

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 6 , 2 0 2 2



Ed Gainey
Mayor

City of Pittsburgh

David J. Malone
Chair



Rich Fitzgerald
County Executive

Allegheny County

BOARD OF DIRECTORS

David J. Malone, Chair
 Chairman and CEO, Gateway Financial

Acklin, Kevin
 President of Business
 Operations
 Pittsburgh Penguins

Allen, Will
 Managing Partner
 Magrac Ventures

Barcaskey, Richard
 Executive Director
 Constructors Association of
 Western PA

Bullock, Dr. Quintin
 President
 Community College of
 Allegheny County

Caplan, Debra
 Executive in Residence
 The Forbes Funds

Casoli, Rich
 President
 Beemac Trucking

Coplan, David A.
 Executive Director
 Human Services Center Corp.

Dalton, Erin
 Director, Allegheny County DHS

Dozier, Clarence
 Managing Director, Litigation
 FedEx

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

Gittlen, Ike
 Representative
 United Steelworkers

Gonzalez, Gabriella
 Program Officer
 Richard King Mellon Foundation

Harris, Carey
 Chief Executive Officer
 Literacy Pittsburgh

Holt, Tim
 Senior Director Human Resources
 UPMC Insurance Services Division

Katona, Marci
 District Administrator
 Office of Vocational Rehabilitation

Kelly, Darrin
Partner4Work Secretary
 President
 Allegheny/Fayette Central Labor
 Council, AFL-CIO

Massaro, Steve
Partner4Work Treasurer President
 Massaro Construction Group

McEvelly, Katherine
 US Head of Human Resource, Vice
 President
 Covestro

McLaughlin, Caitlin
 Chief People Person
 LaFayette Square (*pending
 reappointment*)

Melcher, Tom
 Business Manager
 Pittsburgh Regional Building Trades
 Council

Mendoza, Brandon
 Executive Director
 NAIOP Pittsburgh

Nobers, Jeff
 Executive Director
 Builders Guild of Western PA

Pipitone, Scott
 President and CEO
 Pipitone Group

Pollard, Joshua
 President and CEO
 Omicelo

Rendulic, Mark
 Market President
 Citizens Bank

Rupert, Duke
 Chief Operating Officer
 Allegheny General Hospital

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

Thomas, John
 Chief Financial Officer
 ECHO Realty

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

Washington, Dr. Nancy
 Director, Allegheny Housing
 Rehabilitation Corporation

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

**Partner4Work Board of Directors’ and annual meeting of TRWIB, Inc.
8:30-10 a.m. December 16, 2022**

Via Zoom: <https://us02web.zoom.us/j/89767950080?pwd=SWZpNm54TmJPRXBvUkV0L2VrWEd6UT09>

1. Welcome and roll call

David J. Malone, Chair

2. General Business – Consent Agenda

- **APPROVE** Minutes from September 30, 2022, and Minutes from December 17, 2021, annual meeting
- **APPROVE** Revisions to the Pathway Home Supportive Services Policy to include needs-based payments
- **APPROVE** Revisions to P4W’s Supportive Services Policy
- **APPROVE** 2023 Executive Committee and Full Board meeting dates
 - Executive Committee** (8:30 to 10 a.m., virtually and in-person when possible)
 - March 17, 2023
 - June 16, 2023
 - September 15, 2023
 - December 1, 2023
 - Full Board** (8:30 to 10 a.m., virtually and in-person when possible)
 - March 30, 2023
 - June 30, 2023
 - September 29, 2023
 - December 15, 2023
- **ACKNOWLEDGE** The actions taken by the Executive Committee since the last Full Board meeting.
 - **Approve** the release of WIOA adult/dislocated worker, one-stop operator, and WIOA and TANF youth services RFPs (conducted by e-vote on Nov. 18, 2022)
 - **Accept** Minutes from September 16, 2022 (<https://www.partner4work.org/document/executive-committee-materials-and-supplemental-documents-for-12.2.22/>)
 - **Accept** all funds since the last Executive Committee meeting

● Citizens Bank for BankWork\$	\$45,000
● Department of Justice for re-entry work	\$900,000
 - **Approve** contracts

Early Childhood Education	
Community College of Allegheny County	\$1,400
Literacy Pittsburgh	\$39,760
Industry Partnership	
Per Scholas	\$150,000
FortyX80	\$25,332
Career.Place	\$2,500

3. Partner4Work 2023-2025 Strategic Plan

*Rob Cherry, CEO
Maya Kageyama, Third Plateau
Katy Lardaro, Third Plateau*

APPROVE Partner4Work 2023-2025 Strategic Plan

PARTNER WORK

The Workforce Development Board for the Pittsburgh Area

4. CEO's Report

Rob Cherry, CEO

5. Other Business

6. Open Forum and Public Comment

Speakers are limited to three (3) minutes

7. Adjournment

Minutes of Partner4Work Board of Directors' Meeting

8:30 a.m. September 30, 2022

Board Members Present

Allen, Will
Barcaskey, Rich
Bullock, Dr. Quintin
Caplan, Debra (in person)
Coplan, Dave
Dalton, Erin
Dozier, Clarence
Gittlen, Ike
Gonzalez, Gaby
Harris, Carey (in person)
Holt, Tim
Massaro, Steve (in person)
McEvelly, Katherine
McLaughlin, Cat
Melcher, Tom
Mendoza, Brandon
Pollard, Josh
Rendulic, Mark
Rupert, Duke
Staszko, Frank (in person)
Topoleski, Linda
Washington, Dr. Nancy (in person)

Board Members Absent

Acklin, Kevin
Casoli, Rich
Ellsworth, Laura
Katona, Marci
Kelly, Darrin
Malone, David
Nobers, Jeff
Pipitone, Scott
Thomas, John
Williamson, Sam

Guests Present

Benavides, Lisa Marie (Equus)
Higgins, Kiara (Dynamic Workforce Solutions)
House, Crystal (Labor & Industry)
Huey, Pete (OVR)
Lampman, Chester (Labor & Industry)
Leisten, Terri (Dynamic Workforce Solutions)
Morrow, Leo (Labor & Industry)
Nestor, Jennifer (Labor & Industry)
Sljva-Blystone, Amy (Equus)
Sostek, Karen (Dynamic)

Staff Present

Cherry, Rob
Dutton, LaDonna
Kramer, Kristin
Pajewski, Jennifer
Powell, Kathleen
Puskar, Susie
Smith, Andy
Wesley, Dr. Carl

Board Meeting Minutes

Governance Chair Deb Caplan called the meeting to order at 8:32 a.m. with announcements: Recognition of Crystal House, new director of L&I's Bureau of Workforce Partnerships and Operations Acknowledgement of the passing of Jack Shea, longtime P4W Board members and former president of the Allegheny Central Labor Council

Ms. Caplan announced a quorum was present.

- Staff, board members, and guests were asked to acknowledge their participation in the chat feature.
- A link to the agenda was posted in the chat.

CONSENT AGENDA

No one wished to discuss any item in more detail for separate treatment.

- **APPROVE** Minutes from June 24, 2022
- **ACKNOWLEDGE** The actions taken by the Executive Committee since the last Full Board meeting.
 - **Accept** Minutes from June 10, 2022
(<https://www.partner4work.org/document/executive-committee-agenda-and-materials-for-sept.-16-2022/>)
 - **Accept** all funds since the last Executive Committee meeting
 - Learn & Earn County \$700,000
 - Learn & Earn City \$1,500,000
 - The Pittsburgh Foundation for Learn & Earn \$100,000
 - Jefferson Regional \$90,000
 - CareerWork\$ \$30,000
 - Bank of America \$65,000
 - **Approve** contracts
 - Pathways Home**
 - Center for Employment Opportunities \$172,800
 - Title I, Adult & Dislocated Worker, CareerLink**
 - Dynamic Workforce Solutions \$1,825,000
 - Industry Recognized Training Programs**
 - Parkway West Career & Tech Center \$13,200
 - Forbes Road Center for Career & Tech Education \$13,200
 - Steel Center for Career & Tech Education \$13,200
 - McKeesport Area School District \$13,200
 - A.W. Beattie \$13,200

There were no objections or abstentions. The consent agenda was approved as presented.

COMMITTEE REPORTS

Audit and Finance

Treasurer Steve Massaro and Chief Financial Officer Kristin Kramer reviewed the dashboard report as presented in the Board book.

TITLE II PRESENTATION WITH LITERACY PITTSBURGH

Literacy Pittsburgh CEO Carey Harris presented the annual report to the Board of Directors. The presentation is included as Addendum A to the minutes.

ZOOM and in person at PA CareerLink® Pittsburgh, 914 Penn Avenue, Pittsburgh PA 15222

CEO'S REPORT

CEO Rob Cherry discussed:

- The upcoming release of RFPs for WIOA Title I adult/dislocated worker services; one-stop operator; WIOA and TANF youth services.
- Progress on strategic planning.
- Ongoing efforts to compose the workforce development component of the Mayor's Prosperity Plan.
- Upcoming speaking engagement.

OTHER BOARD BUSINESS

No other Board business

NEW BOARD BUSINESS

No new Board business

PUBLIC COMMENT

With no additional public comment, the meeting adjourned at 9:18 a.m. and board members and guests toured the new Downtown PA CareerLink® one-stop center.

Addendum A



BETTER LIVES THROUGH LEARNING

LITERACYPITTSBURGH.ORG

What We Do

For those left behind, just arrived, never give up

College and Career Readiness

- Adult reading, writing and math
- High school equivalency
- Career transitions and workplace literacy

English Language Learning

- English as a second language
- Citizenship
- Case management support

Family and Child Literacy

- Oasis Intergenerational Tutoring
- Family literacy

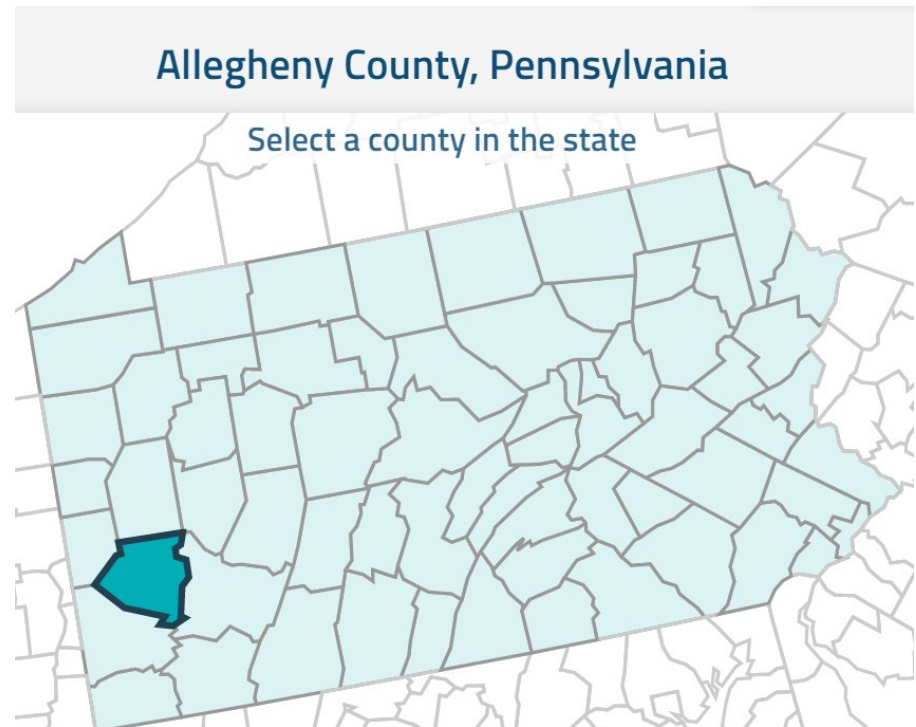
Building Community Capacity

- AmeriCorps



Who We Serve

- 110,000 don't speak English well or at all
- 13% low literacy (~120,000)
- 22% low numeracy (~202,000)
- 50,000+ w/o a high school credential



<https://nces.ed.gov/surveys/piaac/skillsmap/>



LITERACY
PITTSBURGH

Students: Title II

STUDENTS SERVED

2,480

PY20-21 (2,095)

PY 19-20 (2,184)

COLLEGE AND CAREER READINESS

51%

ENGLISH LANGUAGE LEARNING

49%

EDUCATION UPON ENTRY

Postsecondary

40%

Less than a HS diploma

41%

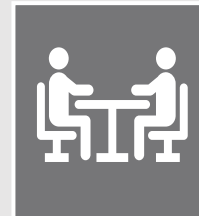
HS diploma

19%

INSTRUCTIONAL METHOD



Paid Teacher
71%



Volunteer Tutor
29%

Outcomes



Employment Outcomes

PY 21-22 (896)

PY 20-21 (623)

PY 19-20 (318)



Enter Postsecondary

PY 21-22 (85)

PY 20-21 (130)

PY 19-20 (58)



High School Equivalency

PY 21-22 (66)

PY 20-21 (60)

PY 19-20 (41)



Educational Level Gains

PY 21-22 (54%)

PY 20-21 (54%)

PY 19-20 (55%)



Ready & Relevant

Aligning for better career outcomes

- Career Services
- Digital Skills
- Citizenship
- Skill training @ LP,
@ job training, @ work



Basic Skills Training @ Work



We're Ready: Engage Us

Let's talk

- How can adult education be utilized to increase success in job training, employee retention, and advancement?
- How can we help support integration of immigrants into the workforce?
- How can we support digital skill development within the workforce system?





LITERACY

PITTSBURGH

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

8:30 a.m. December 17, 2021

(The full recording can be found at <https://youtu.be/XSy3CDzxoYs>)

Board Members Present

Allen, Will
Barcaskey, Rich
Caplan, Debra
Casoli, Rich
Cooper, Mary Frances
Coplan, Dave
Dalton, Erin
Dozier, Clarence
Ellsworth, Laura
Gittlen, Ike
Gonzalez, Gaby
Harris, Carey
Holt, Tim
Katona, Marci
Malone, David
McEvelly, Katherine
McLaughin, Cat
Nobers, Jeff
Pipitone, Scott
Pollard, Joshua
Rendulic, Mark
Rupert, Duke
Staszko, Frank
Topoleski, Linda
Washington, Nancy
Williamson, Sam

Board Members Absent

Acklin, Kevin
Kelly, Darrin
Massaro, Steve
Melcher, Tom
Mendoza, Brandon

Guests Present

Higgins, Kiara (Dynamic Workforce Solutions)
Moise, Elle (Grant)
Lampman, Chester (Labor & Industry)
Nestor, Jennifer (Labor & Industry)
Sostek, Karen (Dynamic)
Stanbro, Sean (Equus Workforce)

Staff Present

Cherry, Rob
Kramer, Kristin
Kreit, Brian
Long, Markese
Pajewski, Jennifer
Puskar, Susie

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

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

Before moving on to regular business, Chairman Malone publicly acknowledged Mary Frances Cooper, retiring president and CEO of Carnegie Library of Pittsburgh.

CONSENT AGENDA

The Consent Agenda included:

- **APPROVE** Minutes from September 17, 2021, and Minutes from December 11, 2020, annual meeting
- **APPROVE Industry-Recognized Training Program Contracts**
 - Fortyx80: Apprenti PGH. IT apprenticeship program. Up to \$300,000 for the period of 1/1/22 - 6/30/23 to serve 50 individuals.
 - APRI: Breaking the Chains of Poverty. Construction/energy-related occupational training. Up to \$125,350 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
 - Per Scholas: various IT training courses. Up to \$100,000 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
 - Resilient Coders: coding bootcamp. Up to \$100,000 for the period of 1/1/22 - 6/30/23 to serve 20 individuals.
- **APPROVE** P4W Follow-up Policy and P4W OJY Policy
- **ACKNOWLEDGE** The actions taken by the Executive Committee since the last Full Board meeting.
 - **Accept** minutes from September 3, 2021 (available at Partner4Work.org)
 - **Accept** all funds received from the Benevity Fund through June 30, 2022
 - **Accept** \$125,000 from the RK Mellon Foundation for tech-related training and employer engagement
 - **Approve** Revenue and Accounts Receivable and Program Income policies
 - **Approve contracts:**
 - Near Completers**
 - Grant Associates \$480,523
 - ARC Inspire**
 - PA Peer Support Coalition \$43,200
 - PSU/Beemac (Industry Partnership Training)***
 - Penn State Beaver \$40,000
 - *Note: Rich Casoli, president, Beemac, is a P4W Board member*
 - One-Stop Operator 6-months (January through June)**
 - Equus \$239,038

There were no questions, and no one wished to discuss any item in more detail for separate treatment. On a motion by Jeff Nobers, seconded by Sam Williamson, the motion passed. There were no objections. Rich Casoli abstained.

GOVERNANCE

Chair Deb Caplan welcomed and introduced new board members Clarence Dozier of FedEx, Gaby Gonzalez of RK Mellon Foundation, Tim Holt of UPMC, and Katherine McEvelly of Covestro. She also

informed the Board that Human Resources has been separated from Audit and Finance. Dave Coplan will chair the HR Committee. A short board self-assessment survey will be sent and participation would be

2022 Board and Executive Committee dates

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

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

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

- March 25, 2022
- June 24, 2022
- September 30, 2022
- December 16, 2022

On a motion by Dave Coplan, seconded by Duke Rupert, the 2022 Board and Executive Committee meeting dates were approved by unanimous vote. There were no objections or abstentions.

Bylaws

The Governance Committee proposed several revisions to the Bylaws to include language around the state system of record, Sunshine Law, attendance and term limits, and other revisions. The draft changes were vetted by Jennifer Nestor of Labor & Industry Oversight Services, and her recommended additions and corrections were incorporated. All the proposed changes were highlighted provided in advance. Sam Williamson requested one clarification about reappointments. The clarification will be added.

On motion by Jeff Nobers, seconded by Sam Williamson, the Bylaws were approved by unanimous vote. There were no objections or abstentions.

AUDIT FINANCE

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

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

PROGRAMS

Susie Puskar, chief program officer, reported on activity in the labor market:

- Pennsylvania's Labor Force Participation rate (LFPR) and US LFRP
- Accelerating retirement rates due to the pandemic
- Individuals between 25 and 54 in midst of strongest recovery on record
- Job quality issues are of highest importance to workers and job seekers
- Layoffs at nearly an all-time low, quits at an all-time high
- Leisure and hospitality drive the higher quit rate

- Unemployment initial claims and continued claims
- Black workers disproportionately represented in all unemployment figures; white workers returning to work more quickly
- Interventions needed to make up lost ground for older workers, disconnected youth, recent graduated, workers of color, and women

Subsequent conversation focused on interventions and other ways to create a holistic system with multiple entry points for job seekers and employers; connecting the immigrant community to the workforce system; identifying and motivating individuals not in the labor force to want to work; learning who is being rejected from the workforce; motivating young people early about work; poverty cliffs; needed public policy change; collecting data on freelance/1099 workers who also are collecting subsidies; the need to deep data mining by Partner4Work to break down the specific workforce challenges of the local population to inform lawmakers.

Through the Good Jobs Challenge, with proposals due in January and could bring \$25-\$30 million in EDA funding, P4W and its partners in Southwest Corner, Tri County, and Westmoreland-Fayette collectively propose workforce system advancement and employer-informed regional training systems. P4W intends to work with the Conference, labor, and backbone associations (such as business associations) on the proposal and if awarded, could rapidly accelerate the public workforce system.

CEO'S REPORT

CEO Rob Cherry discussed:

- His enthusiasm with the conversation related to research and policy change. He articulated how complex the problems are facing workers, job seekers, and employers. He suggested conducting a public benefit impact analysis related to wages
- Speaking engagements and conferences include the Institute of Politics Elected Officials retreat; Ditchley Foundation; CAEL; Steamfitters with Jennifer Berrier, secretary of Labor & Industry; Citizens Bank panel presentation with Bruce Van Saun; Pittsburgh Business Times Skills Gap presentation; Pennsylvania Workforce Development Association.
- Stakeholder meetings with the Steamfitters, Master Builders, the Penguins, the Conference, InnovatePgh, and others.
- Homing in on a strategic vision for P4W in the coming years and rolling out the new vision to the Executive Committee during a special session in early 2022.
- Reopening of P4W offices in October 2021; staff is 100 percent vaccinated and return-to-work execution has been smooth and successful.
- PA CareerLink lease signed for a new Downtown location at 914-922 Penn Avenue

Chair Malone requested a special session to discuss vision and strategy to move forward.

OTHER BOARD BUSINESS

Dave Coplan encouraged Board members to visit the new PA CareerLink center once opened.

NEW BOARD BUSINESS

Ike Gittlen discussed PA CareerLink and the Unemployment Compensation system, particularly the ID.me verification system and the challenges presented to UC claimants. He called for connection and collaboration between PA CareerLink and the UC system to help individuals navigate the system. The group discussed the policy changes that could solve the challenges with UC faced at the local level.

PUBLIC COMMENT

There was no public comment.

On a motion by Dave Coplan, seconded by Debra Caplan, the meeting adjourned at 10:10 a.m. There were no objections or abstentions.



Partner4Work

2023 – 2025 Strategic Plan

Facilitated by: Third Plateau



PARTNER WORK

The Workforce Development Board for the Pittsburgh Area

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OVERVIEW

Introduction

Partner4Work (P4W), formerly Three Rivers Workforce Investment Board, was established by the Workforce Investment Act of 1998 (WIA) and was later reauthorized by the Workforce Innovation and Opportunity Act in 2014 (WIOA). In its 20+ years, Partner4Work has delivered innovative solutions and supported local partners to develop a thriving workforce in Allegheny County and the City of Pittsburgh. From its initial focus as a small think tank, P4W has evolved its focus to include the development of strategic and systemic workforce solutions and funding key workforce partners including PA CareerLink(R) Pittsburgh/Allegheny County. With a budget of more than \$25 million in public and private workforce funds, Partner4Work delivers a comprehensive portfolio of programs and initiatives to meet the current and future needs of employers and job seekers.

In the last few years, Partner4Work has doubled in size and has been adaptive and responsive to the needs of businesses and jobseekers in a rapidly changing economic and political landscape. Under the new leadership of CEO Robert Cherry and with the support of a diverse, committed, and experienced board, Partner4Work is poised to explore strategic opportunities to build a more robust, equitable, and sustainable workforce development ecosystem. This strategic plan represents an intentional pause to identify and articulate key priorities for the next three years. The first priority leverages Partner4Work's programmatic successes to deepen its programs to strengthen the employment continuum and build more equitable career pathways. Priorities two and three outline opportunities for Partner4Work to position itself as the authority on local workforce development and, as the leading authority, influence and advance fieldwide innovation. Finally, priority four outlines the important work of bolstering Partner4Work's organizational infrastructure, including the structures and conditions needed to advance innovative and sustainable impact.

Methodology

Partner4Work engaged Third Plateau, a social impact strategy firm, to facilitate its strategic planning process in 2022. In partnership with a Strategic Planning Steering Committee, made up of P4W board and staff, Third Plateau engaged in a three-phase planning process. The learning phase focused on understanding Partner4Work's current state, including the organization's strengths, weaknesses, opportunities, and threats. As part of the process, Third Plateau conducted 12 virtual interviews with a diverse set of stakeholders, including staff, board, and key partners. Using this information, Third Plateau facilitated a three-day planning retreat to revisit Partner4Work's vision and mission and identify three-year goals for the organization to make significant progress toward its vision in the coming years. The steering committee participated in strategy brainstorms to flesh out key priorities, strategies, and tactics. A survey was sent out to gather feedback on the draft strategic plan from Partner4Work staff and the steering committee. From there, a subset of the steering committee developed implementation timelines and milestones for each priority area.

OUR PURPOSE

Our Vision

- Partner4Work envisions a thriving and prosperous community, where all residents have access to expansive career opportunities and all businesses have access to a talented workforce.

Mission

- To develop a thriving workforce, Partner4Work drives and delivers strategic investments, provides expertise, and creates opportunities for businesses, job seekers, agencies, and policymakers in Allegheny County and the City of Pittsburgh.

Who We Are

- Partner4Work is a 501c3 nonprofit that:
 - Leads the workforce development system for Allegheny County and the City of Pittsburgh;
 - Builds employers' capacity to find, retain, and develop talent;
 - Connects adults and young job seekers with career opportunities;
 - Proactively positions community organizations for success through funding, information, and professional connections;
 - Interprets and shares labor market information, data, trends, and promising practices to advance data-informed strategies and policy development;
 - Convenes cross-system partners, including employers, labor unions, job seekers, educators, agencies, and policymakers, to learn, collaborate, and strategize solutions to strengthen the local workforce.
- Partner4Work is guided by the knowledge, expertise, and leadership of its diverse board of directors, which is jointly appointed by the Allegheny County Executive and the Mayor of Pittsburgh. The board represents leadership among employers, educators, labor unions, policy makers, and community-based organizations.
- As an organization that holds the unique position of connector, convener, and bridge builder, Partner4Work values collaboration, inclusion, and bold thinking.

OUR STRATEGIC FOCUS

To advance our mission and vision over the next three years, Partner4Work will focus on the following four priorities:

Priority 1: Advance and deliver effective, inclusive, and user-centered programs that build a stronger regional workforce.

Priority 2: Convene and influence local leaders to support data-informed decision-making and fieldwide innovation.

Priority 3: Expand our name recognition, credibility, and value proposition among our key partners.

Priority 4: Bolster our organizational infrastructure to support innovative programs and sustainable impact.

To make progress on our priorities (**bolded in blue**), we will pursue the targeted strategies (**bolded**) and tactics (underlined) below.

1. **Advance and deliver effective, inclusive, and user-centered programs that build a stronger regional workforce.** Partner4Work strives to be an excellent provider, partner, and steward in developing a thriving workforce development ecosystem that creates opportunity and prosperity for all. We will use evaluation data to continually improve the user experience, quality, and impact of our engagements, partnerships, and services. We will strengthen networks, build relationships, and seek strategic alignment to build a more regionally coordinated and integrated workforce development system.

To accomplish this, we will:

- a. **Ensure services and programs produce valuable and meaningful outcomes for employers, jobseekers, and partner organizations.**
 - i. Codify and promote proven and promising practices for workforce services. Drawing on our team’s expertise and Partner4Work’s research and analysis, we will codify and publish best practices related to business solutions and program delivery. We will procure providers that adopt proven practices.
 - ii. Leverage youth funds to provide career exploration and work-based learning opportunities, including apprenticeships, with local employers and labor unions. We will leverage WIOA Youth funds to support transition-aged youth to complete work-based learning opportunities that lead to employment. We will invest TANF YDP funds to support career exploration and funnel youth to WIOA-funded opportunities.
 - iii. Establish a framework to assess employer needs and current workforce practices. By understanding employers’ workforce needs, practices, values, and philosophy, we will be better equipped to deliver practical and impactful support. This framework will help us to identify forward-thinking employers that align with our values and priorities and are ripe for creative partnerships.
 - iv. Build strong occupational and work-based training tools and practices. To better engage businesses, we will develop employer-based training opportunities to support on-the-job training and apprenticeships.
- b. **Build processes and make programmatic decisions based on data, customer feedback, and established research.**
 - i. Gather employer, provider, and jobseeker feedback to support more robust and actionable program evaluation. To assess programmatic strengths, opportunities, and gaps, we will set quality assurance benchmarks and conduct regular evaluation. We will gather regular feedback to hear from the employers, providers, and job seekers that we serve.
 - ii. Strengthen the ability to track and influence WIOA common measures.

- iii. Synthesize disparate data sources into meaningful dashboards.
 - iv. Strengthen our programs to better meet user needs and outcomes. Drawing on our evaluation and assessment data, we will conduct ongoing program improvement to be more inclusive, accessible, and effective for our participants, including those with barriers to employment, and employers. We will work with our contracted providers to set clear goals and accountability measures, to support user-centered program improvement.
- c. Strengthen the integration, coordination, and accessibility of local workforce services.**
- i. Co-locate services within our one-stop centers and affiliated sites. We will increase physical proximity of career services, to reduce barriers and improve jobseekers' ability to access comprehensive service needs.
 - ii. Build the interest and capacity of service providers to make referrals and linkages. We will support service providers to assess job seekers' needs and make linkages to other career services, social services, and resources.
 - iii. Continue to build a network of partner organizations, including employers and labor unions, that meaningfully works together to improve the workforce development system. Partner4Work will develop relationships with and among employers and providers that together, support job seekers along the continuum of employment. To discourage silos and a fragmented system, we will design programs that encourage coordination with the broader ecosystem of providers, to better serve their shared participants. We will contract providers to work towards network-level outcomes in addition to individual outcomes.
 - iv. Seek strategic alignment with education, including the K-12 system. In an effort to increase student awareness of, interest in, and pursuit of career pathways in

Diversity, Equity, and Inclusion

Partner4Work is committed to promoting diversity, equity, and inclusion within our organization and across regional employers, organizations, and partners. We envision a diverse workforce with equal opportunities and safe and inclusive work cultures for all people. To achieve this, we support our partners to set more equitable criteria and standards for employment, contracts, and business service activities.

To advance diversity, equity, and inclusion, we aspire to embody the following values throughout all of our work:

- Embrace change;
- Respect and value differences;
- Act with transparency and fairness; and
- Promote safe and respectful environments.

key industries, we will build stronger relationships with superintendents, training providers, and higher education. We will share key information with these decision-makers to pass to guidance counselors, teachers, parents, and students at scale. At the systems level, we will seek to align programming with PA Career and Work Standards and state-wide policies that pertain to career readiness in schools.

- v. Continue to build a strong employer network, particularly with Black-owned and women-owned providers and vendors, to support individuals on a career pathway.

d. Advance inclusive practices and meet the unique needs and characteristics of diverse customers and partner organizations.

- i. Equitably serve people of all backgrounds. We will gather data to measure the impact of our programs for subgroups of jobseekers, including single mothers, ensuring that Partner4Work’s program outcomes are true for all. Additionally, we will draft and publish a statement of inclusion that guides our programs.
- ii. Increase our presence and reach in communities with the highest needs. Drawing on Allegheny County’s Community Needs Index, we will identify and strengthen our presence in geographic areas experiencing high rates of poverty and unemployment.
- iii. Partner with providers to reach priority audiences and support pathways to target industries. With a goal of increasing accessibility to higher paying jobs for Black, brown, female, and other underrepresented youth, we will procure and contract providers who effectively serve priority audiences of youth and deliver services needed to complete career pathways in healthcare, technology, construction, manufacturing, and financial services.
- iv. Build and advance PACareerLink’s One-Stop System. We will establish more opportunities for adult, youth, and young adults to access PACareerLink services and position the system as a resource at any stage of a person’s career trajectory.

2. Convene and influence local leaders to support data-informed decision-making and fieldwide innovation. Leveraging our unique cross-sector position and expertise, we will convene community leaders to navigate challenges and build a shared agenda to support a more cohesive, effective, and sustainable workforce. We will elevate issues and practices to advance economic justice, job quality, and mobility. We will create and disseminate timely data, resources, and analyses to ensure the region is up to date on the latest trends and practices.

To accomplish this, we will:

- a. **Conduct research and analysis to track emerging trends and be the preeminent information source on regional workforce development.**

- i. Gather and document information from local communities, businesses, and policymakers related to current needs, challenges, and priorities.
 - ii. Follow regional and national trends related to economic and workforce needs, best practices, and innovative strategies.
 - b. **Inform and advise the region on emerging research, data, trends, and evidence-based practices.**
 - i. Convene stakeholders to share the latest data, tools, trends, and best practices. We will host events and panels to equip key stakeholders with the knowledge and data they need to make strategic decisions about the workforce.
 - ii. Increase output of written publications, reports, and infographics. We will develop and design informational resources to build the knowledge and capacity of the region.
 - iii. Increase the reach and readership of our published materials. Through traditional media, social media, and our networks, we will develop and disseminate relevant stories and data to inform our partners' strategies and programs.
 - c. **Influence cross-sector relationships and strategic collaboration in service of a more cohesive and effective workforce system.**
 - i. Create opportunities to support cross-sector learning, collaboration, and strategy. We will create spaces for partners across business, community, education, policy and beyond to come together to share their experiences, challenges, and align on opportunities for collaboration and coordination. We will partner and work collaboratively with experts in their fields, recognizing that strength comes from supporting others.
 - ii. Facilitate cross-sector employer interactions between key leadership and decision-makers. We will convene business leaders and policymakers on a regular basis to build a shared agenda and support a regional workforce development strategy.
 - iii. Engage providers, agencies, and institutions to align on cross-sector workforce development strategies. We will build relationships and understanding with universities, training providers, service providers, and youth and adult community programs to ensure that, collectively, we are taking an inclusive and holistic approach to building a coordinated workforce development system that meets the diverse needs of the many communities we serve.
- 3. **Expand our name recognition, credibility, and value proposition among our key partners.** We will position Partner4Work as the local authority on workforce development. Through communications and intentional relationship building we will clarify who we are and what we do. We will increase Partner4Work's visibility and ensure business and community agencies, institutions, leaders, and providers to understand how we can be a resource and trusted partner.

To accomplish this, we will:

- a. Create and implement a business-to-business communications strategy to generate brand recognition and understanding of our offerings and expertise.**
 - i. Develop messaging and service descriptions for key audience segments.
 - ii. Create assets and run a communications campaign.
 - iii. Increase media engagement among Partner4Work leaders to increase visibility and name recognition. By increasing name recognition and familiarity with Partner4Work's staff and board members, key stakeholders will gain familiarity with the faces and values of Partner4Work.

- b. Deepen our credibility among key partners.**
 - i. Elevate the outcomes and impact of our programs. We will elevate our impact and return on investment to build buy-in, credibility, and interest among key partners in collaborating with and learning from Partner4Work.
 - ii. Increase targeted outreach and regular communication with key leaders and decision-makers. By increasing our touchpoints with business executives, community leaders, policymakers, and philanthropic entities, we will deepen relationships and trust with key individuals. With persistent and consistent engagement in these strategic spheres of influence, Partner4Work will gain visibility as a critical partner, advisor, and resource for all efforts related to workforce development.
 - iii. Serve on local business and community boards. To claim a seat at the table, gain visibility, and have a voice in strategic discussion and decisions related to workforce development, we will strengthen our staff and board member representation on local and regional boards.

- c. Build the infrastructure and capacity to amplify our efforts and value to the field.**
 - i. Expand the communications team. We will expand our team capacity to support our communications and branding efforts.
 - ii. Increase board member confidence and capacity to represent and champion Partner4Work. Acknowledging it takes time to understand our work, we will provide support to board members to get to know our programs, services, and approach. We will create talking points and encourage board members to be engaged and active spokespeople within their networks and communities.
 - iii. Standardize and streamline internal processes, communication, and language to improve consistency and responsiveness to client needs. We will establish a clear internal process for communication and decision-making to ensure we respond to incoming requests and needs in a timely, efficient, and clear manner.

- 4. Bolster our organizational infrastructure to support innovative programs and sustainable impact.** Partner4Work has grown and changed significantly over the last few years. To continue to be a forward-thinking innovator in the space of workforce development, we will need the organizational people, structures, systems, and funding to do so. We will take measures to de-silo team structures, to support a more collaborative and motivating workplace. We will diversify our funding streams and continue to seek unrestricted funds that allow us the necessary sandbox to explore and innovate.

To accomplish this, we will:

a. Increase unrestricted funding.

- i. Explore a fee-for-service model. We have the opportunity to monetize our work with business, philanthropy, providers, and/or universities. We will explore avenues for a fee-for-service model, determining one or two avenues to explore further and potentially pilot.
- ii. Increase philanthropic financial support. We will deepen our relationships with local and regional philanthropy, including members of the Funders' Collaborative. Where we see shared goals and values, we will pursue strategic partnerships, funding opportunities, and grants to support new and innovative programming.
- iii. Explore a fundraising commitment for Partner4Work's board. By fundraising for the organization's most innovative ideas, Partner4Work's board of directors has the opportunity to accelerate efforts to increase unrestricted funding.

b. Bolster fiscal and programmatic integrity.

- i. Ensure increased compliance with funding guidelines. To build long-term confidence in Partner4Work, we will adopt policies and procedures that promote accountability to compliance standards and achieve a clean annual monitoring report.
- ii. Build system capacity to meet compliance standards. We will strengthen provider training opportunities to ensure organizations have the knowledge and skills to successfully meet rigorous funding requirements.
- iii. Revise contracts to clarify compliance requirements. We will review contract language and, where appropriate, adjust to reflect clear compliance requirements and accountability measures.

c. Become an exemplary employer in the region.

- i. Promote internal cross collaboration and communication. In an effort to break down silos, we will create cross-functional teams to tackle our strategic priorities, provide cross-training, establish internal communication norms, and improve our flex-work model.
- ii. Establish and operationalize Partner4Work's cultural values. Through a collaborative process, we will revisit our organizational values and explore the

ways in which we practice our values in our daily work. We will identify next steps on individual, team, and structural levels to increase alignment with our values to strengthen team connectedness and employee satisfaction.

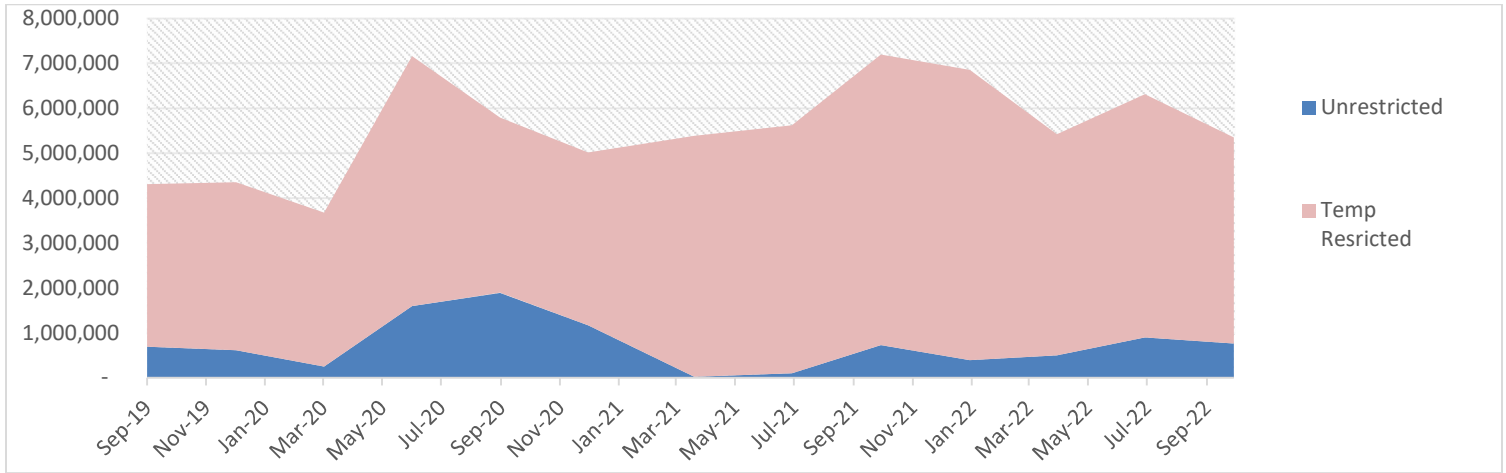
- iii. Establish human resource policies that promote job quality and diversity, equity, and inclusion. We will work to remove unconscious bias in recruitment and hiring. More broadly, we will audit organizational practices to ensure they are welcoming to the diverse workforce we seek to attract and retain. We will establish clear policies regarding promotion and career advancement. We will explore ways to create supportive space for all team members, such as through employee resource groups.
- iv. Audit benefits and compensation on a regular basis. Retaining a talented team is imperative to Partner4Work's success. We will ensure that our benefits and compensation packages are competitive to similar roles in the region.

d. Build the team's capacity.

- i. Invest in professional development opportunities. We will leverage the talent on our team by providing staff members with opportunities to learn and strengthen skills.
- ii. Identify and fill gaps in staff capacity to meet regular workload needs and advance our strategic priorities. Based on critical needs and priorities, we will identify missing roles and under-resourced teams. We will promote, recruit, and hire for key roles to build a strong and effective team that has the capacity, skills, and support necessary to deliver on our key priorities.
- iii. Revisit our organizational structure. As our team grows and changes, we have an opportunity to revisit our internal structures. We will consider adjustments to our staffing model to optimize collaboration, effectiveness, and creativity.

Dashboard Report

Cash Flow Unrestricted and Temp Restricted Funds



Current Assets, Liabilities & Equity

Cash:

Temp Restricted \$4,594,985

Unrestricted \$762,378

Total Cash \$5,357,363

Line of Credit *secured by Money Market*

\$0 of \$500,000

Other Current Assets

Prepaid Expenses \$40,802

Prepaid Insurance \$9761

Security Deposit \$6,067

Fixed Assets Net of Depreciation \$123,210

Liabilities

A/P \$5,522,694 (\$5,497,153 due to subrecipients)

PA Unclaimed Property \$0

Accrued Vacation \$82,529

Deferred Rent \$22,425

A/R Clean Up \$128,927

Equity

Unrestricted Net Assets \$852,648

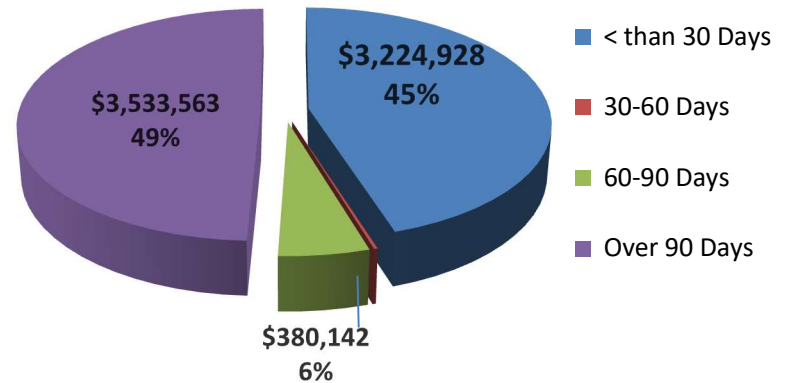
Temp Restricted Net Assets \$7,618,082**

Net Income (\$1,537,363)

**Career Link \$57,701; M&G \$2,733; Sector Strat. \$1,021,141; Adult TANF \$3,509,731; L&E \$3,026,776

This is reflective of activity through 7/1/2022

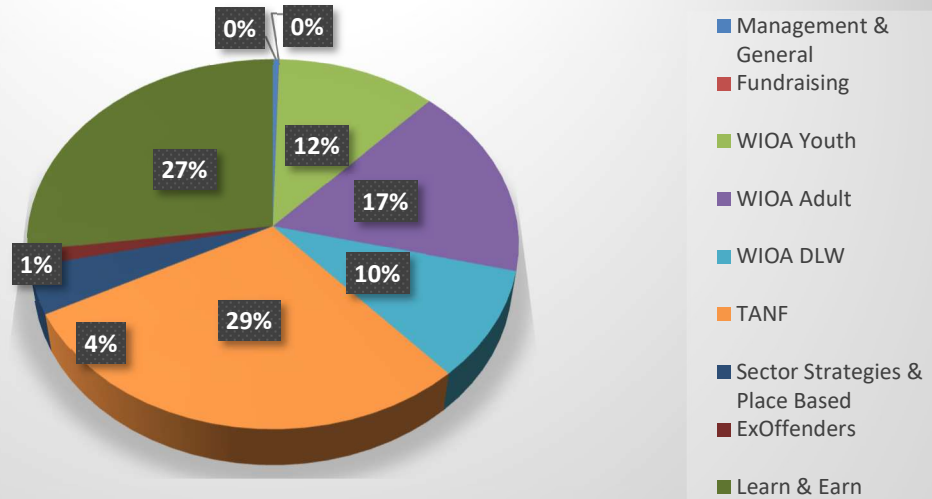
Partner4Work Accounts Receivable \$7,153,633



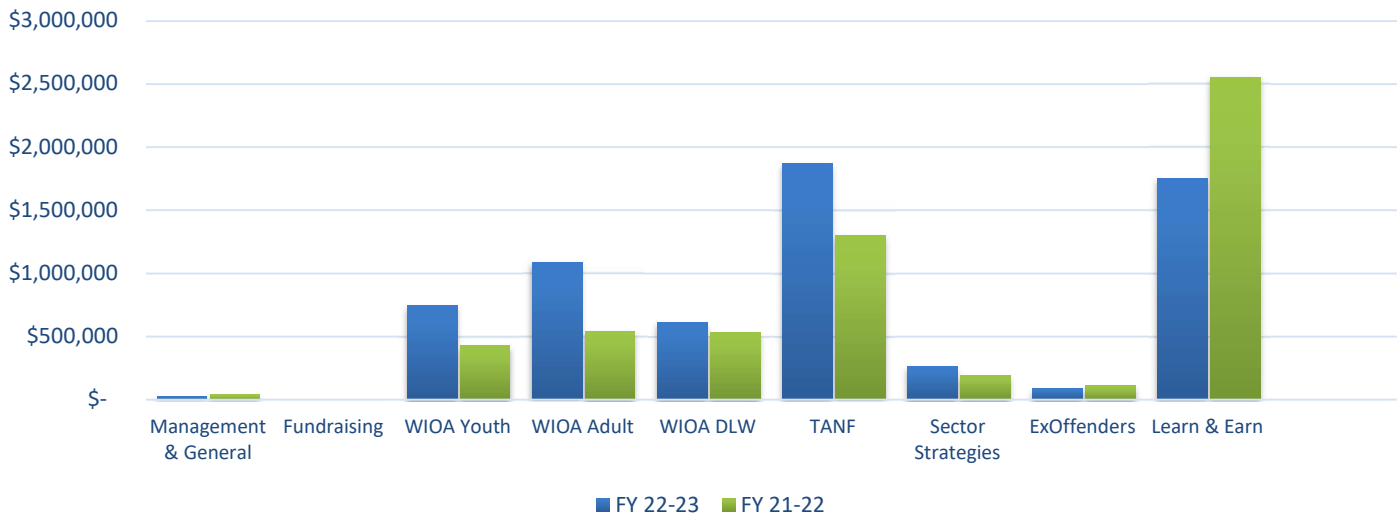
Items over 90+ days: Allegheny County Department of Economic Development \$231,816; City of Pgh CDBG \$78,556; City of Pgh L&E \$1,500,000; Allegheny County L&E \$700,000*; DCED \$28,413; Allegheny County DHS \$908,094*; CareerLink \$86,684* *marked as paid
**A/R balance & timing are typical for 1st quarter due to Learn & Earn funding

Expense section

Total Partner4Work Expenditures \$6,454,948



Expense Comparison FY 22-23 vs. 21-22



Comments

- WIOA Youth, Adult, DLW and TANF all showed significant increase the first quarter of the FY 22-23. Providers have been most timely in submitting invoices this year & this has been the bulk of the increase.
- Other categories which showed increases were salaries, contractual, & supplies. This increase in salary is related to the 6% increase given to all staff, in addition to some staffing and structure changes. The contractual increase was due to work for the move of the downtown PA CareerLink. Supplies increased this year because of replacement of laptops for P4W staff. Our old laptops were not approved for business, but personal use and the new laptops prove to have more memory and speed with better functionality.
- Learn & Earn program is below prior year. The variance is due to timing of invoices entered into our system this year vs. prior year. This year we scrutinized invoices to match up timesheets & pay registers for each participant. We gave providers the opportunity to submit missing information. This should be wrapped up by next quarter & all expenditures will be in the system.



5 STRATEGIES TO SERVE BUSINESSES IN OUR REGION

SUPPORT INDUSTRY DRIVEN TRAINING

- The Industry Recognized Training Pipeline trained 166 job seekers in 2022. 90 of the 106 students who have finished training are employed with an average wage of \$19.40 per hour
- Medical Assistant pipeline program underway with UPMC
- AHN has launched Patient Care Technician Academy

ENHANCE JOB QUALITY

- Implemented Job Quality toolkit to share resources for employers hiring single parents and other workers facing barriers.
- Partnering with the Pittsburgh Tech Council to improve DEI outcomes in Tech.
- Launching DEI dashboard and Employee Resource Groups in Financial Services

GROW THE SYSTEM

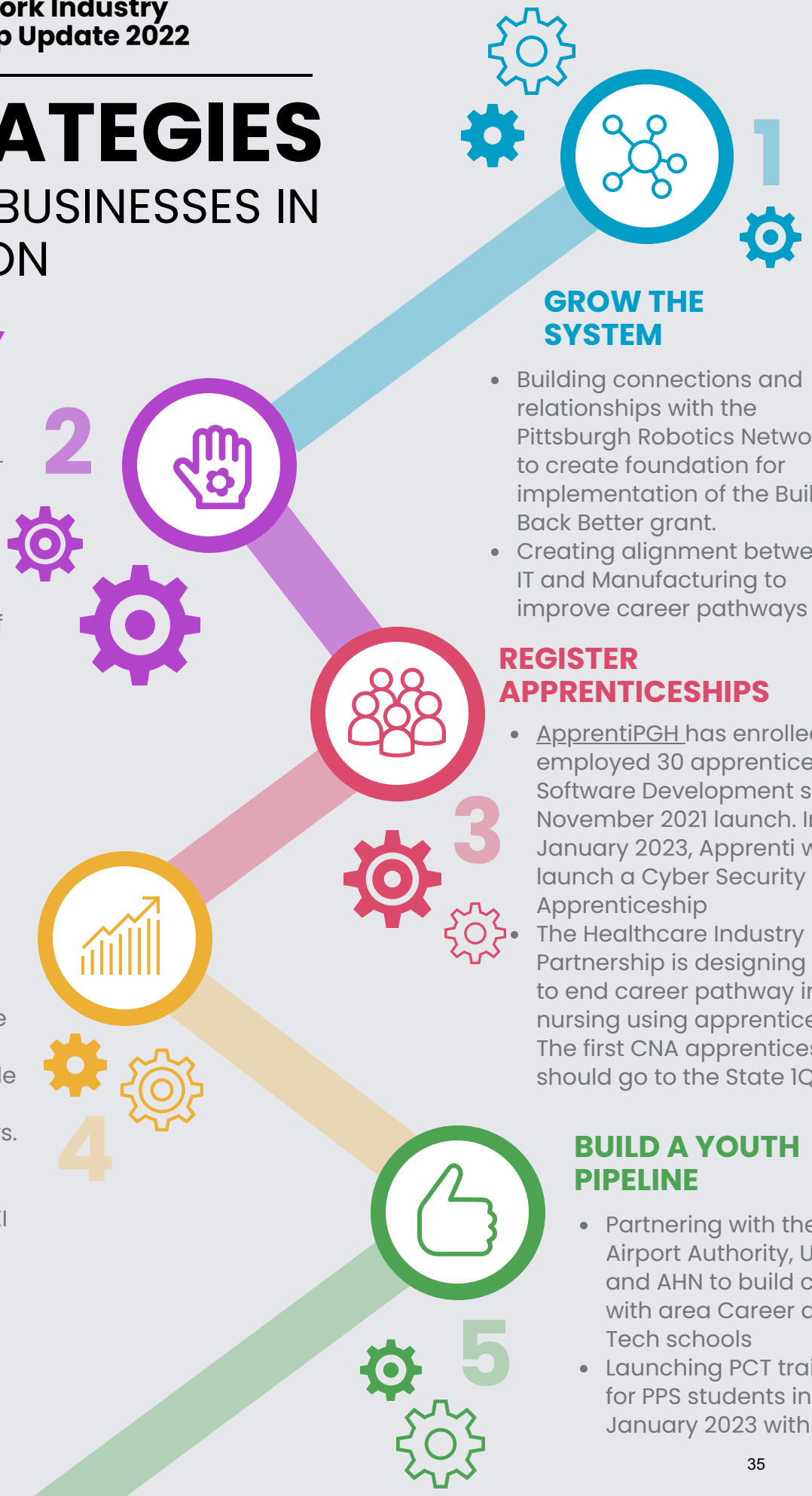
- Building connections and relationships with the Pittsburgh Robotics Network to create foundation for implementation of the Build Back Better grant.
- Creating alignment between IT and Manufacturing to improve career pathways

REGISTER APPRENTICESHIPS

- ApprentiPGH has enrolled and employed 30 apprentices in Software Development since its November 2021 launch. In January 2023, Apprenti will launch a Cyber Security Apprenticeship
- The Healthcare Industry Partnership is designing an end to end career pathway in nursing using apprenticeship. The first CNA apprenticeship should go to the State 1Q2023

BUILD A YOUTH PIPELINE

- Partnering with the Airport Authority, UPMC, and AHN to build co-ops with area Career and Tech schools
- Launching PCT training for PPS students in January 2023 with AHN



Partner4Work

Policy & Advocacy

Accomplishments in 2022



Partner4Work Policy

- Created new and revised program policies to guide implementation of P4W programs and meet the needs of job seekers and employers.
- Strengthened P4W Policy Team's capacity by hiring Policy Coordinator.
- In the development phase for creating comprehensive WIOA policy manuals.



Advocacy & Relationships

- Advised state and local election candidates through an informed workforce development policy paper.
- Convened 5 state legislators and 8 employer partners for a roundtable discussion at the new PA CareerLink Pittsburgh site.
- Convened PA Sec. of Labor, PGH Mayor, and Pittsburgh Technology Council to highlight success of Apprenti and the value of apprenticeships.
- Obtained elected officials' letters of support for multiple P4W funding applications.
- Coordinated P4W presentation with the National Skills Coalition and the Federal Highway Administration for a national audience of 200+.



Strategy & Planning

- Leading the development of the updated Workforce Innovation & Opportunity Act (WIOA) Regional and Local Plans (effective July 2023).
- Led statewide workforce development policy discussions as chair of the PA Workforce Development Association (PWDA) Planning & Oversight Council.
- Participating in Results for America's Workforce Fellowship alongside 50+ workforce development leaders across the country.



Research & Analysis

- Hosted series of 3 policy agenda setting meetings with a total of 17 board members to inform policy/research goals.
- Strengthened P4W's capacity to communicate regional labor market data by creating a new and refined slide deck.
- Laid the foundation for a 2023 series of policy papers/reports on key workforce issues.



Project Management *December 2022*

Driving Process Improvements

01

The Project Management Office (PMO) was founded at Partner4Work in April 2022. Since then, the Project Managers have built templates for project planning, timelines, RACI, lessons learned, and more.

Together, PMs have helped build structure and advance projects and process across departments.

Freeing up Resources

02

Project Managers have been assigned to 18 new projects internally, ranging from facilitating the signing of the PA CareerLink MOU to launching a new project serving the South Hills neighborhoods in Allegheny County. The work for the PMs has allowed Program Team staff to focus on their subject matter expertise rather than process.

Creating Alignment

03

PMs are managing projects connecting school districts with labor market information, facilitating co-location of services, and building new training and service options in underserved geographies. PMs are ensuring that the Business Education Partnership Project, which connects Career and Tech students to jobs at the airport, UPMC, and AHN, is connected with our Industry Partnership work.

Building Systems

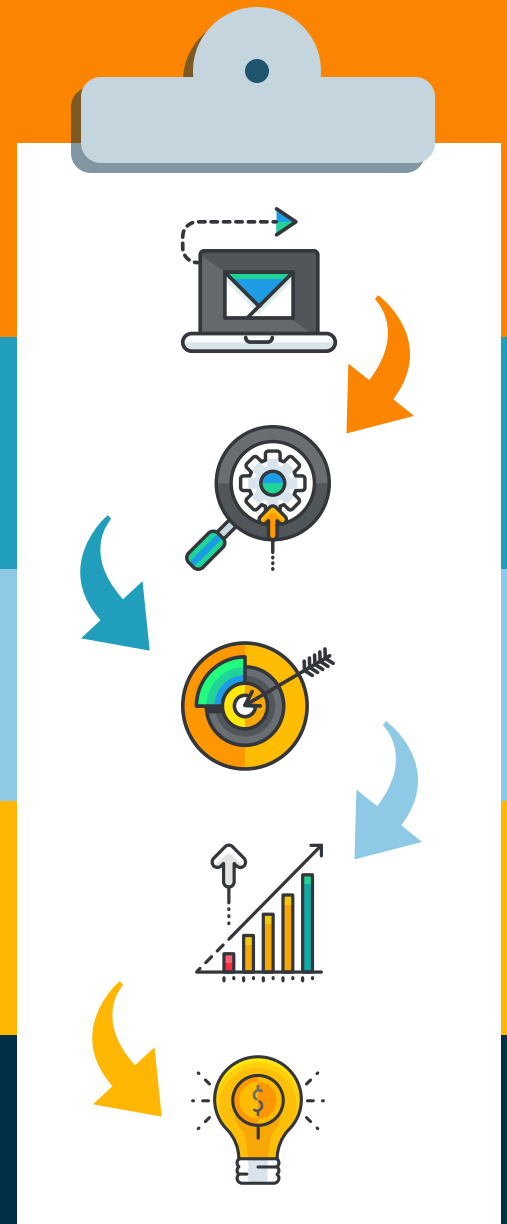
04

The PMO is helping to map the system of workforce development in Allegheny County to get a better sense of how foundation dollars are supporting workforce, leading to conversations about alignment and shared goals. The PMO is coordinating a shared Partner4Work/AIU Superintendent working group to align K-12 with workforce.

Piloting New Solutions

05

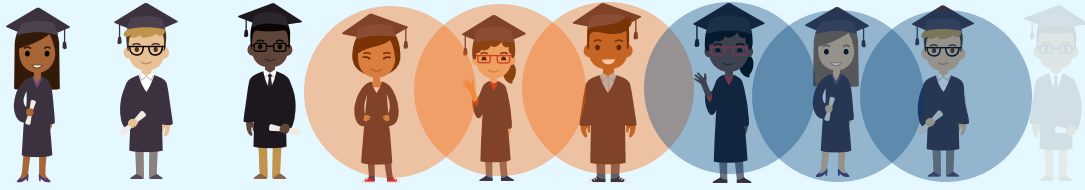
In the past year, Partner4Work has launched a program for on-the-job training for Medical Assistants, helped prepare three applications for registered apprenticeship programs, and facilitated a pilot that will launch in January 2023 between Pittsburgh Public Schools Career and Technical Education and Allegheny Health Network. PMs helped keep these pilots moving forward.




Policy and
Research
Department

The Case for Career Plans

7 out of ten Allegheny County high school students need a career plan that doesn't rely on a bachelor's degree.



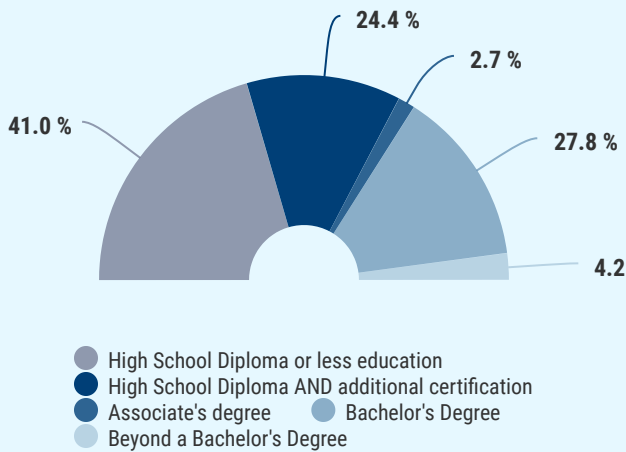
91% of Allegheny County students graduate from high school on time.

67% of those who graduate on time enroll in a 2- or 4-year post-secondary institution.

40% of those who enroll in a 4 year post-secondary institution do not finish their degree.

PA Department of Education, 2022

In the next 10 years, **60% of the jobs in Allegheny County** will require more than a high school diploma.



JobsEQ-10 Year Projected Occupations, 2022

Growth occupations needing more than a HS diploma but less than a four year degree include:



Medical Assistants



Clean Energy Techs



Software Developers



Diesel Engine Specialists



Skilled Trades



Physical and Occupational Therapy Assistants

JobsEQ-10 Year Projected Occupations, 2022

To be equipped with the skills to succeed in college, career, and life, graduates need to learn:



To be life-long learners



Digital Fluency



Career Planning



Microsoft Suite



Self Motivation



Team Work

Labor Market Report - Allegheny County

October 2022



639,200
Labor Force

20,570
Unemployed Workers

3.2 %
Unemployment Rate

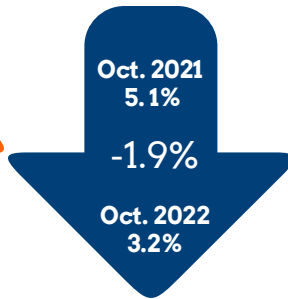
61.8 %
Labor Force Participation Rate

49,061
Active Online Job Ads

Labor Force Change 1 Year



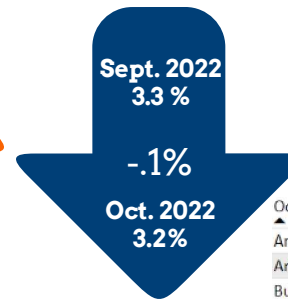
Unemployment Rate Change 1 Year



Labor Force Change 1 Month



Unemployment Rate Change 1 Month



Occupations

Occupations	Active Job Advertisements
Healthcare Practitioners and Technical	6,922
Management	5,479
Sales and Related	5,431
Computer and Mathematical	4,525
Business and Financial Operations	3,837
Office and Administrative Support	3,644
Food Preparation and Serving Related	3,564
Transportation and Material Moving	2,720
Healthcare Support	2,499
Community and Social Service	1,360

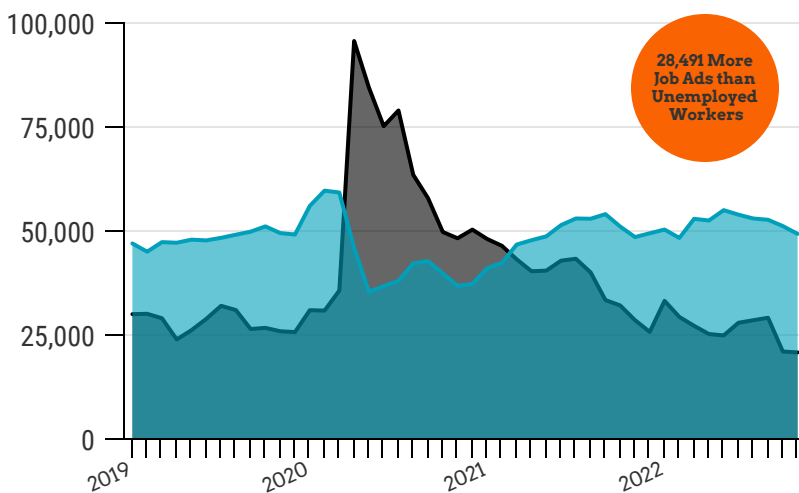
The occupation group with the most active job advertisements in Oct. 2022 was **healthcare practitioners and technical occupations**. Common job titles for this occupation group include **Registered Nurse, Licensed Practical and Licensed Vocational Nurse and Pharmacy Technician**.

Occupations

Occupations	MoM Ad Change	YoY Ad Change
Architecture and Engineering	0.6%	22.1%
Arts, Design, Entertainment, Sports, and Media	11.8%	10.1%
Building and Grounds Cleaning and Maintenance	18.4%	-26.5%
Business and Financial Operations	6.2%	-2.8%
Community and Social Service	7.6%	-9.1%
Computer and Mathematical	4.6%	-5.5%
Construction and Extraction	8.1%	-16.2%
Educational Instruction and Library	3.9%	-5.6%
Food Preparation and Serving Related	6.2%	-16.3%
Healthcare Practitioners and Technical	-3.2%	38.4%
Healthcare Support	-4.4%	13.5%
Installation, Maintenance, and Repair	6.6%	-8.3%
Legal	16.4%	-26.3%
Life, Physical, and Social Science	9.6%	3.7%
Management	2.7%	8.9%
Office and Administrative Support	6.8%	-22.4%
Personal Care and Service	2.2%	-1.2%
Production	10.3%	-25.8%
Protective Service	19.9%	-13.9%
Sales and Related	3.6%	-10.9%
Transportation and Material Moving	3.4%	-20.8%
Total	3.8%	-3.5%

The above table shows the change in percentage of online job ads on a month over month/year over year basis. In Oct. 2022, there were **3.5 % fewer** online job advertisements in all occupations compared to Oct. 2021. Oct. 2022 had **3.8 % more online job ads** compared to Sept. 2022. Healthcare Practitioners and Technical occupations had the **highest YoY positive change** in online job ads with **38.4 % more ads** in Oct. 2022 compared to Oct. 2021. Building and Grounds Cleaning and Maintenance Occupations had the **largest YoY negative change** in job ads with **26.5 % fewer online job ads** in Oct. 2022 compared to Oct. 2021.

● Number Unemployed ● Active Job Ads



In Oct. 2022, there were **more than twice as many (2.3x)** active online job advertisements as unemployed workers in Allegheny County.

Labor Market Data Sourced from U.S. Bureau of Labor Statistics. Online Job Ad Data Sourced from JobsEQ.

Name	Extension	Phone	Email
Appasamy, Nina Adult Program Coordinator	205	412-932-2955	nappasamy@partner4work.org
Armstrong, Kaleb Youth Program Coordinator	212	412-785-7247	karmstrong@partner4work.org
Baptiste, Ashley Project Manager	230	412-932-2958	abaptiste@partner4work.org
Barbiaux, Michelle Compliance Specialist	217	412-932-2947	mbarbiaux@partner4work.org
Binnix, James Communications Coordinator	251	412-785-7251	jbinnix@partner4work.org
Broman, Tim L&E Database Specialist	268	412-745-0368	tbroman@partner4work.org
Chandler, Tyler Compliance Specialist	225	412-932-2945	tchandler@partner4work.org
Cherry, Rob Chief Executive Officer	209	412-552-7090	rcherry@partner4work.org
Christiansen, Mayada Senior Director, Youth Workforce Programs	206	412-552-7094 Cell: 412-951-7134	mchristiansen@partner4work.org
Conway, David Industry Partnership Manager	224	412-932-2944 Cell: 505- 288-8282	dconway@partner4work.org
Crowe, John Project Manager	249	412-785-7249 Cell: 814-571-7148	jcrowe@partner4work.org
Cullen, Carolyn Data Analyst	255	412-785-7255	ccullen@partner4work.org
Dodson, Ryan Senior Accountant	218	412-932-2940	rdodson@partner4work.org
Dutton, LaDonna Executive Assistant/ Office Manager	254	412-785-7254 Cell: (412) 500-1602	ldutton@partner4work.org
Ezra, Adhika PULSE Fellow	259	412-785-7259	aezra@partner4work.org
Felice, Toni Director of Data and Evaluation	221	412-932-2951	tfelice@partner4work.org
Flaherty, Adele EARN & Workready Program Coordinator	240	412-785-7250	aflaherty@partner4work.org
Ford, Carolyn Contracts Manager	219	412-932-2959	cford@partner4work.org
Fornari, Emma Compliance Specialist	232	412-932-2949	efornari@partner4work.org
Francis, Sydney L&E Program Coordinator	262	412-745-0262	sfrancis@partner4work.org
Gagosian, Julia Program Manager, Special Projects	253	412-932-2943 Cell: 617-584-7899	jgagosian@partner4work.org
Hester, Jabriya Fund Development and Policy Coordinator	265	412-745-0265	jhester@partner4work.org
Izimbetova, Raihan Earn and Work Ready Program Manager	203	412-785-7253 Cell: 412-330-7436	rizimbetova@partner4work.org
Jacob, Debra Communications Manager	257	412-785-7257	djacob@partner4work.org
Johnson, Jeanne HR Generalist	223	412-482-5142	jjohnson@partner4work.org
Johnson, Jennifer Accounting Clerk	204	412-552-7092	jjohnson2@partner4work.org
Kadisevskis, Katrina (Kat) Director of Special Projects	231	412-932-2948 Cell: 614-425-6704	kkadisevskis@partner4work.org
Knutson, Dylan Manager of Strategic Initiatives	248	412-785-7248	dknutson@partner4work.org
Kramer, Kristin Chief Financial Officer	237	412-552-7088	kkramer@partner4work.org
Kreit, Brian Director of Operations	261	412-745-0261	bkreit@partner4work.org
Largaespada, Edgar Director of Industry Strategy	201	412-552-7087 Cell: 724-553-4666	elargaespada@partner4work.org
Lipecky, Kathy Youth Program Coordinator	256	412-785-7256	klipecky@partner4work.org
Long, Markese Director of Outreach and Inclusion	234	412-552-7096	mlong@partner4work.org

Main, Kevin Compliance Specialist	263	412-745-0263	kmain@partner4work.org
Molitor, Ellen Contracts Management Specialist	267	412-745-0267	emolitor@partner4work.org
Moore, Dillon Director of Policy	216	412-932-2956 Cell: 304-677-1993	dmoore@partner4work.org
Mosley, Franklin Administrative Assistant	200	412-552-7090	fmosley@partner4work.org
Pajewski, Jennifer Chief of Staff	210	412-552-7098 Cell: 724- 462-9766	jpajewski@partner4work.org
Peterson, Stephanie L&E Program Coordinator	260	412-745-0260	speterson@partner4work.org
Powell, Kathleen Program Manager, Adult Workforce Services	220	412-785-7242	kpowell@partner4work.org
Puskar, Susie Chief Policy and Research Officer	211	412-552-7099 Cell: 773-266-1572	spuskar@partner4work.org
Roper, Kris Director of Fiscal	222	412-932-2942	kroper@partner4work.org
Rosche, Hannah Data Coordinator	264	412-745-0264	hrosche@partner4work.org
Ross, Jonathan Subrecipient Compliance Manager	252	412-785-7252	jross@partner4work.org
Shockley, Kaylee Policy Coordinator	258	412-785-7258	kshockley@partner4work.org
Smith, Aja Youth Program Manager	229	412-932-2954	asmith2@partner4work.org
Smith, Andy Senior Director of Adult Workforce Programs	236	412 -932-2957 Cell: 412-684-9924	asmith@partner4work.org
Souza, Jacqueline Adult Program Coordinator	239	412-785-7243	jsouza@partner4work.org
Tate, Rory Project Manager	207	412-552-7095	rtate@partner4work.org
Wesley, Carl Chief Program and Innovation Officer	202	412-785-7245	cwesley@partner4work.org
Witt, Spencer Payroll Specialist/Accountant	266	412-745-0266	switt@partner4work.org
Yeager, Bonny Program Manager, Special Projects	269	412-745-0269 Cell: 412-551-8562	byeager@partner4work.org
Yost, Monique Program Manager, Adult Workforce Services	226	412-932-2946	myost@partner4work.org

Fax - Wireless

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Guest Wireless: TRWIB-Guest **passphrase:** Welcome2TRWIB!

Other Contacts

CareerLink (Downtown Office) 304 Wood St. Commons	412-552-7100 (Main) 412-552-7051 (Fax)	Greeter's desk: 412-697-6677
CareerLink (East Office) Ardmore Blvd.	412-436-2225 (Main) 412-436-2133 (Fax)	Greeter desk: call Main # press 201 of zero
Centre City Tower SECURITY (Lobby Guard)	646-340-1700 ext. 806	

PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM

COMPREHENSIVE CENTERS

Allegheny East

2040 Ardmore
Boulevard
Pittsburgh, PA 15221
412-436-2225
TTY 412-271-4217

Downtown Pittsburgh

914 Penn Avenue
Pittsburgh, PA 15222
412-552-7100
TTY 412-552-7044

REGIONAL CENTERS

Alle-Kiski

1150 5th Avenue,
Suite 200
New Kensington, PA
15068
724-334-8600
TTY 724-334-8713

Mon Valley Regional

570 Galiffa Drive
Donora, PA 15033
724-379-4750
TTY 724-379-5981

Partner4Work, formerly 3 Rivers Workforce Investment Board, leads the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Mission

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

Vision

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

Values

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

Partner4Work

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