

2017-19 Overall Strategic Plan Dashboard



Thought Leadership

1

Be the local go-to organization on workforce development.

2

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

3

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



Youth Pipeline Development

1

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

2

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

3

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



Connecting Job Seekers to Careers

1

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

2

Serve people where they live.

3

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



Incubate Systemic Workforce Solutions

1

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

2

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

3

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



Internal Infrastructure

1

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

2

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

3

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

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

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

Strategic Goal: Close Up



Thought Leadership

Strategic Goals



Be the local go-to organization on workforce development

Create an online collection of inclusive, aligned, market-relevant, and user-friendly education, workforce and labor market data.

Build greater awareness of key workforce issues and opportunities for effective change by producing timely, data-grounded reports, think pieces, messaging campaigns and events.

Expand inter-agency research-to-practice agenda to improve cross-sectoral collaboration and collective impact.



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

Hire a communications manager; develop and execute communications strategy.

Increase organization's leadership role in national, state and local conversations through board/committee memberships, speaking engagements, research publications and media placement.



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

Develop case studies on employer engagement and job seeker services; expand customer tracking to effectively communicate customer flow and engagement; maintain storytelling strategy to demonstrate impact of programming and partnerships.

Establish a policy and advocacy committee of the board; engage in board-to-board outreach for regional efforts by 12/31/17.

Expand partnerships and align services across workforce and human service agencies through MOUs and one-stop operator.

Advocate for change at the state level to allow for better Title 1 performance, including use of technology, access to wage records, data sharing agreements

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

Strategic Goal: Close Up



Youth Pipeline Development



Strategic Goals

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

WIOA performance measures on employment, literacy and numeracy gains, retention, earnings and credential attainment are met or exceeded.

Expand youth provider engagement in the Pittsburgh Works network to generate strategic input for service delivery, policy and innovation.

Mine data provided by youth program providers to make better programming decisions; navigate and prepare youth serving organizations for pending changes in TANF programming and monitoring.

Year-round youth programs invest at least 20% of funding on work experience activities for youth.



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

Young adults leaving programs will be connected with a streamlined process to navigate the post-secondary enrollment process.

One sector-based group of providers and businesses convened to connect young adult pipeline to pre-apprenticeship, apprenticeship and career pathway opportunities.

Enable career exploration by elementary and middle school youth; build connections between sending schools and career and technology centers.



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

Learn & Earn MOUs signed by Jan. 15, 2018.

Build the service delivery platform and technology to implement a coordinated approach to summer youth employment and career exploration. (Learn & Earn).

95% of summer youth employment participants complete work readiness training; 85% of participants complete the program.



Connecting Job Seekers to Careers

Strategic Goal: Close Up

Strategic Goals



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.

WIOA performance measures on employment, literacy and numeracy gains, retention, earnings and credential attainment are met or exceeded.

Increase in the number of dislocated workers served through Title 1 and other contractors.

Title 1 contractor places at least 1,800 individuals in employment; cost/person of job placement stays below industry benchmarks.

Develop and launch PGH Works 2.0 agenda to further connect youth and adult serving partners with the system.

One-stop operator develops and implements shared vision, goals and performance indicators for PA CareerLink partners.

Expand satellite PA CareerLink location strategy to meet the needs of the community.

Create on-demand PA CareerLink mobile team serving individuals within their communities; at least 200 job seekers sign up for WIOA services and are placed in a job without walking into a PA CareerLink office.

Establish neighborhood-based strategies to the Hill District and Hazelwood.

Serve 170 job seekers through Training to Work in collaboration with Allegheny County DHS and Jail Collaborative.

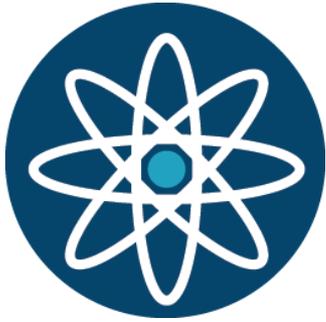
At least 5 percent of WIOA funding is invested in transitional jobs program.

Serve 60 veterans through VVI in collaboration with veteran programs and other regional WDBs.

Allegheny County TANF program successfully transitioned and performance measures met.

-  On target/progress being made
-  Slower progress than expected
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Strategic Goal: Close Up



Incubate Systemic Workforce Solutions



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

Pursue new models of business engagement including the Next Generation Industry Partnership model and Business Resource Network.

Develop apprenticeship strategy.

Establish viable training and job opportunities including the development of TechHire 2.0 in partnership with Google.

Develop a catalog of businesses engaged with the system to identify those for targeted outreach; every board member connects Partner4Work with 5 businesses; all board member organizations engage with/use the public workforce system.



Create new on-ramps to career opportunities for job seekers

Support the creation of career pathways in administrative and environmental service occupations for low income individuals in collaboration in Pittsburgh Council Higher Education.

Explore opportunities for public system to serve as a first source platform for local economic development projects.

Path 150 individuals through the ESV technician training program with UPMC and the Energy Innovation Center to meet talent supply-demand.



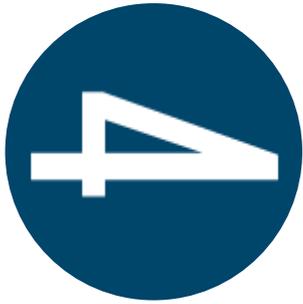
Build the capacity of providers to apply for P4W funding and deliver successful outcomes

Provide training and technical assistance to at least 35 non-funded partners; demonstrate increase in relevant knowledge by 90% of participants.

Provide quarterly technical assistance to all funded partners that results in decreased need for individual "one-off" TA requests.

Expand online knowledge center providing universal access to shared tools and best practices expanded to include 25 additional resources.

-  On target/progress being made
-  Slower progress than expected
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Internal Infrastructure



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

Maintain diversity between funding sources and ensure spending in accordance with regulations (i.e. administration limitations, indirect cost rate, youth work experience and WIOA training) through KPIs.

Raise \$300,000 for Pittsburgh Works, \$100,000 for Research, and \$400,000 for Learn & Earn in FY2018. Amounts for FY2019 will be evaluated during budget process.

Executive Committee to explore fundraising opportunities to support the expansion of business solutions and hiring of a specialist



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

Board membership meets legal requirements and is representative of the community; all board members are engaged in committees and provide leadership to the organization's initiatives; Personnel and Policy and Advocacy committees established; officers elected.

Implement new systems to support effective and efficient processes, which includes the implementation of a new contract database, financial management and CRM systems.

Increase transparency across departments through the development of reporting packages, KPIs.

Streamline functions through improved technology and more efficient standard operating procedures which include human resources, procurement, sub award and financial processes.



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

Improve provider selection criteria through risk assessment during the RFP process, which includes fiscal strength and organization capacity; increase staff awareness of data and research tools to more effectively manage programs.

Implement a continuous quality improvement system that strengthens the performance and accountability of funded partners; transition monitoring to broader program evaluation and fiscal technical assistance.

Partner4Work receives no findings on federal and state monitoring and required audits and strengthens sub recipient monitoring agenda.