total Income</b>	<b>731</b>	<b>45,812</b>	<b>794,208</b>	<b>485,596</b>	<b>1,084,405</b>	<b>106,844</b>	<b>614,045</b>	<b>343,777</b>	<b>29,874</b>	<b>1,173,509</b>	<b>4,632,258</b>	<b>4,632,989</b>	<b>(953,090)</b>	<b>3,679,899</b>	
Expense															
5000 · Direct Program Expenses	0	0	502,365	293,037	880,936	106,844	391,224	207,162	24,637	978,304	3,384,509	3,384,509	0	3,384,509	
5200 · Salary, Wages, and Benefits	252,918	39,803	212,365	120,129	109,340	0	62,789	104,246	4,181	109,396	762,249	1,015,167	0	1,015,167	
5350 · Communication	742	0	0	0	0	0	0	1,262	0	127	1,389	2,131	0	2,131	
5370 · Contracted Service	12,481	0	14,138	6,444	12,150	0	82,868	21,375	0	2,250	139,225	151,706	0	151,706	
5400 · Depreciation Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5450 · Equipment Expense	8,725	0	0	0	0	0	0	0	0	0	0	8,725	0	8,725	
5500 · Fiscal	5,223	0	0	0	0	0	0	0	0	0	0	5,223	0	5,223	
5650 · Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5660 · Information Technical Service	4,081	36	0	0	0	0	0	0	0	0	36	4,117	0	4,117	
5700 · Legal Expense	476	0	350	350	0	0	0	0	0	0	700	1,176	0	1,176	
5750 · Materials / Supplies	4,135	0	0	0	0	0	645	0	0	335	980	5,115	0	5,115	
5760 · Meeting Expense	4,649	0	341	221	659	0	22	93	52	4,215	5,603	10,252	0	10,252	
5770 · Memberships	13,335	0	0	0	0	0	0	0	0	0	0	13,335	0	13,335	
5850 · Other Miscellaneous	358	0	0	0	0	0	0	0	0	0	0	358	0	358	
5900 · Postage / Messenger	350	0	0	0	0	0	0	0	0	0	0	350	0	350	
5940 · Publications	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
5950 · Rent	13,891	0	10,973	6,207	5,650	0	3,244	5,387	216	5,653	37,330	51,221	0	51,221	
6000 · Staff Administration	2,281	0	0	0	0	0	0	0	0	0	0	2,281	0	2,281	
6050 · Telephone	7,315	0	0	0	0	0	0	0	0	1,208	1,208	8,523	0	8,523	
6060 · Temporary Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6070 · Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
6080 · Travel & Conference	7,579	1,808	1,275	1,275	0	0	1,981	450	0	0	6,789	14,368	0	14,368	
6900 · Distributed Costs	(337,808)	4,165	52,401	57,933	75,670	0	71,272	3,802	788	72,021	338,052	244	0	244	
<b>Total Expense</b>	<b>731</b>	<b>45,812</b>	<b>794,208</b>	<b>485,596</b>	<b>1,084,405</b>	<b>106,844</b>	<b>614,045</b>	<b>343,777</b>	<b>29,874</b>	<b>1,173,509</b>	<b>4,632,258</b>	<b>4,632,989</b>	<b>0</b>	<b>4,632,989</b>	
Net Ordinary Income	0	0	0	0	0	0	0	0	0	0	0	0	(953,090)	(953,090)	
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	(953,090)	(953,090)	

(A)

**Partner4Work**  
**Statement of Activities Comparison by Program Category**  
**September 30, 2019**

	<b>FY2020</b>	<b>9/30/2019</b>	<b>9/30/2018</b>	
	<b>Budget</b>	<b>Actual</b>	<b>Actual</b>	<b>Comparison</b>
<b>Management &amp; General</b>	\$ 3,500	\$ 731	\$ -	\$ 731
<b>Midwest Urban Strategies</b>	\$ -	\$ 45,812	\$ -	\$ 45,812
<b>Allegheny County WIOA</b>	\$ 4,261,500	794,208	552,282	\$ 241,926
<b>City of Pittsburgh WIOA</b>	\$ 3,877,051	\$ 485,596	\$ 416,506	\$ 69,090
<b>TANF</b>	\$ 6,887,834	\$ 1,084,405	\$ 1,300,582	\$ (216,177)
<b>Federal WIOA</b>	\$ 6,368,691	\$ 614,045	\$ 75,513	\$ 538,532
<b>Sector Strategies</b>	\$ 1,212,022	\$ 343,777	\$ 114,494	\$ 229,283
<b>Place Based Strategies</b>	\$ 150,000	\$ 29,874	\$ 58,567	\$ (28,693)
<b>Learn &amp; Earn</b>	\$ 3,173,100	\$ 1,173,509	\$ 2,018,058	\$ (844,549)
<b>Total</b>	<u>\$ 25,933,698</u>	<u>\$ 4,571,957</u>	<u>\$ 4,536,002</u>	<u>\$ 35,955</u>

**Partner4Work**  
**Management & General Analysis**  
**September 30, 2019**

	<b><u>ANNUAL</u></b>	<b><u>9/30/2019</u></b>	<b><u>9/30/2018</u></b>	<b><u>VARIANCE</u></b>
	<b><u>BUDGET</u></b>	<b><u>ACTUAL</u></b>	<b><u>ACTUAL</u></b>	
Ordinary Income/Expense				
Income				
4200 · Foundation & Private Contrib	0	112	3,138	(3,026)
4300 · Interest	3,500	619	807	(188)
<b>Total Income</b>	<b>3,500</b>	<b>731</b>	<b>3,945</b>	<b>(3,214)</b>
Gross Profit	3,500	731	3,945	(3,214)
Expense				
5200 · Salary, Wages, and Benefits	1,155,715	252,918	245,720	7,198
5350 · Communication	35,000	742	1,176	(434)
5370 · Contracted Service	25,000	12,481	21,977	(9,496)
5400 · Depreciation Expense	15,000	0	0	0
5450 · Equipment Expense	50,000	8,725	21,462	(12,737)
5500 · Fiscal	55,000	5,223	4,505	718
5650 · Insurance	15,000	0	5,540	(5,540)
5660 · Information Technical Service	200,000	4,081	16,673	(12,592)
5700 · Legal Expense	15,000	476	350	126
5750 · Materials / Supplies	25,000	4,135	6,183	(2,048)
5760 · Meeting Expense	25,000	4,649	13,720	(9,071)
5770 · Memberships	40,000	13,335	2,875	10,460
5850 · Other Miscellaneous	0	358	246	112
5900 · Postage / Messenger	2,500	350	557	(207)
5940 · Publications	2,500	0	0	0
5950 · Rent	83,000	13,891	33,271	(19,380)
6000 · Staff Administration	20,000	2,281	8,692	(6,411)
6050 · Telephone	20,000	7,315	8,276	(961)
6080 · Travel & Conference	35,000	7,579	20,536	(12,957)
6900 · Distributed Costs	(1,815,215)	(337,808)	(407,814)	70,006
<b>Total Expense</b>	<b>3,500</b>	<b>731</b>	<b>3,945</b>	<b>(3,214)</b>
Net Ordinary Income	0	0	0	0
	0	0	0	0

**Partner4Work**  
**Income / Expense Analysis**  
**September 30, 2019**

	<b>BUDGET</b>	<b>9/30/2019 ACTUAL</b>	<b>9/30/2018 ACTUAL</b>	<b>Increase (Decrease) VARIANCE</b>
Ordinary Income/Expense				
Income				
4000 · Public Funds/Government Grant	\$ 23,660,068	\$ 3,414,980	\$ 2,818,983	\$ 595,997
4200 · Foundation & Private Contrib	\$ -	\$ 112	\$ -	\$ 112
4300 · Interest	\$ 3,500	\$ 619	\$ 807	\$ (188)
4800 · Assets Released frm Restriction	\$ 2,270,130	\$ 1,263,090	\$ 2,151,308	\$ (888,218)
<b>Total Income</b>	<b>\$ 25,933,698</b>	<b>\$ 4,678,801</b>	<b>\$ 4,971,098</b>	<b>\$ (292,297)</b>
Expense				
5000 · Direct Program Expenses	\$ 20,285,521	\$ 3,384,509	\$ 4,173,591	\$ (789,082)
5200 · Salary, Wages, and Benefits	\$ 4,012,427	\$ 1,015,167	\$ 608,767	\$ 406,400
5350 · Communication	\$ 80,000	\$ 2,131	\$ 1,618	\$ 513
5370 · Contracted Service	\$ 583,250	\$ 151,706	\$ 37,065	\$ 114,641
5400 · Depreciation Expense	\$ 15,000	\$ -	\$ -	\$ -
5450 · Equipment Expense	\$ 76,000	\$ 8,725	\$ 21,462	\$ (12,737)
5500 · Fiscal	\$ 55,000	\$ 5,223	\$ 4,505	\$ 718
5650 · Insurance	\$ 15,000	\$ -	\$ 5,540	\$ (5,540)
5660 · Information Technical Service	\$ 248,500	\$ 4,117	\$ 16,673	\$ (12,556)
5700 · Legal Expense	\$ 25,000	\$ 1,176	\$ 2,110	\$ (934)
5750 · Materials / Supplies	\$ 52,500	\$ 6,110	\$ 7,046	\$ (936)
5760 · Meeting Expense	\$ 90,000	\$ 10,252	\$ 14,760	\$ (4,508)
5770 · Memberships	\$ 40,000	\$ 13,335	\$ 2,875	\$ 10,460
5900 · Postage / Messenger	\$ 2,500	\$ 350	\$ 557	\$ (207)
5940 · Publications	\$ 2,500	\$ -	\$ -	\$ -
5950 · Rent	\$ 207,500	\$ 51,221	\$ 33,271	\$ 17,950
6000 · Staff Administration	\$ 20,000	\$ 2,281	\$ 8,982	\$ (6,701)
6050 · Telephone	\$ 20,000	\$ 8,523	\$ 8,276	\$ 247
6080 · Travel & Conference	\$ 103,750	\$ 14,368	\$ 24,995	\$ (10,627)
6900 · Distributed Costs	\$ (750)	\$ 244	\$ -	\$ 244
<b>Total Expense</b>	<b>\$ 25,933,698</b>	<b>\$ 4,678,801</b>	<b>\$ 4,971,098</b>	<b>\$ (292,297)</b>
<b>Net Income</b>	<b>\$ -</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



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

The Rivers Club, 301 Grant Street, Suite 411, Pittsburgh PA 15219

8:30 a.m. Sept. 27, 2019

**Board Members Present**

Allen, Will  
Barcaskey, Rich  
Bell, Natalie  
Bullock, Dr. Quintin  
Camino, Chris  
Caplan, Debra  
Cherna, Marc  
Cooper, Mary Frances  
Coplan, Dave  
Dugan, Ann  
Harris, Carey (phone)  
Katona, Marci (phone)  
Kuzma, Lisa  
Lane, Majestic  
Malone, Dave  
Massaro, Steve  
McLaughlin, Cat  
Melcher, Tom  
Mendoza, Brandon  
Nobers, Jeff  
Pipitone, Scott  
Pollard, Josh  
Powers, Beth  
Rendulic, Mark  
Staszko, Frank (phone)  
Washington, Dr. Nancy  
Williamson, Sam

**Board Members Absent**

Belechak, Joe  
Ellsworth, Laura  
Ferraro, Melissa  
Gittlen, Ike  
Kelly, Darrin  
Thomas, John

**Guests Present**

Gbee, Phillip (Grant Associates)  
Higgins, Kiara (Dynamic Workforce Solutions)  
Lampman, Chester (Labor and Industry)  
Leisten, Terri (Dynamic Workforce Solutions)  
Mihalko, Carrie (Steel Valley Authority)  
Mills, Jack (Smart Future Strategy)  
Nestor, Jennifer (Labor and Industry, Oversight Services)  
Peters, Barb (BWPO)  
Sotak, Karen (Dynamic Workforce Solutions)

**Staff Present**

Buford, Earl  
Herrera, Jasmine  
Herron, Ray  
Martino, McCrae  
Mosley, Franklin  
Pajewski, Jennifer  
Puskar, Susie  
Saulle, Laura

## Board Meeting Minutes (continued)

Chair Dave Malone called the meeting to order at 8:35 a.m. With a delayed start and the need for a speaker to depart by 9 a.m., CEO Earl Buford opened the conversation with a reminder of the goals of the Intermediate Strategic Plan – to diversify funding, to improve the efficiency and efficacy of the workforce system, and to respond to and engage with the business community.

Mr. Buford reiterated the re-establishment of a local funding collaborative and discussed a recent conversation with five of the region’s leading philanthropies about a pool of funds dedicated to supporting and elevating P4W’s industry partnerships through the development of signature programs and outreach.

Those Industry Partnerships – particularly in Financial Services and Construction with established models and signature programs – are a tool P4W brought to the table during a recent conversation with the funding partners of the one-stop system. While work will continue to establish additional partnerships and signature programs, the group will devise strategies together to solve employers’ talent needs. To that end, Mr. Buford and Frank Staszko, Assistant Regional Director of Labor & Industry, Bureau of Workforce Partnerships and Operations, will jointly present on business engagement and partnership during the December board meeting.

## Overview of Signature Programs

### **PartnerUp®**

PNC’s PartnerUp® program, formerly the High School Collaborative Program, is a talent pipeline for early professionals to enter the workforce after high school. Spearheaded by Cat McLaughlin, PNC and the Consortium for Public Education work with area school districts to identify young people who may not be suitable or interested in going to college.

In its first effort, in early 2018, PNC and the Consortium for Public Education interviewed 93 high school seniors, and 14 were offered jobs. Several lessons were learned in the first year – including understanding different start times and requirements of businesses, the difficulty in finding young people after graduation.

Peoples Gas, Comcast, Allegheny Health Network, and Partner4Work joined efforts in the 2018-2019 school year. PNC also partnered with Strengths Finders to arm young people with the professional language to describe themselves. In 2018-2019, PartnerUp connected with 2,100 high school juniors to help them start to think about life after high school and connected with 160 seniors. Seniors were interviewed in May; more than 35 offers were extended within a week. In this year, young hires were required to attend classes at CCAC for 60 days; partner companies are required to have jobs that a high school graduate could fill and offer tuition reimbursement to participate.

In the fall of 2019-2020, PNC is working to deepen its relationships with school districts, including potentially PPS, the program has expanded to Fayette County school districts and includes businesses such as Nemaquin Woodlands, West Virginia University Medical Center, Giant Eagle and Matthews International.

Chair Dave Malone commended Ms. McLaughlin and PNC for the leadership role in bringing PartnerUp® to school districts. He further commented on the retention rate of the young people, and the group

discussed Partner4Work's role in replicating and scaling the program to mid-sized companies throughout the region. The group also discussed replicating the program in the arts and other industries.

## **BankWork\$, Early Childhood Education, Post-Secondary Connector**

Partner4Work staff offered a brief update on BankWork\$, the signature program of the Financial Services Industry Partnership; the Early Childhood Education (ECE) pre-apprenticeship program launch in conjunction with Trying Together, Literacy Pittsburgh, and higher education; and the Post-Secondary Connector program.

BankWork\$, the training for entry-level positions in the banks, was expected to launch on Oct. 1, 2019, with 20 students in the inaugural class. Thirteen banks, including Citizens and PNC, participated in the launch event in late August, pledged financial support, and agree to participate in the training (mentoring, mock interviews, etc.) and intend to participate in the graduation/hiring event in November. P4W intends to run concurrent cohorts of 25 each with continued support and interest from the sector.

In collaboration with Trying Together, Literacy Pittsburgh, CCAC and Carlow, and support from Heinz Endowments and the Kellogg Foundation, P4W is building the ECE pre-apprenticeship program to help expand access to quality child care in the community as well as build the pathway for workers to advance to in their career by potentially training to be educators. While in its early stages, P4W intends to report more on the partnership in future meetings.

P4W issued an RFP in the summer to be able to help individuals transition from a two-year to a four-year degree program while providing wrap-around services to support individuals as they progress. P4W partnered with Point Park University and CCAC to serve TANF eligible youth in this program year to ensure young adults are successful and deeply connected to opportunities with more than a dozen employers in the region.

## **Lower Hill Redevelopment and Intro to the Trades**

Discussion of signature programs and accomplishments concluded with an overview of P4W's work on the Lower Hill and the Intro to the Trades program.

As a part of a first-source hiring model proposed to the Pittsburgh Pens, P4W will be the clearinghouse for individuals entering Intro to the Trades, the preferred training program pre-apprenticeship for union construction jobs on the 28 acres, end-use jobs, such as security or hospitality positions typically with the SEIU, and data collection and reporting of individuals in the system from the Hill District. A proposal outlining P4W's role as the workforce clearinghouse is with the Pens for consideration.

Jeff Nobers of the Builders Guild discussed the successes of the Intro to Trades program to date. Of the 65 students in 2019, 90 percent are African-American men, 55 percent of graduates working in the industry. Of the individuals not working, some are still in process of being hired. In 2020, the Builders Guild intend to train five cohorts with as many as 50 individuals trained to work on the Lower Hill site.

Subsequent conversation focused on the population and communities served, the expectation of funding from private sources, and potentially bringing other trades to the effort.

## **Consent agenda and committee reports**

Mr. Malone took roll, announced a quorum present.

Matters on the consent agenda were listed in the Briefing book and included the approval of minutes and acknowledgement of the actions taken by the Executive Committee since the last full Board meeting including policy changes, a contract with EDSI for Work Ready, a contract award to Point Park University, a contract to Keep it Simple for Industry Partnership consultation, and a contract to Midwest Urban Strategies for the management of grants connected to a multi-city consortium.

**With no questions, comments, additions, corrections or discussion, the consent agenda passed as presented.**

## **Audit/Finance**

Treasurer Lisa Kuzma walked through the June 30, 2019, financial statements as presented in the Briefing Book. Report highlights:

Overhead spending decreased 7 percent

Revenue is \$20 million with \$1.7 million underspent due to Learn & Earn and the timing of provider invoicing.

Implementation of Blackbaud delayed by one month. Expected start is Oct. 1; reporting module to launch Jan. 1.

P4W expected to release an RFP for auditing and tax services for the next year; however, given the transition in leadership, the Committee seeks to extend the current contract for one year to be thoughtful and strategic in seeking a new auditor. A contract extension requires a vote of the full board to be approved by the state.

**On a motion by Mark Rendulic, seconded by Majestic Lane, the Board unanimously approved a one-year contract extension with Schneider Downs for auditing services.**

## **Governance and Youth**

Chair Deb Caplan relayed that prior to the December meeting, the Governance Committee would consider a round of nominations and appointments. In addition, the Committee would evaluate the need to reorganize P4W's Committee structure and bylaws to support the new business model. Any recommended changes would be brought to the full Board for approval.

In moving on to youth, Ms. Caplan reported that 90 percent of enrolled youth earned a credential, an increase of 6 percent from the previous year. She further announced that P4W met its negotiated performance measures for youth programs under WIOA and is working to more adequately provide the technical assistance necessary for provider to enroll Learn & Earn participants in year-round programming.

In speaking about Learn & Earn, Ms. Caplan commented on the success of the summer's program having served 1,899 young people. Of them, 55 young people completed the Corporate program, a record for the program.

She concluded with a commendation of Majestic Lane, deputy chief of staff for Mayor Peduto, for the ongoing support and advocacy for the program and for the City in general for having hired a Learn & Earn intern in the personnel department. She encouraged the Board to sign up to participate in 2020.

## **Other Board discussion**

None

**Public comment**

Barb Peters of PA CareerLink invited the board to attend a Re-Entry Career Fair with Lt. Gov. Fetterman at the Energy Innovation Center on Oct. 11.

Earl Buford reminded the Board that Midwest Urban Strategies would hold the fall convening in Pittsburgh Oct. 1 through Oct. 4. The Board was invited to attend any and all MUS events.

**On a motion by Dave Coplan, seconded by Deb Caplan, the meeting adjourned at 10:02 a.m.**

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

**Board Members Present**

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

**Guests Present**

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

**Staff Present**

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

**Board Members Absent**

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

## Board Meeting Minutes (continued)

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

### GENERAL BUSINESS

#### Chairman's report

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

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

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

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

#### Consent agenda

Matters of consideration under the P4W consent agenda:

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

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

#### P4W Transition Committee report to the Board of Directors

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

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

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

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

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

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

### **Business Engagement**

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

### **Meeting the needs of people**

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

### **System Coordination**

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

Subsequent recommendations and next steps:

### **Business engagement**

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

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- Communicate results and impact of the new model

#### Service delivery model that meets the needs of people

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

#### Strengthen system coordination to support business engagement

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

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

The group also discussed the importance of:

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

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

## COMMITTEE REPORTS

### Audit/Finance Committee and Operations

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

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

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

### Governance

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

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

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

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

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

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

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

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

### **Service Delivery**

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

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

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

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

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

OPEN FORUM/PUBLIC COMMENT

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

ADJOURNMENT OF MEETING

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

**Earl Buford**  
*Chief Executive Officer*

**Matt Aelmore**  
Program Evaluation Manager

**Jack Bailey**  
Database Specialist

**Crystaline Barger**  
Learn & Earn Assistant Manager

**David Conway**  
Apprenticeship Manager

**Dillon Corbridge**  
Data Coordinator

**John Crowe**  
Program Coordinator, EARN Work  
Ready

**Kayleigh Del Cotto**  
Program Coordinator, Adult  
Workforce Services

**Ryan Dodson**  
Junior Accountant

**Bonnie Evans**  
PULSE Fellow

**Carolyn Ford**  
Contract Administrator

**Nancy Frederick**  
Assistant Grants Manager

**Julia Gagosian**  
Youth Program Coordinatior

**Shuly Goldman**  
Learn & Earn Manager

**Markie Harrison**  
Youth Program Coordinatior

**Jasmine Herrera**  
Executive Assistant

**Ray Herron**  
Chief Operations Officer

**Raihan Izimbetova**  
TANF Program Manager

**Nic Jaramillo**  
Operations Manager

**Katrina Kadisevskis**  
Adult Workforce Programs  
Coordinator

**Dylan Knutson**  
Manager of Strategic Initiatives

**Kristin Kramer**  
Director of Fiscal

**Erin Kucic**  
Compliance Specialist

**Edgar Largaespada**  
Industry Partnership Manager

**Sophia Leissa**  
PULSE Fellow

**Markese Long**  
Community Relations Manager

**McCrae Martino**  
Chief Program Officer

**Kristine Masta**  
Director of Development

**Cory Matz**  
IT Specialist.

**Kelly McGuire**  
Communications Coordinator

**Jesse McLean**  
Youth Program Coordinator

**Jack Mills**  
Chief Strategy and Innovation  
Officer

**Priscilla Montoya**  
Compliance Specialist I

**Dillon Moore**  
Director of Policy

**Franklin Mosley**  
Receptionist

**Sarah Owen**  
Grant Writer

**Jen Pajewski**  
Senior Director of Special Relations

**Susie Puskar**  
Senior Director of Workforce  
Programs

**Kris Roper**  
Accounting Supervisor

**Jonathan Ross**  
Compliance Specialist

**Andy Smith**  
Director of Adult Workforce Programs

**Katrina Steinley**  
Business Intelligence Analyst

**Lara Sullivan**  
Adult Workforce Program Manager,

**Jason Thompson**  
HR Specialist

**Tony Townsend**  
Industry Partnership Developer

**Rebecca Varo**  
Compliance Specialist

**Sharon Watkins**  
MUS Compliance Manager

**Spencer Witt**  
Accounting Clerk

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TTY 412-271-4217

#### **Downtown Pittsburgh**

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

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New Kensington, PA  
15068  
724-334-8600  
TTY 724-334-8713

#### **Mon Valley Regional**

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Donora, PA 15033  
724-379-4750  
TTY 724-379-5981

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#### **Mission**

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

#### **Vision**

We will be a community leader, an innovator, a strong partner, inclusive, a bridge builder between human services and workforce development systems, a model workplace.

#### **Values**

We will lead with integrity; treat individuals respectfully and support all individuals in their quest for meaningful employment; be inclusive in recognizing diversity; be excellent stewards of public resources; respect employers' diverse talent needs.

#### **Partner4Work**

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