

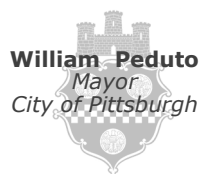
PARTNER WORK

The Workforce Development Board for the Pittsburgh Area



Building a thriving workforce for the Pittsburgh region.

Board of Directors' Briefing Book
M a r c h 2 3 , 2 0 1 8



Mark T. Latterner
Chairman



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Founder
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Simcoach Games

Washington, Dr. Nancy

Director
Allegheny Housing Rehabilitation
Corporation

BRIEFING BOOK

March 23, 2018

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PARTNER4WORK Board of Directors' Meeting

7:45 to 9:45 a.m. March 23, 2018

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

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

2. Consent Agenda *Mark Latterner*
APPROVE: Minutes from December Board meetings
ACCEPT: \$25,000 from The Heinz Endowments to support the CEO Search
ACKNOWLEDGE: The actions taken by the Executive Committee since the last full Board meeting:
 - Authorize the recertification of PA CareerLink® Pittsburgh/Allegheny County through December 31, 2020.

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

4. Key Program Updates *McCrae Martino, Chief Program Officer*

5. Key Performance Indicators for Youth Programs *Lisa Kuzma and Ed Hartman*
Susie Puskar, Director of Youth Innovation

6. General Business
 - Service Delivery *Jessica Trybus, Chair*
 - Fiscal and Operations *Ed Hartman*
Ray Herron, Chief Financial Officer

Action: Approve the Audit for the Fiscal Year Ending June 30, 2017.

7. CEO's Report

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

9. Adjournment

2017-19 Overall Strategic Plan Dashboard



Thought Leadership

Be the local go-to organization on workforce development.

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

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

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

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

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

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

Serve people where they live.

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

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

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

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

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

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

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



Youth Pipeline Development



Connecting Job Seekers to Careers



Incubate Systemic Workforce Solutions



Internal Infrastructure

Online collection of aligned, market-relevant workforce and labor market data released and promoted.

Dedicated communications manager hired.

Regionalism, Influence, and Pittsburgh Black Elected Officials (PBEOC) Task Forces established; P4W represented at PBEOC Community Forum on Feb. 26.

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

Post-secondary navigator onboarded and meeting with youth providers.

Year-round providers are building work experience opportunities; preparation for Learn & Earn 2018 underway, including MOU negotiations. Learn and Earn went before City Council on 3/20/18, application opened 3/19/18.

ULA on target to meet 1,800 placement goal with 1378 placements through Feb. 2018 PW Amplify programming re-launched in Jan. 2018.

Hazelwood CareerLink open two days a week; seven recruitment events hosted in Hazelwood. Received second round of funding for youth employment specialist in Larimar. A total of 57 placements made via satellite centers.

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

P4W participating in regional Next Gen. Industry Partnerships in Freight & Logistics, and Construction. P4W serving as fiscal agent for three pre-apprenticeship and apprenticeship funding applications submitted in Dec. 2017.

P4W is a partner in Hazelwood PLA. 71 individuals placed with UPMC as a result of the ESV/EIC program; on target to meet goal.

Amplify technical assistance trainings began in Jan. 2018, monthly events occurring. Pittsburgh Works relaunched with networking event in December, interactive member directory at partner4work.org.

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

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

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



On target



In progress; challenges due to external factors



Struggling/ adjust course

2017-19 Board Strategic Plan Dashboard



Regionalism

1

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

2

Explore political willingness for regional strategy.

3

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



Business Engagement

1

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

2

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

3

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



Influence

1

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

2

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

3

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

STRATEGIC OBJECTIVES



THOUGHT LEADERSHIP

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

RECENT REPORTS AND THINK PIECES

- [To apply or not? Factors important to job seekers](#)
- [Serving job seekers with barriers to employment through WIOA](#)
- [A look at employment histories: differences by age groups](#)
- [The role of education in job seekers' employment histories](#)
- [In a competitive labor market, companies turn to benefit packages to recruit hourly workers](#)
- [What is driving the gap between job seekers and employers?](#)
- [The challenges of the growing contingent workforce](#)

Jobs Reports

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

- [Where are the Jobs? February 2018](#) Area employers posted more than 12,000 jobs in February, a 9 percent decrease from the previous month. Retail sales and registered nurses topped the list for the most advertised job openings.
- [Where are the Jobs? January 2018](#) Pittsburgh-area businesses posted 13,581 job openings in January, a 17 percent increase from December. Of these openings, 63 percent paid less than \$50,000 a year and 64 percent required at least a bachelor's degree.
- [Where are the Jobs? December 2018](#) Pittsburgh-area businesses posted 11,603 job openings in December, a 25 percent drop from November. Customer service continued to be the most in-demand skill sought in new hires.

Digital Skills Occupations

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

- [Digital Skills Occupations, October-December 2017](#) In the fourth quarter of 2017, digital skills occupations represented 62 percent of all jobs posted online for the Pittsburgh Metropolitan Area. These jobs included registered nurses, software developers, customer service representatives, and administrative assistants.

Opportunity Occupations

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

- [Opportunity Occupations, October-December 2017](#) Opportunity occupations represented 37 percent of all jobs posted online for the Pittsburgh Metropolitan Area in the fourth quarter of 2017. These jobs included administrative assistants, HR specialists, registered nurses, truck drivers, and food service managers.



YOUTH PIPELINE DEVELOPMENT

- Performance metrics for PY16 have been received from providers. The expectation is that we will meet all WIOA performance requirements; quarterly learning network opportunities support sharing best practices, collective problem-solving and addressing shared challenges.
- New pilots in digital skills and construction pre-apprenticeship have engaged young adults and businesses to learn new skills and earn new credentials.
- Learn and Earn 2018 planning underway, business outreach has begun, application opened 3/19/18.

IN-SCHOOL AND OUT-OF-SCHOOL PROGRAMS

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

- Twelve providers enrolled a total of 444 in-school youth (ISY) and 485 out-of-school youth (OSY) in PY 17. ISY programs are fully enrolled for the second year in a row. OSY programs enrolled 93% of potential young adults for the year.
- Providers meet quarterly to share best practices and network. This winter, Partner4Work held the OSY convening at the Pitt Manufacturing Assistance Center (MAC) to build connections between the MAC and providers. At both the ISY and OSY meetings, we hosted focus groups of the providers to help guide programmatic decision making.
- Out-of-school youth have already earned 228 industry-recognized credentials, including 110 high school diplomas and GEDs. 132 OSY (27%) have already begun working or entered post-secondary education. More than 200 (22%) young adults have participated in work experience in our ISY and OSY programs.

PILOT PROGRAMS

Partner4Work has established several pilot programs for young adults.

- STEM pilots are wrapping up; 67 young adults have been served through career training and 320 youth in career exploration. Our goal to serve 50 young adults in career training and 250 in career exploration were exceeded.
- Ten City Charter High School graduates enrolled in the Patient Care Technician micro-credential pathway, with all ten completing the Activities of Daily Living course that helps prepare students for jobs as Home Health Aides. Three of these students have also completed their CNA certification. Three more enrolled in the CNA course in January and are working toward their state certification. Seven students passed *Math for the Union Trades* course through the Business-Education Partnership grant, and eight students have enrolled in the *Computer User Network Support Technician* training program. Six other high school classrooms have been connected to businesses and project-based learning curriculum, with 196 students participating. More than 7,000 middle and early high school students have toured a Career and Tech Center or had current CTE students present to their class about the training available to them in high school. With the goals for this grant cycle met, Partner4Work staff are beginning conversations with partners about a grant proposal for a newly announced funding cycle.
- Twenty-eight young adults have enrolled in pre-apprenticeship training and are working on math remediation and skills to take union qualifying tests. Six students have finished the training and earned their National Center for Construction Education and Research (NCCER) and the Home Builders Institute Pre-Apprenticeship Certificates.
- ULA will continue to work with young adults 13-26 in the Choice Neighborhoods Initiative (CNI) through funding from The Pittsburgh Foundation. Currently, there are 75 eligible youth and young adults in the target geography. These individuals will be served through a continuum of educational and employment services and will be connected with Learn & Earn and year-round career exploration opportunities.



CONNECTING JOB SEEKERS TO JOBS



- Placement numbers for WIOA enrollees on target; continuing to work closely with United Labor Agency (ULA) to improve service delivery within PA CareerLink® Pittsburgh/Allegheny County
- Neighborhood-based strategy continues to develop in Hazelwood
- One-stop operator has engaged a wide range of CareerLink staff and is leading improvements to the referral system and inclusion of new partners
- Adult TANF programming is well underway at Partner4Work, with over 900 individuals served by the EARN program
- P4W continues to serve job seekers with significant barriers to employment through programs such as Transitional Jobs and Training to Work

PITTSBURGH WORKS

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

- Pittsburgh Works partners have referred 1107 job seekers to ULA for job placement services between July 1, 2017, and February 28, 2018. On average, 140 job seekers are referred to CareerLink each month from Pittsburgh Works partners, an increase from a monthly average of 120 referrals in the last fiscal year.
- The Pittsburgh Works team hosted a successful year-end event for all Pittsburgh Works members including workforce development agency staff, community-based organizations, employers, and educators. At this event, attendees were able to explore new digital tools including an interactive service provider directory, which enables job seekers and community providers to better access the services they and their clients need.
- Pittsburgh Works is now holding monthly AMPLIFY events; this signature training and technical assistance platform is responsive to partner requests and feedback. Since January, Pittsburgh Works has hosted sessions on topics including Mental Health First Aid Training, Supporting Jobseekers with Criminal Records, and Cultural Competency for Providers Serving Immigrant and Refugee Jobseekers.

HAZELWOOD NEIGHBORHOOD STRATEGY

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

- The Mill 19 Project Labor Agreement names P4W and PA CareerLink® as entities that will connect affiliated unions and contractors to job seekers interested in the construction trades. P4W has partnered with the site owner and construction manager to identify the upcoming talent needs for the first phase of development.
- Partner4Work expanded ULA's footprint to provide neighborhood-based employment services in Hazelwood through a satellite CareerLink® location at the Hazelwood Library. This site is open two days a week and has served 29 local jobseekers. Since October 2017, P4W and CareerLink® have hosted seven recruitment events for the community.
- Working in conjunction with PA CareerLink®, Jackson & Clark, and multiple community-based agencies P4W have reached out to a total of 511 Hazelwood residents to offer job-related services.

TRANSITIONAL JOBS

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

- Partner4Work is in its second year of TJ services in partnership with Community Kitchen Pittsburgh, the Trade Institute of Pittsburgh, and Center for Employment Opportunities (CEO). Transitional jobs are focused in culinary arts, masonry, welding, and moving services.
- In year one of programming — July 2016 to June 2017 — 65 job seekers were served.
- In year two of programming — July 2017 to June 2018 — we have a goal of serving 83 individuals, with a current enrollment of approximately 50.
- Partner4Work has also just recently issued a new RFP for Transitional Jobs (TJ) services, for the period of July 2018 to June 2019, with the potential for two additional option years.

TRAINING TO WORK

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

- Between January 2018 and September 2019, the goal is to provide 170 re-entrants with career services and vocational training opportunities.
- Contracts have been executed with the United Labor Agency (ULA) to provide career services; the Allegheny County Department of Human Services (DHS) to provide case management; and PHASE 4 to provide mentoring. Occupational training is being provided through partners on the Eligible Training Provider List, as well as a designated group of training providers selected specifically for this project.
- As of February 2018, 86 individuals have enrolled in the Training to Work program.

ALLEGHENY COUNTY ADULT TANF

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

- Partner4Work has EARN contracts with Educational Data Systems, Inc. (EDSI), Goodwill of Southwestern Pennsylvania, and the SRS Group, Inc. In 2016-2017, EARN providers worked with about 1,200 individuals, assisting them toward achieving goals related to job placement, job retention, and credential attainment.
- In the current fiscal year, EARN providers have worked with over 900 individuals.
- Partner4Work is focused on improving EARN program practices and policies, strengthening relationships with stakeholders and integrating EARN programming with existing Partner4Work activities.

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

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



INCUBATE SYSTEMIC WORKFORCE SOLUTIONS



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

TECHHIRE PITTSBURGH

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

- P4W received funding from the PA Department of Labor and Industry to provide IT training to individuals from nontraditional backgrounds to increase the supply of workers in IT career fields. Through a competitive procurement process, Partner4Work selected Academy PGH to provide cohort based technical training in web development and JF&CS was selected to provide support and placement services to improve participant success.
- Two training cohorts have launched, in February and March 2018, respectively. One is an intensive day-time boot-camp, while the second is offered exclusively on evenings and weekends, in order to provide more flexible scheduling options. TechHire participants were able to self-select into the most appropriate option, and both cohorts contain a mix of TechHire and non-TechHire students. JF&CS has begun working with all TechHire participants, tailoring their available services to the specific needs of each individual.
- Participants in the Academy PGH training will learn the skills they need to work as entry-level web developers. This includes programming in C#, Ruby, HTML/CSS, JavaScript, Rails, and .Net; and working with Test Driven Development, databases, WebAPIs, and Model-View-Controller applications. Students will finish the course by completing an entire project for a real-world client.
- Partner4Work has also broadened the scope of TechHire to encompass a broad range of affiliated tech training programs for youth and adults. Through resources available on our website, individuals who do not qualify for a P4W-funded cohort training are now able to identify other programs in Allegheny County to meet their needs.
- A Digital Skills Curriculum was launched in January 2018, training 25 ISY and 25 OSY in technical skills necessary for computer help desk technicians. The curriculum is delivered in a blended model, with Google Engineers providing online training and in-person teachers and caseworkers providing support.

REGISTERED APPRENTICESHIPS

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

- The Pittsburgh Works team has been working closely with ATO to assist local organizations with an interest in becoming registered apprenticeship sponsors. P4W staff is currently supporting two local organizations exploring registered apprenticeships in healthcare. P4W also partnered with three regional training entities to apply for pre-apprenticeship and apprenticeship funding opportunities through both the Department of Labor & Industry and the Department of Economic Development.
- In April 2018, Pittsburgh Works will host a regional Registered Apprenticeship Forum in partnership with the ATO staff and representatives of state departments of Labor and Industry and Community and Economic Development with the goal of educating local training providers, career and technical centers, high schools, higher education

institutions, and other key partners on the benefits and process of creating a registered apprenticeship and the opportunity to apply apprenticeships to a broad range of occupations.

VETERANS VALUE INITIATIVE

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

- As of January 2018, 90 veterans have received career services and/or occupational skills training through the program, exceeding the goal of 60 veterans served, and 69 participants have obtained employment.



INTERNAL INFRASTRUCTURE



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

PROGRAM EVALUATION

The program evaluation team is completing its data collection phase. We have collected program data using the following tools for qualitative, quantitative, and compliance-related information.

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

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

March-April

- Communicate initial monitoring results to providers and request follow up review materials as necessary
- Complete the framework and analyze the results collected by the above evaluation instruments

April-May

- Communicate final monitoring results letters to providers, request Corrective Action Plans as necessary
- Develop the variables, measurements, and models that make up the final program evaluation scorecards

June-July

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

MEETING MATERIALS

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 10:15 a.m.
December 8, 2017

Board Members Present

Allen, Will
Barcaskey, Rich
Belechak, Joe
Block, Don
Cherna, Marc
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Gittlen, Ike
Hartman, Ed
Hippert, Dr. Linda
Katona, Marci (phone)
Latterner, Mark
Massaro, Steve
McLaughlin, Caitlin
Nobers, Jeff
Pipitone, Scott
Pollard, Joshua
Powers, Beth
Schlosser, David
Staszko, Frank
Trybus, Jessica

Board Members Absent

Bullock, Dr. Quintin
Charlton, Don
Ferraro, Melissa
Fisher, Laura
Kuzma, Lisa
Lane, Majestic
Lucore, Rebecca
Nolder, Steve
Shea, Jack
Stambaugh, Craig
Washington, Dr. Nancy

Guests Present

Black, Melvina
Como, Lori
Greene, Mariah
Jelks-Seale, Janine
Gant, Sonya
Lampman, Chester
Maclsaac, Steve
Megenhardt, Dave
Sljva-Bylstone, Amy
Spencer, Monet
Strothers, Jory
Tokar, Joe

Staff Present

Caplan, Debra
Herron, Ray
Krekanova Krofcheck, Vera
Martino, McCrae
Pajewski, Jennifer
Puskar, Susie
Saulle, Laura
Smith, Andy

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:45 a.m. and announced that the meeting also would serve as the annual meeting of TRWIB, Inc. He took roll and announced a quorum present.

Before introducing special guests, Mr. Latterner began the session with the public recognition of longtime Board members Jack Shea, President of the Allegheny County Labor Council, AFL-CIO, and Laura Ellsworth, Partner-in-Charge of Global Community Service Initiatives. Mr. Shea announced his retirement effective Dec. 31; Ms. Ellsworth resigned from the board in September shortly before announcing her run for Governor.

In addition to acknowledging Mr. Shea and Ms. Ellsworth, Mr. Latterner welcomed new members Frank Staszko, assistant regional director of the state Department of Labor and Industry's Bureau of Workforce Partnerships and Operations, and Darrin Kelly, incoming president of the Allegheny County Labor Council.

Mr. Latterner welcomed special guests Steve Maclsaac, Jory Strothers, Melvina Black, Mariah Green, and Monet Spencer, Neighborhood Learning Alliance, who attended the meeting to speak with the Board about the Warrior and College to Career Readiness programs.

Executive Director Steve Maclsaac provided the group with a history of the programs and spoke about NLA's on-going partnership with Partner4Work, specifically he spoke about leadership opportunities awarded to young people through the Tech and Reading Warrior programs and the opportunities for some young adults to earn college credits through partnership with Community College of Allegheny County and Carlow University. The young adults attending with Mr. Maclsaac spoke of their individual circumstances and the impact programming made on their immediate and long-term futures. All of the young people thanked Partner4Work for the continued investment in NLA and its programming.

GENERAL BUSINESS

Elections

Deb Caplan, the Interim CEO, led the group through the election of officers in the absence of Dr. Nancy Washington, interim chair of the Governance Committee. Ms. Caplan reminded the group that as a condition of her accepting the role of Interim CEO, she asked current board members and officers to stay in place during the search and transition. While members agreed, former Vice Chair Laura Ellsworth resigned her position in September to announce her candidacy for governor. The Governance Committee nominated David Schlosser of EQT to serve as Vice Chair for one year. The Governance Committee proposed the following slate to fill a one-year term:

- Chair, Mr. Mark Latterner, Market President, Citizens Bank
- Vice Chair, Mr. David Schlosser, President of Production and Exploration, EQT
- Treasurer, Mr. Ed Hartman, Vice President of Finance, Aires
- Secretary, Ms. Jessica Trybus, Chief Games Officer, Simcoach Games

On a motion by Dave Coplan, seconded by Rich Barcaskey, the officers were elected by unanimous vote.

CEO Search

Mr. Latterner updated the group on the search for the next Partner4Work CEO. He informed the group that Partner4Work engaged the services of Boyden Executive Search following extensive research and outreach. He remarked that Ms. Caplan did due diligence speaking with many leaders from the public and non-profit sectors to solicit referrals and recommendations. Boyden, which recently conducted searches for the African-American Chamber of Commerce and the Allegheny Conference on Community Development, came highly regarded for its national reach and local presence.

After signing the agreement with Boyden, the Search Committee met to finalize the CEO job description and timeline, agreeing to have a new CEO in place by mid-April. Mr. Latterner asked the Board to refer candidates directly to Boyden and announced that the job description would be shared electronically in the password-protected Board portal.

Mr. Latterner concluded his comments with his thanks to the Hillman and RK Mellon foundations for supporting the CEO search with \$25,000 each. A third request, also for \$25,000, is pending with The Heinz Endowments.

Strategic Plan

Ms. Caplan thanked the Board for its willingness to participate and approve at a special meeting in October. In particular, she thanked the Board for its commitment to focus in three key areas: business engagement, influence, and regionalism.

Partner4Work ~ Centre City Tower, Suite 2600 ~ 650 Smithfield Street ~ Pittsburgh, PA 15222

Ms. Caplan directed the group to the dashboard included in the Briefing Book and acknowledged the individuals who have agreed to chair Task Forces: Mark Latterner and David Schlosser, co-chairs of the Regionalism Task Force; LaTrenda Leonard Sherrill, chair of the Influence Task Force; and Lisa Kuzma, co-chair of the Business Engagement Task Force. Ms. Kuzma's co-chair would be identified in the coming months.

Ms. Caplan said by the end of the year, Mr. Latterner and Mr. Schlosser would be reaching out to executive directors and other Workforce Development Board chairs to convene an initial conversation in January. This effort would help Partner4Work better understand the strengths and challenges of our neighbors and set the stage for collaboration on a regional scale.

Given her role with the City of Pittsburgh and her understanding of the public workforce system and its challenges, Ms. Sherrill was a natural fit to identify Task Force members who could develop an agenda around advocating for the use of technology, access to wage records, and data sharing agreements, Ms. Caplan said.

Finally, Ms. Caplan reminded that business engagement continues to be an opportunity area for Partner4Work, with better connections needed between the business community and the public system. While Partner4Work is encouraged by former CEO Stefani Pashman's new role at the Allegheny Conference, there's much more to do regarding business engagement including understanding the challenges faced by the business community and the role of P4W and its partners in solving those challenges.

Following Ms. Caplan's report, the Board engaged in significant conversation around business engagement, particularly around developing career paths for high school students, serving as "HR" for small businesses lacking the manpower to recruit, helping adults navigate the landscape of supportive services (child care, transportation, career coaching, etc.), and solving supply-demand from the ground up, assembling advisory committees of youth and adult job seekers and businesses to inform decision-making at the board level.

Consent Agenda

The consent agenda included the following actions:

- Approve the minutes of the September and October Board meetings and the 2016 annual meeting of TRWIB, Inc.
- Acknowledge the actions taken by the Executive Committee meeting since the last full Board meeting. This includes:
 - Approve the One-stop partner MOU
 - Accept \$300,000 from Google (which we will discuss in more detail later in the agenda)
- Accept \$45,000 from Citizens Bank for Pittsburgh Works
- Accept \$25,000 each from RK Mellon and Hillman foundations for the CEO Search
- Accept \$100,000 from The Pittsburgh Foundation for Choice Neighborhoods Initiative.

On a motion by Rich Barcaskey, seconded by Marc Cherna, the consent agenda passed by unanimous vote.

COMMITTEE REPORTS

Youth

Ms. Caplan announced headway on Learn & Earn MOU for 2018. Ms. Caplan and Chief Program Officer McCrae Martino met with Mayor Peduto and the County and City Teams to finalize details for the upcoming summer. Ms. Caplan and Ms. Martino said they expected the MOU to be finalized and up for City Council vote in January.

The group discussed opportunities to expand the corporate internship experience. The group discussed fundraising, engaging in conversations with employers earlier in the year, and holding an information session with Pittsburgh Human Resources Council about the program.

Ms. Caplan continued with a report on year-round youth programs.

- Midway through the second quarter after exit, 69 percent of out-of-school youth earned credentials during the last program year.
- Nearly 40 percent of OSY have been placed in employment or post-secondary education with documentation. Placement numbers are expected to increase when the state runs wage record data; P4W expects to meet year-round performance goals for PY16.
- 88 percent of in-school youth earned a credential and 54 percent have been placed in post-secondary or employment.
- The Youth Advisory Committee continues to monitor current provider performance and discussion on the next RFP for year-round programs will be released in a year.

- P4W is in year three of a four-year contract cycle. The Committee and staff are benchmarking costs and models at other workforce boards, consulting with providers about what is working and what needs to shift, and talking directly to youth to determine how best to connect them with career pathway employment and education

Adult Programs

Ms. Caplan opened the report with her thanks to Ann Dugan, former chair of the Service Delivery Committee who announced her decision to step down. Ms. Caplan and offered several updates.

- The \$3 million contract with United Labor Agency, the contractor providing Title 1 adult and dislocated worker services in the PA CareerLink offices, calls for 1,800 placements. ULA is on target to meet the goal with 775 placements through the end of November.
- Given the transition in the CEO's position, the contract with ULA has been extended through June 2019.
- The contract extension will allow for continuous improvement.
- Following a competitive procurement process, P4W contracted with Fourth Economy as the one-stop operator.
- Fourth Economy coordinates service delivery among partner agencies in CareerLink centers. To date, Fourth Economy has created a shared mission and vision for the partners and created working committees to increase referrals, coordinate business engagement, and assess outreach efforts.
- Fourth Economy continues to develop a strategy for engaging partners new to the one-stop system, such as the Housing Authority and TANF.
- As a requirement of WIOA, P4W will evaluate Fourth Economy sixth months into the contract.
- P4W has fiscal and administrative responsibility for \$4 million in Allegheny County TANF funds, serving 1,700 people per year through four contracted providers.
- EARN and Work Ready operate with TANF funds.
- EARN provides career and training services to recipients of TANF funds. Most of the individuals served are young, single mothers, who receive services through centers in Wilkesburg, McKeesport, and Downtown. Ultimately, the objective is to decrease dependency on public assistance and establish self-sufficiency.
- The other component, Work Ready, serves a more complicated population. These are individuals with multiple barriers to employment including the lack of childcare or transportation, education or work experience.
- Individuals served through Work Ready receive assessment, evaluation, supportive services, work-related activities, and training services to help prepare for employment.
- While we maintained existing contracts for this year, we are looking at best practices and ways of integration for the future.

Audit/Finance

Treasurer Ed Hartman offered a short update, acknowledging that work on the Audit for the fiscal year ending June 30, 2017, continues and is expected to be approved by the Finance Committee in early 2018, and Chief Financial Officer Ray Herron and the fiscal team will evaluate the fiscal monitoring of P4W partners, determining what monitoring would be handled internally and what would be contracted with an outside source.

Governance

Mr. Dave Coplan offered the Governance Committee report in the absence of Dr. Washington. He again welcomed Frank Staszko to the Board and highlighted the proposed changes to the Bylaws included in the Briefing Book. Those proposed changes included limiting the number of individuals participating in the Executive Committee and allowing for the creation of Task Forces and Sub Committees.

On a motion by Don Block, seconded by Jeff Nobers, the changes to the Bylaws were passed by unanimous vote.

Mr. Coplan also proposed dates for 2018 Board meetings. Board meetings would be held from 7:45 to 9:45 a.m. on

- March 23
- June 1
- September 14
- December 14

All meetings would be held at Partner4Work offices.

On a motion by Ann Dugan, seconded by Scott Pipitone, 2018 Board meeting dates were approved by unanimous vote.

CEO's Report

Ms. Caplan offered additional updates.

- Partner4Work has been tapped to receive \$300,000 from Google to teach digital skills to 25 in-school youth and 25 out-of-school youth in 2018. The curriculum will blend online instruction from Google Engineers with in-person case management and instruction from local organizations. Courses will begin in January and will last for 8-10 months. Students will learn the skills necessary to gain entry-level careers in IT support. In addition, Partner4Work, along with the Massachusetts Institute of Technology (MIT), the National Association of Workforce Boards and others, is working on an initiative to advance technology skills and lifelong learning in the United States.
- Also, Pittsburgh has been announced as one of 238 cities competing to host Amazon's second headquarters, expected to bring with it 50,000 well-paying jobs with it. An announcement on the short list of finalist cities is expected in early 2018.
- And, Partner4Work and a delegation from Neighborhood Learning Alliance met with several Robert Morris University deans and leaders to discuss opportunities for partnership. The opportunities include TechHire, apprenticeships, youth programming and expanding the college in career readiness program.

OPEN FORUM/PUBLIC COMMENT

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

ADJOURNMENT OF MEETING

On a motion by Ann Dugan, seconded by Dr. Linda Hippert, the meeting adjourned at 9:41 a.m.

TRWIB INC
Statement of Financial Position
As of December 31, 2017

	Unrestricted	Temporarily Restricted	Total
ASSETS			
Current Assets			
Checking/Savings	\$ 806,500	\$ 1,097,697	\$ 1,904,197
Accounts Receivable	\$ 3,578,693	\$ 22,000	\$ 3,600,693
Other Current Assets	\$ 89,550	\$ -	\$ 89,550
Total Current Assets	\$ 4,474,743	\$ 1,119,697	\$ 5,594,440
Other Assets			
Computer Equipment (net of depreciation)	\$ 90,613	\$ -	\$ 90,613
Other Assets	\$ 6,066	\$ -	\$ 6,066
Total Other Assets	\$ 96,679	\$ -	\$ 96,679
TOTAL ASSETS	\$ 4,571,422	\$ 1,119,697	\$ 5,691,119
LIABILITIES & NET ASSETS			
Liabilities			
Current Liabilities			
Due to Subrecipients	\$ 3,567,237	\$ -	\$ 3,567,237
Accounts Payable	\$ 72,850	\$ -	\$ 72,850
Other Current Liabilities	\$ 106,424	\$ -	\$ 106,424
Total Current Liabilities	\$ 3,746,511	\$ -	\$ 3,746,511
Total Liabilities	\$ 3,746,511	\$ -	\$ 3,746,511
Net Assets			
Unrestricted	\$ 824,911	\$ -	\$ 824,911
Temporarily Restricted	\$ -	\$ 1,615,697	\$ 1,615,697
Current Period Activity	\$ (0)	\$ (496,000)	\$ (496,000)
Total Net Assets	\$ 824,911	\$ 1,119,697	\$ 1,944,608
TOTAL LIABILITIES & NET ASSETS	\$ 4,571,422	\$ 1,119,697	\$ 5,691,119
	\$ 0	\$ -	

TRWIB, Inc.
 Net Asset Rollforward
 As of December 31, 2017

TEMPORARILY RESTRICTED FUNDS

	Miscellaneous	Sector Strategies	Pittsburgh Works	Place Based Strategies	Regional Workforce	Learn & Earn	Total
Balances as of July 1, 2017	\$ -	\$ 204,112	\$ 357,112	\$ 28,088	\$ 169,660	\$ 856,725	\$ 1,615,697
Activity: July 1, 2017 to December 31, 2017							
CY Additions to Temp Restricted Fd:							
Restricted Grants Received:							
CEO Search	25,000					28,080	25,000
Tier 3 Sponsors							28,080
TANF Performance Bonus	171,400						171,400
Citizen's Bank			45,000				45,000
Heinz				75,000			75,000
Pittsburgh Foundation				100,000			100,000
Transfer Funds							
Sub-Total	196,400	-	45,000	175,000	-	28,080	444,480
Reimb. received from Rest Grants:							
Urban Strategies CNI	-	-	-	71,063	-	-	71,063
State Grants	-	161,081	-	-	-	-	161,081
Allegheny County DHS	-	-	-	-	-	531,367	531,367
Pittsburgh CDBG	-	-	-	-	-	321,413	321,413
City Personnel	-	-	-	-	-	499,932	499,932
Sub-Total	-	161,081	-	71,063	-	1,352,712	1,584,856
Total Rest. Funds Received:	196,400	161,081	45,000	246,063	-	1,380,792	2,029,336
Expenses incurred this period related to these restricted programs:	-	(256,357)	(122,515)	(145,543)	(55,690)	(1,945,231)	(2,525,336)
Net Activity: July 1, 2017 to December 31, 2017	196,400	(95,276)	(77,515)	100,520	(55,690)	(564,439)	(496,000)
Fund Balance Balance at 12/31/2017	\$ 196,400	\$ 108,836	\$ 279,597	\$ 128,608	\$ 113,970	\$ 292,286	\$ 1,119,697
AR Balance at December 31, 2017	-	-	-	-	-	(22,000)	(22,000)
TR Cash Balance at December 31, 2017	\$ 196,400	\$ 108,836	\$ 279,597	\$ 128,608	\$ 113,970	\$ 270,286	\$ 1,097,697
Assets Released from Restriction (as presented on the Statement of Activities):							
Expenses Incurred this period related to these restricted programs							\$ (2,525,336) (A)
Less: Reimbursements received from Restricted Grants							1,584,856 (B)
Assets Released from Restriction							\$ (940,480)

TRWIB INC
Statement of Activities
 July 1, 2017 through December 31, 2017

	Reimbursement Contracts										Restricted Grants		TOTAL
	Management & General (Unrestricted)	Allegheny County W/OA (Program)	City of Pittsburgh W/OA (Program)	TANF (Program)	PA CareerLink (Program)	DOL Ex-Offenders (Program)	Sector Strategies (Program)	Pittsburgh Works (Program)	Place Based Strategies (Program)	Regional Workforce (Program)	Lean & Earn (Program)	Total Program (Unrestricted)	
Ordinary Income/Expense													
Income													
4000 Public Funds/Government Grants	0	2,110,419	1,851,843	2,845,165	149,099	193,396	161,081	0	71,053	0	1,352,712	8,734,778	0
4200 Foundation & Private Contrib	0	0	0	0	0	0	0	0	0	0	0	0	0
4300 Interest	1,867	0	0	0	0	0	0	0	0	0	0	0	444,480
4400 Inter-Fund Transfer	0	0	0	0	0	0	0	0	0	0	0	0	1,867
4700 Other Income	0	0	0	0	0	0	0	0	0	0	0	0	0
4800 Assets Released from Restriction	0	0	0	0	0	0	95,276	122,515	74,480	55,690	592,519	940,480	(940,480)
Total Income	1,867	2,110,419	1,851,843	2,845,165	149,099	193,396	256,357	122,515	145,543	55,690	1,945,231	9,675,258	(96,000)
Gross Profit	1,867	2,110,419	1,851,843	2,845,165	149,099	193,396	256,357	122,515	145,543	55,690	1,945,231	9,675,258	(96,000)
Expense													
5000 Direct Program Expenses	0	1,833,840	1,564,979	2,573,594	121,956	138,718	198,955	21,429	105,685	0	1,723,096	8,282,254	0
5200 Salary Wages and Benefits	302,859	172,204	167,006	140,460	21,553	24,939	32,862	82,279	26,218	35,672	104,779	807,772	1,110,631
5350 Communication	2,556	175	175	34	0	0	21	15	0	0	0	420	2,976
5370 Contracted Service	17,140	951	15,740	200	5,788	19,799	135	0	333	7,500	0	50,446	67,586
5400 Depreciation Expense	0	0	0	0	0	0	0	0	0	2,816	0	2,816	0
5450 Equipment Expense	6,590	0	0	0	0	0	0	0	0	0	0	6,590	0
5500 Fiscal	17,566	0	0	0	0	0	0	0	0	0	0	17,566	0
5550 Insurance	3,361	0	0	0	0	0	0	0	0	0	0	3,361	0
5660 Information Technical Service	16,031	0	13,086	0	0	0	0	0	0	3,535	0	16,621	32,652
5700 Legal Expense	3,535	25	25	75	0	0	616	0	50	1,104	3,438	4,667	8,202
5750 Materials / Supplies	9,212	0	0	0	0	127	0	0	26	0	15	808	10,020
5760 Meeting Expense	4,866	1,551	1,176	390	0	529	113	466	0	0	641	4,892	0
5770 Memberships	12,978	0	0	0	0	0	0	0	0	0	0	12,978	0
5850 Other Miscellaneous	1,238	0	0	0	0	0	0	0	0	0	0	1,238	0
5900 Postage / Messenger	440	30	0	0	0	0	0	0	0	24	0	54	494
5940 Publications	240	0	0	0	0	0	0	0	0	0	0	240	0
5950 Rent	41,167	0	0	0	0	0	0	0	0	3,000	0	44,167	0
6000 Staff Administration	39,615	0	0	0	0	0	0	0	0	131	0	39,746	0
6050 Telephone	8,831	0	0	0	0	0	0	0	0	0	0	8,831	0
6060 Temporary Service	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
6080 Travel & Conference	1,648	5,944	5,682	1,395	0	0	350	0	0	0	0	13,371	15,019
6900 Distributed Costs	(488,006)	95,699	83,974	128,017	0	9,284	23,305	18,226	12,231	110,107	488,006	0	0
Total Expense	1,667	2,110,419	1,851,843	2,845,165	149,099	193,396	256,357	122,515	145,543	55,690	1,945,231	9,675,258	0
Net Ordinary Income	0	(0)	0	(0)	0	0	(0)	0	(0)	0	(0)	(0)	(496,000)
Net Income	0	(0)	0	(0)	0	0	(0)	0	(0)	0	(0)	(0)	(496,000)

(A) Represents Management & General cost not allocated to various programs

Partner4Work
Budget Vs Actual
December 31, 2017

	ORIGINAL BUDGET	HALF YEAR BUDGET	ACTUAL	Over (Under) VARIANCE
Ordinary Income/Expense				
Income				
4000 · Public Funds/Government Grants	\$ 19,713,770	\$ 9,856,885	\$ 8,734,778	\$ (1,122,107)
4200 · Foundation & Private Contrib	\$ 787,113	\$ 393,557	\$ 444,480	\$ 50,924
4300 · Interest	\$ 2,500	\$ 1,250	\$ 1,867	\$ 617
4800 · Assets Released frm Restriction	\$ -	\$ -	\$ -	\$ -
Total Income	\$ 20,503,383	\$ 10,251,692	\$ 9,181,125	\$ (1,070,567)
Expense				
5000 · Direct Program Expenses	\$ 17,632,338	\$ 8,816,169	\$ 8,282,254	\$ (533,915)
5200 · Salary, Wages, and Benefits	\$ 2,525,153	\$ 1,262,577	\$ 1,110,631	\$ (151,946)
5350 · Communication	\$ 36,000	\$ 18,000	\$ 2,976	\$ (15,024)
5370 · Contracted Service	\$ 613,336	\$ 306,668	\$ 67,586	\$ (239,082)
5400 · Depreciation Expense	\$ 65,340	\$ 32,670	\$ 2,816	\$ (29,854)
5450 · Equipment Expense	\$ 66,500	\$ 33,250	\$ 6,590	\$ (26,660)
5500 · Fiscal	\$ 49,000	\$ 24,500	\$ 17,566	\$ (6,934)
5650 · Insurance	\$ 8,250	\$ 4,125	\$ 3,361	\$ (764)
5660 · Information Technical Service	\$ 85,000	\$ 42,500	\$ 32,652	\$ (9,848)
5700 · Legal Expense	\$ 35,000	\$ 17,500	\$ 8,202	\$ (9,298)
5750 · Materials / Supplies	\$ 65,600	\$ 32,800	\$ 10,020	\$ (22,780)
5760 · Meeting Expense	\$ 38,600	\$ 19,300	\$ 9,758	\$ (9,542)
5770 · Memberships	\$ 24,000	\$ 12,000	\$ 12,978	\$ 978
5850 · Other Miscellaneous	\$ -	\$ -	\$ 1,238	\$ 1,238
5900 · Postage / Messenger	\$ 2,400	\$ 1,200	\$ 494	\$ (706)
5940 · Publications	\$ 2,000	\$ 1,000	\$ 240	\$ (760)
5950 · Rent	\$ 127,560	\$ 63,780	\$ 44,167	\$ (19,613)
6000 · Staff Administration	\$ 17,535	\$ 8,768	\$ 39,746	\$ 30,979
6050 · Telephone	\$ 15,000	\$ 7,500	\$ 8,831	\$ 1,331
6070 · Training	\$ 2,000	\$ 1,000	\$ -	\$ (1,000)
6080 · Travel & Conference	\$ 61,619	\$ 30,810	\$ 15,019	\$ (15,791)
6900 · Distributed Costs	\$ -	\$ -	\$ -	\$ -
Total Expense	\$ 21,472,231	\$ 10,736,116	\$ 9,677,125	\$ (1,058,991)
Net Income	\$ (968,848)	\$ (484,424)	\$ (496,000)	\$ (11,576)

Debra Caplan
Interim Chief Executive Officer

Matt Aelmore
Program Evaluation Manager

Jack Bailey
Program Evaluation Assistant

Crystalline Barger
Learn and Earn Coordinator

Nate Broadus
Youth Program Coordinator

David Conway
Youth Program Coordinator

Sid Dash
PULSE Fellow

Kattia Delizin
Assistant Controller

Ryan Dodson
Accounting Clerk

Carolyn Ford
Contract Administrator

Shuly Goldman
Learn and Earn Manager

Ray Herron
Chief Financial Officer

Nic Jaramillo
Operations Manager

Katrina Kadisevskis
Adult Program Coordinator

Markisha Kennedy
EARN/ Work Ready Manager

Lenny Kistler
Youth Program Coordinator

Edgar Largaespada
Research Fellow

Markese Long
Community Engagement
Specialist

McCrae Martino
Chief Program Officer

Jesse McLean
EARN Supportive Services
Coordinator

Dillon Moore
Director of Policy

Jennifer Pajewski
Board Relations Manager

Nathan Petrillo
Communications Manager

Liz Pham
Senior Accountant

Susie Puskar
Director of Youth Innovation

Laura Saulle
Director of Pittsburgh Works
Partnerships

Andy Smith
Director of Adult Workforce
Programs

Katrina Steinley
Research Fellow

Jamie VanderMolen
Administrative Assistant

Rebecca Young
Business Partnerships Manager

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

Wood Street
Commons
301 Wood Street
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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Equal Opportunity Employer

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