

# 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 8 , 2 0 1 7**



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Chairman



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Allegheny County  
Labor Council AFL-CIO

**Stambaugh, Craig**

Vice President, Human Resources  
and Talent Acquisition,  
UPMC

**Staszko, Frank**

Assistant Regional Director  
Pennsylvania Department of Labor  
and Industry, Bureau of Workforce  
Partnerships and Operations

**Trybus, Jessica**

*Partner4Work Secretary*  
Chief Games Officer  
Simcoach Games

**Washington, Dr. Nancy**

Director  
Allegheny Housing Rehabilitation  
Corporation

# BRIEFING BOOK

December 8, 2017

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## MEETING MATERIALS

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| Minutes from September 15, 2017;<br>October 16, 2017; and December 16, 2016 | 19 |
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# PARTNER4WORK Board of Directors' Meeting and TRWIB, Inc. Corporate Meeting

7:45 to 9:45 a.m. December 8, 2017

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

1. Welcome and call to order *Mark Latterner*
  
2. A conversation with Neighborhood Learning Alliance
  
3. Election of Officers *Ms. Debra Caplan*
  - Chair: Mr. Mark Latterner, Market President, Western PA, Citizens Bank
  - Vice Chair: Mr. David Schlosser, President, Exploration and Production, EQT
  - Secretary: Ms. Jessica Trybus, Chief Games Officer, Simcoach Games
  - Treasurer: Mr. Ed Hartman, Vice President, Aires
  
4. CEO Search Update *Mr. Latterner*

## General Business

5. Strategic Plan
  
6. Consent Agenda:
  - **APPROVE:** Minutes from September and October Board meetings and 2016 corporate meeting of TRWIB, Inc.
  - **ACKNOWLEDGE:** The actions taken by the Executive Committee since the last full Board meeting:
    - Approve the one-stop partner Memorandum of Understanding
    - Accept \$300,000 from Google to provide 100 scholarships to young adults for job training for entry-level IT jobs
    - Accept \$45,000 from Citizens Bank to support Pittsburgh Works
  - **ACCEPT** \$25,000 each from the Richard King Mellon Foundation and Hillman Foundation to support the CEO search
  - **ACCEPT** \$100,000 from The Pittsburgh Foundation for Choice Neighborhoods Initiative
  
7. Committee Reports
  - Youth Advisory and Learn & Earn *Ms. Caplan*
  - Audit/Finance *Mr. Ed Hartman*
  - Service Delivery *Ms. Caplan*
  - Governance *Mr. Dave Coplan*

**Approve** proposed changes to the Bylaws for TRWIB, Inc.

**Approve** meeting dates for 2018

  - March 30, 2018
  - June 1, 2018
  - September 14, 2018
  - December 14, 2018
  
8. CEO's report

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

**10. 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.

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

Dedicated communications manager hired; communications strategy in development.

Regional and influence task forces established, initial convening expected in January 2018; storytelling continues; case studies to be developed.

Young adult providers are engaged with each other and with the Pittsburgh Works network to provide system of services. 707 ISY and OSY enrolled to date (73% 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. 6% of 2017 Learn & Earn participants year-round youth. 14% of current year-round youth were Learn & Earn participants.

ULA on target to meet 1,800 placement goal with 684 placements through October. PW strategy and Amplify agenda being finalized for 2018.

Hazelwood project in early stages; Hazelwood CareerLink launched in September 2017. 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.

A proposal for Next Generation Construction Partnership funding submitted; P4W to apply for apprenticeship funding.

P4W partner in Hazelwood PLA. 48 individuals placed with UPMC as a result of the ESV/EIC program; on target to meet goal.

Amplify agenda on hold during program redesign and organizational restructuring and will kick off in January 2018. Pittsburgh Works being relaunched.

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

Board membership compliant and certified through 2019; officers elected; Personnel Committee established. Hire of operations manager delayed; fiscal system implementation delayed.

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



Youth Pipeline Development



Connecting Job Seekers to Careers



Incubate Systemic Workforce Solutions



Internal Infrastructure



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 released and promoted; job seeker focus groups continue to capture and address challenges facing those looking for work.
- Board-driven regionalism and influence task forces to begin in January.

### DATA AND RESEARCH

In the past six months, Partner4Work released several quantitative and qualitative reports providing insights into the state of the labor market and workforce development issues.

#### Voices Reports

This series of reports, part of the 40,000 for 40,000 campaign, explores workforce issues through first-hand accounts from job seekers collected from focus groups Partner4Work conducted.

- [Resignation: Understanding Why Workers Choose Non-Employment](#) presents new insights on why people quit their jobs without having other opportunities. By sharing job seekers' experiences, this report challenges the assumptions they face from prospective employers.
- [Pittsburgh's Aging Workforce: Understanding How Perceptions and Barriers Affect Older Workers' Employment](#) As the number of older workers continues to surpass the number of young people entering the local labor market, maintaining voices of experience and engaging mature workers is critical to maintaining the economic prosperity of the region.
- [Commercial Driver's Training: Smart Investment or a Waste of Resources?](#) In the last two years, nearly half of the job seekers in the public system who sought a tuition subsidy for training in a high-priority occupation chose to use the funding to obtain a commercial driver's license (CDL). But how long will this investment pay off?
- [Young Adults' Insights on Recruiting for Career Programs](#) Partner4Work helps young adults prepare for in-demand fields, through career exploration, credentialing, work experience and academic remediation programs. Yet, convincing young adults to enroll can be challenging, even for programs with high participation rates.
- [How Young Adults Choose a Career Path](#) Every year, thousands of young adults in the Pittsburgh area participate in workforce development programs to explore career interests, identify new career goals and gain access to employment opportunities. Partner4Work interviewed program participants to learn how young adults choose careers.

#### Jobs Reports

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

- [Where are the Jobs? Oct. 2017](#) Area employers posted more than 14,000 jobs in October 2017, a 7 percent increase over September's data. Customer service topped the list of skills most in demand.
- [Where are the Jobs? Sept. 2017](#) More than 13,000 jobs were posted online for the Pittsburgh region in September, a 16 percent drop from the month before and 20 percent fewer than July.
- [Where are the Jobs? Aug. 2017](#) More than 15,000 jobs were posted online for the Pittsburgh region in August 2017, a slight decrease from the previous month. Thirty-four percent of these jobs paid more than \$50,000 annually.

### 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, July -September 2017](#) In the third quarter of 2017, digital skills occupations accounted for 62 percent of online job postings for the Pittsburgh area.

### 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, July-September 2017](#) Opportunity occupations represented 60 percent of all jobs posted online for the Pittsburgh Metropolitan Area in the third quarter of 2017, a 19-percent increase from the previous quarter. These jobs included administrative assistants, HR specialists, registered nurses and food service managers.



## YOUTH PIPELINE DEVELOPMENT



- Performance metrics met; quarterly learning network opportunities support sharing best practices, collective problem solving, and addressing shared challenges.
- Post-secondary navigator onboarded through CCAC to help deepen the connection between OSY and post-secondary opportunities.
- New pilots in construction pre-apprenticeship, digital skills, and business-education connection are underway.

### 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 will serve a total of 442 in-school youth (ISY) and 522 out-of-school youth (OSY) in program year 17.
- ISY providers have enrolled 73 percent of participants, and OSY providers have enrolled 71 percent of participants as of October 31, 2017.
- Providers meet quarterly to share best practices and network. This fall, Partner4Work invited community partners including Office of Vocational Rehabilitation, KidsVoice, the Carnegie Science Center, the Choice Neighborhoods Initiative (CNI), JobCorps, and Community College of Allegheny County to the meetings to build deeper connections for referrals.

### PILOT PROGRAMS

Partner4Work has established several pilot programs for young adults.

- STEM pilots continue; 64 young adults have been enrolled in STEM career training and 320 youth enrolled in STEM career exploration.
- Seven City Charter High School graduates enrolled in the Patient Care Technician micro-credential pathway and seven in the Math for the Union Trades course through the Business-Education Partnership grant. Five other high school classrooms have been connected to businesses and project-based learning curriculum.
- Eight young adults have enrolled in pre-apprenticeship training and are working on math remediation and skills to take union qualifying tests in the spring.
- Recruitment is on-going for the second cohorts of the Healthcare Information Technology (HIT) and Computer User Help Desk Support micro-credentials. The first cohort of the HIT module wrapped in October. Seven students completed the course and are working with CCAC on job placement and additional training.
- 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 83 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 on target; continuing to work closely with United Labor Agency (ULA) to improve service delivery within PA CareerLink® Pittsburgh/Allegheny County
- Neighborhood-based strategy launched in Hazelwood.
- One-stop operator developed shared vision and goals and focused on improvements to referral system and engagement of new partners.
- Adult TANF program transferred to P4W, serving 600 clients in first quarter.

### 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 598 job seekers to ULA for job placement services between July 1, 2017, and October 31, 2017. On average, 150 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 will unveil new digital tools including an interactive service provider directory during a year-end event at Repair the World (East Liberty). The event, for Pittsburgh Works members including workforce development agency staff, community-based organizations, employers, and educators, to increase referrals and collaboration across partners.
- AMPLIFY, Pittsburgh Works' signature training and technical assistance platform, will resume in January with new workshops. Based on partner surveys and interviews, upcoming sessions will include Mental Health First Aid Training, Supporting Jobseekers with Criminal Records, Cultural Competency for Providers Serving Immigrant and Refugee Jobseekers, Procurement 101, and a Registered Apprenticeship Forum.

### 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. In October, P4W and CareerLink® worked with ABMECH, Inc., to host a recruitment session for asbestos abatement positions at the Hazelwood Green (formerly Almono) site.
- Partner4Work has entered into a contract with ULA to provide neighborhood-based employment services in Hazelwood. Since September 6, ULA has operated a satellite CareerLink® location at the Hazelwood Library. CareerLink services are offered in the library two days a week.
- P4W, Jackson & Clark, and multiple community-based agencies partnered to gather data about employer and jobseeker needs to drive the planning of additional neighborhood-based workforce programs.
- P4W is exploring opportunities to partner with ARM Institute around manufacturing training. Starting in Spring 2019, ARM Institute will base its headquarters at the Mill 19 site.

## 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. TJs are time-limited paid work experiences that help those with chronic unemployment build a work history.

- Partner4Work contracted TJ services to 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. Eighty-three job seekers will be served in year two, July 1, 2017, through June 30, 2018.

## TRAINING TO WORK

Training to Work is a 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 December 2018, 170 re-entrants will receive 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 will be provided through partners on the Eligible Training Provider List, a statewide list of providers eligible to receive WIOA funding, as well as a designated group of training providers selected specifically for this project.
- As of Nov. 30, 2017, 64 participants have enrolled in Training to Work

## ALLEGHENY COUNTY ADULT TANF

Effective July 1, 2017, Partner4Work assumed fiscal and administrative oversight of the Allegheny County **EARN** program. EARN is funded by Temporary Assistance for Needy Families (TANF) through the PA Department of Human Services (PA DHS) and is designed to assist adults in transition from welfare to workforce. The EARN program provides case management, job preparation, career development and job retention services to eligible TANF recipients. EARN aims to decrease dependency on public assistance and establish self-sufficiency.

- Partner4Work maintained existing contracts with EARN providers 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 2017, EARN providers have worked with about 600 individuals, putting them on track to see a similar number of people as last year. Partner4Work is focused on improving EARN program practices and policies, strengthening connections with PA DHS program managers and other stakeholders, and integrating EARN programming with existing Partner4Work activities.

Partner4Work assumed fiscal and administrative agent of Allegheny County's **Work Ready** program, effective October 1, 2017. Work Ready also is funded by Temporary Assistance for Needy Families (TANF) through the PA Department of Human Services (PA DHS). Work Ready aims to serve participants with significant barriers to employment who would otherwise be enrolled in EARN by providing assessment, evaluation, supportive services, work-related activities and training services to help clients stabilize barriers that may hinder them from achieving self-sufficiency.

- Partner4Work maintained the existing Work Ready contract with Life's Work of Western PA. In 2016-2017, Life's Work provided services to about 500 individuals, 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 connections with PA DHS program managers and other stakeholders, and integrating Work Ready programming with existing Partner4Work activities.



## INCUBATE SYSTEMIC WORKFORCE SOLUTIONS



- **Veterans Value Initiative 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.

- In the 2016 pilot year, TechHire Pittsburgh offered two employer-led boot camps – one in quality assurance and another in coding/web development – for candidates without a college degree and/or one or more barriers to employment. Local businesses provided input and feedback on the boot camp curriculum, which was designed to equip participants with the skills needed to secure an entry-level position in a tech occupation. A total of 34 participants enrolled in the boot camps and 23 (68 percent) completed the program. Nine graduates are working full-time and three are currently pursuing further training.
- Partner4Work received a Strategic Innovation Grant from the state for the continuation and expansion of TechHire Pittsburgh through October 2018. TechHire 2.0 aims to address challenges around program completion and job placement through programmatic changes which include offering more flexible training schedules for participants who are unable to commit to a daytime bootcamp, increased supportive services and tech-industry specific soft skills training, procurement of a placement specialist with expertise in IT, and broadening the umbrella of programming available to participants.
- Two RFPs were released for the next phase 1) for technical training program providers to provide cohort-based instruction in high-demand tech skills to individuals with barriers to employment, and 2) for a supportive services and placement specialist to provide wraparound support to participants during and after training. Selection of providers will take place in late December with the goal of recruiting participants in January 2018.
- As part of TechHire 2.0, Partner4Work will broaden 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 will be able to identify other programs in Allegheny County to meet their needs.
- A Digital Skills Curriculum will be launched in January 2018, training 25 ISY and 25 OSY in technical skills necessary for computer help desk technicians. The curriculum will be delivered in a blended model, with Google Engineers providing online training and in-person teachers and case workers 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. In October, P4W staff facilitated a technical assistance call between the director of the ATO office and local partners Jewish Healthcare Foundation and the Energy Innovation Center, which are both exploring registered apprenticeships in healthcare. P4W also attended the

Southwest Corner Workforce Development Board's regional apprenticeship forum in Fall 2017 and is currently facilitating a strategic response to apprenticeship funding opportunities announced in late November by both the Department of Labor & Industry and the Department of Economic Development.

- In the spring of 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, health care, information technology or manufacturing.

- As of November 2017, 84 veterans have received career services and/or occupational skills training through the program, exceeding the goal of 60 veterans served.



## INTERNAL INFRASTRUCTURE



- Board composition compliant with state and federal requirements; Personnel Committee established.
- Fiscal systems to be in place in January.
- Program evaluation model continues to evolve.

| Funder                           | Grant Scope | Amount             | Status                     |
|----------------------------------|-------------|--------------------|----------------------------|
| Richard King Mellon Foundation   | CEO Search  | \$25,000           | Awarded November 17, 2017  |
| Hillman Family Foundations       | CEO Search  | \$25,000           | Awarded December 1, 2017   |
| The Heinz Endowments             | CEO Search  | \$25,000           | Submitted November 3, 2017 |
| US Housing and Urban Development | JobsPlus    | \$1,600,000        | Submitted November 2017    |
| PA Dept. of Labor and Industry   | Youth TANF  | \$200,000          | Submitted December 1, 2017 |
| <b>Total</b>                     |             | <b>\$1,875,000</b> |                            |

### PROGRAM EVALUATION

Program year 2017 monitoring and evaluation commenced at the end of October with the distribution of Pre-Monitoring Assessments (risk assessment). This assessment enables Partner4Work to determine the scope and depth of monitoring required for each Partner4Work-funded subrecipient.

- Adjustments have been made to PY2017 monitoring efforts to incorporate more robust elements of program evaluation. All monitoring and evaluation tools will be distributed as online surveys to streamline the process for data collection and analysis of subrecipient responses. Survey questions will expand beyond compliance monitoring to ensure a more evaluative and strategic assessment of the program. Further, Partner4Work will incorporate interviews and focus groups feedback with program staff and participants to add more qualitative detail on the funded program.
- Partner4Work will begin distributing monitoring and evaluation tools for a first round of monitored programs in December. Monitoring and evaluation will continue through June 2018.
- Currently, Partner4Work will monitor more than 25 funded providers across 45 program contracts. Programs include:
  - WIOA Title I Adult and Dislocated Worker
  - WIOA Title I Youth
  - TANF Youth
  - Training to Work
  - TechHire Pittsburgh
  - Veterans Value Initiative
  - Microcredentials



- Environmental Services Technician Training
- Learn & Earn
- Employer Engagement Services
- Construction Pre-Apprenticeship
- Post-Secondary Navigator

## MEETING MATERIALS

**Minutes of Partner4Work Board of Directors' Meeting**  
**Teleconference**  
3:30 to 4:30 p.m.  
October 16, 2017

**Board Members Participating**

Allen, Will  
Barcaskey, Rich  
Belechak, Joe  
Block, Don  
Bullock, Dr. Quintin  
Charlton, Don  
Coplan, Dave  
Gittlen, Ike  
Hartman, Ed  
Hippert, Dr. Linda  
Katona, Marci  
Kuzma, Lisa  
Lane, Majestic  
Latterner, Mark  
Massaro, Steve  
Nolder, Steve  
Pachay, Ruben  
Powers, Beth  
Washington, Dr. Nancy

**Staff Present**

Caplan, Deb  
Herron, Ray  
Krekanova Krofcheck, Vera  
Martino, McCrae  
Pajewski, Jennifer

Chair Mark Latterner opened the session by taking rolls, announcing a quorum, and the receipt of five proxy ballots. He reminded that the meeting was being held to approve the 2017-2019 strategic plan, which had not been approved at the September Board meeting.

Interim CEO Deb Caplan provided a short synopsis of the three strategic focus areas for the Board, regionalism, influence, and business engagement.

The group spoke about potential leads for different task forces and asked that diversity and inclusion be wrapped into the strategic objectives. Conversations would be held with individuals to lead task forces.

On a motion by Dave Coplan, seconded by Dr. Linda Hippert, the 2017-2019 strategic plan was approved.

Before the meeting adjourned, Ms. Caplan and Mr. Latterner briefly updated the group on the search for the next CEO including efforts to secure private funding to pay the fees for a national search, the timeline to have a new CEO on board, and outreach to public and non-profit leaders to identify search firms with success conducting national searches.

The meeting adjourned at 4 p.m.

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

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

7:45 to 10:15 a.m.

September 15, 2017

### **Board Members Present**

Allen, Will  
Barcaskey, Rich  
Block, Don  
Bullock, Dr. Quintin  
Caplan, Debra  
Cherna, Marc  
Coplan, Dave  
Fisher, Laura  
Gittlen, Ike  
Hartman, Ed  
Katona, Marci (phone)  
Kuzma, Lisa  
Lane, Majestic  
Latterner, Mark  
Massaro, Steve  
McLaughlin, Caitlin  
Nolder, Steve  
Pipitone, Scott  
Pollard, Joshua  
Trybus, Jessica  
Washington, Dr. Nancy

### **Board Members Absent**

Belechak, Joe  
Charlton, Don  
Cooper, Mary Frances  
Dugan, Ann  
Ferraro, Melissa  
Hippert, Dr. Linda  
Nobers, Jeff  
Pachay, Ruben  
Powers, Beth  
Schlosser, David  
Shea, Jack  
Stambaugh, Craig

### **Guests Present**

Burgess, Rev. Ricky  
Burket, Chelsea  
Collier, Pam  
Como, Lori  
Killmeyer, Deb  
Lampman, Chester  
Lavelle, Daniel  
Martier, Judy  
Megenhardt, Dave  
Nelson, Traci  
Sijva-Blystone, Amy  
Staszko, Frank  
Tokar, Joseph  
Ventress, Lynn  
Walton, Dewitt

### **Staff Present**

Herron, Ray  
Krekanova Krofcheck, Vera  
Martino, McCrae  
Moore, Dillon  
Pajewski, Jennifer  
Pashman, Stefani  
Petrillo, Nathan  
Puskar, Susie

### **Board Meeting Minutes (continued)**

Chair Mark Latterner opened the meeting at 7:50 a.m. and with a public recognition and presentation to Stefani Pashman, Partner4Work CEO who earlier in the week announced her transition to become president and CEO of the Allegheny Conference on Community Development. Mr. Latterner presented Ms. Pashman with a plaque and floral arrangement on behalf of the board. He acknowledged her exceptional leadership, her willingness to take risks, and her ability to grow the organization from a \$2.9 million think-tank to a \$21 million leader in workforce development. He specifically commented on her efforts to bring national attention to programs including Pittsburgh Works and Learn & Earn.

The board collectively applauded Ms. Pashman's successes in assuming fiscal agent responsibilities for WIOA and Allegheny County Adult TANF, for shepherding the organization through rebranding, and her work in developing and achieving strong strategic

objectives. He further remarked that with Ms. Pashman at the head of the Conference, Partner4Work will be well poised to make strong advances in workforce development.

Ms. Pashman thanked the board for its continued support and remarked that the organization is in a strong place, with a talented and full-staffed team in place, prepared to continue the organization's momentum during the transition.

Mr. Latterner introduced longtime Board member Debra Caplan, who would serve as interim CEO during the search process. Ms. Caplan remarked that it was an honor to lead the organization during the transition and would rejoin the board once the CEO was in place.

Before introducing the guest speakers, Mr. Latterner made a few remarks.

- Laura Ellsworth announced her resignation Sept. 12, 2017, for other personal and professional commitments.
- Rebecca Luore would step back from her role on the board as other professional commitments prevent her full participation.
- Welcomed new members Will Allen of Nascent Group Holdings, Cat McLaughlin of PNC, and Majestic Lane of the City of Pittsburgh.

### **Pittsburgh Black Elected Officials Coalition**

Mr. Latterner introduced the members of the Pittsburgh Black Elected Officials Coalition (PBEOC), state Representative Jake Wheatley, state Representative Ed Gainey, county Councilman Dewitt Walton, city Councilman Rev. Ricky Burgess, and city Councilman Daniel Lavelle. The Coalition and the Board engaged in a conversation to identify ways to partner and help residents on the path to strong careers.

The PBEOC opened the conversation with the explanation that establishment of the group had been a long time in coming, and it aims establish a common agenda to move Pittsburgh forward ensuring all people can advance. The group convened many times and with many other organizations to bring the pieces together to develop the first phase of a report, the "Pittsburgh Peace and Justice Initiative," aimed at establishing and forwarding a progressive agenda. The group praised the work of Partner4Work but added more needs to be done.

Among them, the group discussed new communications models to more effectively reach target populations, to engage people in ways not historically used; to rebuild and assist community-based workforce development agencies to improve capacity and increase funding opportunities; and to partner on the advocacy of policy changes that would remove barriers to employment such as encouraging employers to overlook previous criminal convictions or to find creative solutions to transportation issues.

Mr. Walton said Partner4Work is a critical component of moving the agenda forward. Through partnership, the coalition and Partner4Work can help activate communities, to help more young people of color access and understand the opportunities available, and cast a wider net to help community-based organizations learn how to best serve and activate their communities. The Coalition also said Partner4Work could play a key role in helping to address the diversity issue by identifying the pipeline and support systems in place in the business community for black professionals.

The group talked at length about the intersections for possibilities and opportunities to marry agendas to best make an impact and do better by the communities we serve.

While the group discussed Phase 1 of the report, members of the Coalition said that Phase 2 is about to begin and the time is right to transform western PA. Partner4Work and the Coalition agreed to continue the conversation with a special task force of the board to work with and identify intersections for opportunity moving forward. Conversations with expected to continue in the fall.

### **CONSENT AGENDA**

Mr. Latterner announced a quorum present and the receipt of four proxy ballots. Two actions were presented:

- Approve the minutes from June 2 and June 28 Board meetings.
- And Acknowledge the actions taken by the Executive Committee meeting since the last full Board meeting.
  - Approving the Multiyear Workforce Development Plan for the City of Pittsburgh and Allegheny County and the Southwest WIOA Regional Plan

**On a motion by Don Block, seconded by Rich Barcaskey, the consent agenda was approved.**

### **COMMITTEE REPORTS**

#### **Youth Advisory**

### Ms. Caplan provided a few updates on Young Adult Programs

- In-school young adult programs have enrolled 40 percent of participants, out-of-school programs have enrolled 29 percent as of the end of August.
- Youth in year-long programs are starting career exploration, academic remediation, and identifying pathways to success and plans for their work-readiness programming.
- To help out-of-school youth connect with post-secondary training and improve placement outcomes, a partnership with Community College of Allegheny County for a post-secondary navigator has been established. This individual will work closely with the out-of-school youth population to identify post-secondary training opportunities, funding streams, and supportive services available for post-secondary students.
- Partner4Work and four Career and Technology Centers partnered to increase the number of industry-recognized credentials earned by CTE students, provide career exploration and CTC tours to middle school students in sending districts, and provide dual-enrollment opportunities to current CTE students.
- Work on the micro-credential programs continues. Cohorts of Healthcare Information Technology (HIT) and Computer User Help Desk support training begins in fall. Students in the first cohort will be assisted with job searching and accessing further training where appropriate.
- Learn & Earn concluded in early August. The Application Support Center strategy proved to facilitate the application process. Students using Application Support Centers were more likely to complete started applications, and these applications were slightly more likely to be from eligible participants. Once placed, students using application support centers and those who applied on their own were equally likely to complete Learn & Earn.
- A total of 1,800 young people participated in Learn & Earn in 2017 with the help of 26 providers and 350 worksites across the city and county. Of them, 29 completed the corporate internship experience.

Mr. Josh Pollard inquired about the long-term goals for the corporate internship experience. Ms. Pashman remarked that corporate participation has continued to be a pain point for the program. That despite numerous ambassadors and many successes, Partner4Work continues to struggle to exceed 40 corporate internships slots per summer. New ideas and strategies would be welcome during planning for 2018.

### Audit/Finance

Treasurer Ed Hartman presented draft year-end results that included:

- \$3.8 million due to sub recipients, a significant increase from the prior quarter due to the submission of year-end invoices, and Learn & Earn activity.
- Partner4Work would end the year with a decrease in net assets as a result of spending more private funds than raised. As of June 30, 2017, temporarily restricted net asset balance remained strong at \$1 million.
- During FY2017, the forecasting of expenditures totaled \$17 million. Draft financial statements showed \$16.9 million of expenses for a \$100,000 or 0.6% variance. Quarterly forecasting resulted in \$0 of expired grant funds for FY2017.

### Service Delivery

Ms. Pashman provided the Service Delivery report in place of Chair Ann Dugan.

- United Labor Agency's (ULA) 18-month contract expires on Dec. 31, 2017. P4W is exploring options for procurement, though it is expected the contract would be extended.
- Year-end placements totaled 1,562 in 2016-2017. For the coming year, ULA committed to placing 1,800 job seekers, a decrease from the original 2,500 goal. The decrease is attributed to enrollment challenges including restrictions on technology used for client management.
- ULA continued to expand its neighborhood-based strategy, establishing a CareerLink presence in the Energy Innovation Center and Hazelwood Library.
- Fourth Economy, the established one-stop operator, continues to assess CareerLink partnerships and operations to establish a baseline understanding of the partners and processes, to develop shared vision, goals and metrics, and to develop a timeline for performance.
- Partner4Work assumed fiscal and administrative responsibility for Allegheny County's EARN program on July 1 and expects to serve 1,200 TANF recipients in 2017-2018. Contracts with three providers — EDSI, Goodwill, and SRS — have been continued for the next year while policies and practices are reviewed. Partner4Work will assume responsibility for Allegheny County Work Ready in October and will maintain the contract with Life'sWork.

Subsequent conversation focused on the decision to decrease the number of people ULA is contracted to place and why the decision was made.

Ms. Pashman explained that Partner4Work and ULA has adjusted how to conduct business and to adjust expectations based on what is realistic and achievable. She spoke about the efforts to understand the job seekers who use the public system to gain a better understanding of their struggles and to understand why some job seekers are not using the services.

**Strategic Planning**

The group did not discuss the 2017-2019 Strategic Planning document, opting to send feedback to Ms. Caplan and Ms. Pashman. The group would reconvene at a later date to approve the plan.

**Public Comment**

There was no additional comment.

**ADJOURNMENT**

On a motion by Scott Pipitone, seconded by Ed Hartman, the meeting adjourned at 9:28 a.m.



**Minutes of 3RWIB Board of Directors' Meeting**  
**Minutes of TRWIB, Inc., annual Board of Directors' Meeting**  
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222  
7:45 to 10:15 a.m.  
December 16, 2016

**Board Members Present**

Amann, Carrie  
Bullock, Dr. Quintin  
Caplan, Deb  
Charlton, Don  
Cherna, Marc  
Cooper, Mary Frances  
Coplan, Dave  
Ellsworth, Laura (phone)  
Fincke, Jason  
Fisher, Laura (phone)  
Hartman, Ed  
Hippert, Dr. Linda  
Katona, Marci  
Kuzma, Lisa  
Latterner, Mark  
Lucore, Rebecca  
Nolder, Steve  
Pipitone, Scott  
Powers, Beth  
Schlosser, David  
Trybus, Jessica  
Washington, Dr. Nancy

**Board Members Absent**

Barcaskey, Rich  
Belechak, Joe  
Block, Don  
Dugan, Ann  
Ferraro, Melissa  
Gittlen Ike  
Jones, Marsha  
Shea, Jack  
Sherrill, LaTrenda Leonard  
Stambaugh, Craig

**Guests Present**

Como, Lori  
Gant, Sonya  
Garancsi, Janeen  
Jelks-Seale, Janine  
Lampman, Chester  
Pferdekamper, Eric  
Simmons, Leah  
Staszko, Frank  
Tokar, Joseph  
Trout, Peggy  
Walker, Isaiah

**Staff Present**

Herron, Ray  
Krekanova Krofcheck, Vera  
Martino, McCrae  
Pajewski, Jennifer  
Pashman, Stefani  
Puskar, Susie  
Shields, Cynthia

## **Board Meeting Minutes (continued)**

Chair Mark Latterner opened the meeting at 7:50 a.m. and announced that the meeting also would serve as the annual meeting of TRWIB, Inc.

Mr. Latterner thanked and welcomed Janeen Garancsi, Leah Simmons, and Isaiah Walker from Auberle, which provided breakfast for the meeting.

He explained that Auberle works with in-school and out-of-school youth in McKeesport and Downtown Pittsburgh and connects young adults with industry certifications including high school diplomas and GEDs, IT Help Desk, NCCER Construction, and ServeSafe Food Safety Certification. In program year 15, Auberle helped 25 youth get their high school diplomas or industry certification and 36 start working or enroll in post-secondary education. Auberle has served nearly 90 youth with 3RWIB funding in the past three years and will help more than 75 this year.

Mr. Latterner offered the following announcements:

- Three handouts were distributed related to local labor market data. Vera Krekanova Krofcheck would field any questions about the data.
- Carrie Amann of the PA Department of Labor and Industry was appointed to the Board in October as the Wagner-Peyser representative.
- Condolences were made to Dr. Nancy Washington on the death of her husband, Milton Washington.
- Board members were reminded to log in to the Board portal to review materials and minutes.
- A happy hour to kick off the new year and Partner4Work would be held from 4 to 6 p.m. Jan. 26 at the Clemente Museum in Lawrenceville. Sponsorships opportunities are available at \$1,000, \$2,500, and \$5,000.
- A full or half-day facilitated strategic planning retreat is being planned for 2017.

Like the September Board meeting, Mr. Latterner shared examples of partnership at work — specifically speaking about Expungement Day and TechHire Pittsburgh.

Expungement Day launched in collaboration with the Duquesne University School of Law, the city and county, CCAC, Goodwill and I others. During the event, job seekers with prior misdemeanor convictions were invited to learn about having records sealed, other services available and register in the system to find a job. Nearly 500 job seekers attended Expungement Day.

Earlier this month, 3RWIB held an information and recruitment session for the first boot camp training sessions under TechHire Pittsburgh banner. TechHire, a collaboration with CareerLink, the Allegheny Conference, and others aims to grow the local tech sector by building strong pipeline of talent.

Tech firms Rivers Agile and Mined Minds met with the job seekers, and have filled nearly all of the 30 positions in the first classes.

As a part of TechHire, we partnered with Jessica Trybus and her firm Simcoach Games to develop the Booeys, a free mobile video game designed to gauge a player's aptitude in the skills needed for a career in technology.

Since its launch in the fall, the game's been downloaded nearly 1,000 times and nearly 8 percent of those downloads have resulted into further inquiries to the TechHire program through a form on our website. We'll talk a little more about the Booeys later this morning.

## **GENERAL BUSINESS**

Mr. Latterner moved to the general business of the meeting, announced a quorum and the receipt of four proxy ballots.

On a motion by Dave Coplan, seconded by Rebecca Lucore, the board unanimously approved consent agenda items:

- Board meeting dates for 2017. Meetings will be held from 7:45 to 10:15 a.m. at 650 Centre City Tower, Suite 2600, Pittsburgh, PA 15222
  - *March 31, 2017*
  - *June 2, 2017*
  - *September 15, 2017*
  - *December 8, 2017*

- Minutes from the September 30, 2016, Board meeting
- Minutes from the December 18, 2015, annual TRWIB, Inc. Board meeting
- Receipt of \$175,000 from BNY Mellon Foundation for STEM programs
- Receipt of a \$400,000 Strategic Innovation Grant from the PA Dept. of Labor and Industry for environmental service technician training
- Receipt of \$55,000 from Citizens Bank to support Pittsburgh Works
- Enter into a \$15,000 contract with the Allegheny Conference on Community Development for TechHire Pittsburgh
- Executive Committee dates for 2017
  - February 10, 2017
  - May 5, 2017
  - August 4, 2017
  - October 27, 2017

On a motion by Deb Caplan, seconded by Lisa Kuzma, the board acknowledged the receipt of \$200,000 from the state Department of Labor and Industry for the Construction Industry Partnership. Jason Fincke abstained.

## **GOVERNANCE**

Governance Chair Deb Caplan opened her presentation by welcoming the new board member Carrie Amann and announcing that the membership is compliant. membership and announced the resignation of board members Ron Gdovic and Razi Imam, both of whom resigned in October citing work conflicts and asking for continued nominations from the collective.

She thanked the board members who took the time to complete the Board Self-Assessment survey distributed in late spring. A total of 25 responses were received, or 83 percent of the board. We had a 72 percent response rate during our last survey in 2014. Full results of the survey were posted to the board portal.

Ms. Caplan said the committee was pleased to learn that most respondents reported that they felt supported, engaged and pleased with the direction of the organization; however, areas of opportunity were clear and include board orientation, board meetings and materials. New board members feel overwhelmed with the amount of information presented during orientation, during board meetings and in materials and may not feel comfortable asking questions or contributing to discussion during meetings. The complexity of the organization doesn't lend itself to a quick and clear orientation. Understanding the funding streams, partners, law and structure takes time. Steps have been taken to address the areas of opportunity.

- Meetings were extended by 30 minutes to allow for more discussion as a first step.
- As mentioned, the password-protected board portal to give board members the opportunity to review materials and minutes related to all committees.
- Individual orientations have been and will continue to be scheduled with board members who wish to have one.
- The committee is working on revising the Board Roles and Responsibilities, to clearly outline what is expected from Board members. Some of the areas we are addressing include familiarity and use of the one-top system, conflict of interest, and specific Board member rights. Board members will be asked to sign and return the roles and responsibilities.
- A board mentorship program has been implemented, pairing long-standing board members with new or newer members.

Dave Coplan, who serves as a mentor to Rebecca Lucore, remarked that the organization is complex, and one thing he stressed during his session with Ms. Lucore was that 3RWIB is a high-performing and nationally recognized board. For instance, when WIOA was signed into law, only 20 boards were invited to be a part of that event — 3RWIB being one.

He concluded that the initial meeting is only the beginning of the process to ensure the experience is rewarding.

## **Adult Workflow Graphic**

Ms. Ellsworth pointed the board to the graphic depicting the flow of adults into the public workforce system. The graphic was first introduced in May and updated to show year-end numbers.

The graphic shows that the number of people served and placed into jobs has increased while the cost per placement has decreased significantly, and below the state average. In December, partners from the state Bureau of Workforce Partnerships and Operations will discuss the "other services and activities," shown in lower right of the graphic. Ms. Ellsworth commented that efforts would continue to further reduce the cost per placement by serving and placing more adults into jobs.

The board requested more frontline perspective on what they are seeing in the one-stops. Sonya Gant of ULA said many job seekers between the ages of 36 and 55 are visiting the centers. The long-term unemployed are more engaged and more prepared to connect with training that leads to careers rather than jobs.

### **SERVICE DELIVERY**

Ms. Ellsworth offered the Service Delivery Committee report in place of Ann Dugan, who was on the phone.

She informed the group that board members are invited to visit the Downtown office of PA CareerLink for a two-hour orientation session on:

- Oct. 17
- Nov. 7
- Dec. 5

Board members attending should commit to the full session, which runs from 1 to 3 p.m. at the Downtown office, 304 Wood Street.

### **ULA Performance**

Ms. Ellsworth reminded that the contract with Title 1 contractor ULA has been extended for 18 months, effective July 1.

- PY15 results:
  - Placements were at 1,766.
  - Referrals from Pittsburgh Works community partners increased from 12 job seeker referrals in 2014/2015 to 1,400 over the last year!!
  - ULA continues to expand access to services for job seekers who cannot visit a bricks-and-mortar location. These efforts include:
    - Mobile outreach staff that enroll and confirm eligibility of job seekers at partner locations across the county;
    - Satellite centers at two Carnegie Library branches
    - A key partnership with the Allegheny County Jail to offer information sessions on one-stop services to inmates prior to their release. We are also discussing replicating this info session virtually for the State Department of Corrections facilities.
- Efforts continue to ensure ULA overcomes some challenges, particularly in regards to funding. 3RWIB and ULA are working to ensure money is being spent and being spent as allocated. Formula funds are allocated by adult and dislocated worker/ city and county; historically, we have underspent in the dislocated worker and city categories.

### **Pittsburgh Works**

Ms. Ellsworth said Pittsburgh Works referrals account for nearly half of ULA's placement, demonstrating that the screening and referral process identifies candidates that are ready and able to work. She also briefly discussed the technical assistant component of Pittsburgh Works through which 125 people have been trained and awarded 32 continuing education credits.

She concluded the Service Delivery report with three notes:

- Quick Train for Jobs funding has been announced and will be awarded on a rolling basis to more efficiently serve the needs of employers
- An RFP will be released in the fall for CareerLink affiliate sites, which will provide WIOA services in community-based organizations around the county.
- Board members should be ambassadors for Pittsburgh Works. Ms. Ellsworth encouraged board members to speak about and promote Pittsburgh Works with their networks.

### **LEARN AND EARN**

Beth Powers from ATI kicked off the discussion about Learn and Earn with a presentation about her organization's experience with the summer youth employment program. She became involved in the program after hearing Jessica Trybus of Simcoach Games describe her experience with the program in 2015.

ATI signed on to accept five interns for the six-week corporate internship experience; however, one intern did not report for work and did not complete the program. The four interns, two young men and two young women, had varying skill and competence and ATI worked to ensure each young person had the proper balance of support, mentorship, and accommodation during the program. All young people spent time each week discussing their work with their supervisors and were required to present to the management team at the end of their experience. All young people who completed the program with ATI reported positive work and learning experiences.

Deb Caplan, who chaired the Learn and Earn advisory committee and served with McCrae Martino, praised the 2016 Learn and Earn program considering the hurdles to overcome. Ms. Caplan commended the financial and implementation commitment from the city and the county.

More than 1,800 young people were served through 30 providers and 400 worksites across the city and county. A total of 36 young people completed the Tier 3 experience with key employers such as ATI. Tier 3 and some of these young people have found permanent part-time positions as a result of their summer experiences.

Ms. Caplan commended the financial and implementation commitment from the city and the county. Of course, we want to acknowledge the financial commitment of both the city and county and thank their teams for helping to implement a great program.

The advisory committee expects to meet in November to discuss opportunities for improvement for 2017.

Following the report, Dave Coplan said he hoped board members would be moved to sign on to the Learn and Earn program for 2017 after hearing Ms. Powers' experience.

Ike Gittlen asked about last year's negotiations with the city and county to assume administrative lead of the program. He asked if any lessons were learned this year related to those conversations. Ms. Ellsworth remarked that 3RWIB delivered exceptional and leadership to the program.

#### **AUDIT/FINANCE**

Treasurer Ed Hartman opened the report with an acknowledgement of CFO Ray Herron and the progress made in the fiscal department.

- Mr. Hartman acknowledged a technical error between the 3RWIB Audited Schedule of Expenditures of Federal Awards (SEFA) and the State's records. These issues were resolved, and the State plans on issuing a Final Determination Letter.
- Schneider Downs, the 3RWIB auditors, presented their audit plan to the Audit/Finance Committee and is currently performing field work for current audit. The field work is proceeding smoothly.
- June 30, 2016, financial statements were included in briefing book and shows that \$11 million in funds are allocated directly to service providers. He noted reviewing the financial statements provides a starting point to understand how we receive and spend funds.
- Most funding received comes with strings and deadlines and sometimes can be difficult to deploy. As of June 30, there was \$176,000 of PY14 funds that expired.

Mr. Coplan inquired about the unspent funding; Ms. Ellsworth said the funds went unused because ULA did not recruit appropriately. Dr. Nancy Washington asked about the ratio of services/overhead expenses. No more than 10 percent of WIOA funds can be spent on admin; Ray Herron reported that 4.6 percent of the total expenses represent administrative overhead expenses.

**On a motion by Laura Fisher, seconded by Ann Dugan, the board unanimously approved the financial statements for the period ending June 30, 2016.**

#### **RESEARCH4WORK**

With \$250,000 in funding provided by the Hillman Foundation Chief Strategy Officer Vera Krekanova Krofcheck provided an overview of the capabilities and plans for the organization's research agenda buoyed with a \$250,000 grant from the Hillman Foundation.

Labor market data is not unique. Public data sources are available — and are reported — from various sources and show wages, openings, unemployment, etc.

What makes 3RWIB's capabilities special is the ability to provide real-time information about the supply such as who is looking for work, what are the skills and experience of job seekers; what are their career ambitions. We couple that study of what works and what does not. We adjust course when necessary, capture failures, and inform policy and program.

Ms. Krofcheck reminded that the organization has access to considerable data sources, 1,200 variables that can be dissected. The funding will allow for a new think-pieces, storytelling campaigns, and key partnerships to make more cohesive data available to the community at large. With other experts in the field, the work will better guide program and practices. An advisory board of data experts will be assembled to create the most robust research agenda possible.

#### **OPEN FORUM/PUBLIC COMMENT**

Bill Chrisner, chair of the PA Rehabilitation Council, reminded that WIOA places significant emphasis on serving people with disabilities. For the last year, Mr. Chrisner detailed his efforts to ensure all PA CareerLink centers are physically and programmatically accessible to all job seekers. He reminded that the Office of Vocational Rehabilitation focuses on individuals with the most significant disabilities. With limited resources, OVR is unable to serve all of the job seekers needed services, and it is the responsibility of the public workforce system to provide services to the population. Attitudes and prejudice often are the most significant barrier to an individual with a disability.

There being no additional comment, the meeting was adjourned.

#### **ADJOURNMENT OF MEETING**

**On a motion by Deb Caplan, seconded by Scott Pipitone, the meeting adjourned at 9:57 a.m.**

# BYLAWS – TRWIB, INC.

Revised — December 8, 2017

Revised — December 16, 2016

Revised — December 16, 2015

Revised — December 10, 2014

Revised – December 11, 2013

Revised – November 10, 2010

Revised – November 8, 2006

Revised – November 2, 2005

Revised – November 5, 2003

Accepted for Consideration – 1 April 2002

These Bylaws replace Bylaws previously approved on December 16, 2016

## Article I – Corporate Name

The name of the Corporation shall be TRWIB, Inc. (the “Corporation” or the “TRWIB”)

## Article II – Purpose & Objectives

### A. Purpose

The purpose of TRWIB is to deliver innovative workforce solutions for the City of Pittsburgh and Allegheny County to ensure that the current and future needs of businesses and job seekers are met and to assist in building an economically vibrant region.

The Corporation is a non-stock, non-profit entity.

Its Members and Executive Committee shall govern the Corporation.

The Corporation is organized and intended to be tax exempt within the meaning of the Internal Revenue Code of 1986, as amended, and includes all purposes, powers and privileges conferred upon the Corporation by the Pennsylvania Nonprofit Corporation Law of 1988.

Notwithstanding any provisions of these articles, the organization is organized exclusively for one or more of the purposes specified in Section 501(c)(3) of the Internal Revenue Code of 1986, and shall not carry on any activities not permitted to be carried on by an organization exempt from Federal income tax under IRC 501(c)(3) or corresponding provisions of any subsequent tax laws.

In the event of dissolution, all of the remaining assets and property of the organization shall after payment of necessary expenses thereof be distributed to such organizations as shall qualify under Section 501(c)(3) of the Internal Revenue Code of 1986, or corresponding provisions of any subsequent Federal tax laws, or to the Federal government or State or local government for a public purpose, subject to the approval of a Justice of the Supreme Court of the State of Pennsylvania.

### B. Objectives

The primary objectives of the TRWIB are to deliver innovative workforce solutions for employers, job seekers and opportunity youth in the City of Pittsburgh and Allegheny County; to provide policy guidance and program oversight; and to educate the community through robust labor market analytics. The TRWIB will deliver these objectives through and will do business as “Partner4Work” in collaboration with the Mayor of the City of Pittsburgh and the Allegheny County Executive and key stakeholders.

## Article III – Membership

1. The Allegheny County Executive and the Mayor shall appoint the Full Membership.
2. Membership shall, at a minimum, be consistent with statutory requirements and include Members from industries, specific businesses, and other representatives with executive decision making authority, as the Allegheny County

Executive and Mayor deem necessary. The local board will notify the Chief Elected Officials within ninety (90) days of a vacancy in a required position.

3. The TRWIB shall request from various business organizations those names of individuals who may have interest in serving on the TRWIB and forward a list of nominees to the Allegheny County Executive and Mayor for their consideration and appointment.
4. The TRWIB shall not permit alternates in the absence of the appointed Member. Members are expected to attend every meeting. In the event of an absence, Members may submit their opinions and proxy ballot to be cast by the Secretary in the event of a quorum, in writing by noon the day prior to the meeting. Facsimile ballots are allowed and shall be maintained at the corporate offices.
5. From and after the date of these Bylaws, Members shall be appointed for an initial term of two (2) or three (3) years and may be re-appointed for a subsequent two (2)-year-term or three (3)-year-term for a total of five (5) consecutive years of service on the Board. No Member shall serve more than a maximum of five (5) consecutive years (the "Limit") and after reaching the Limit a Member shall not be eligible for re-appointment until a period of **[two]** years has elapsed *provided, however,* that a Member appointed to serve out the term of a prior Member as a result of such prior Member's death, resignation, or removal may complete such prior Member's term without such service being counted toward the Limit.

Exceptions to the Limit, to ensure compliance and/or to further the mission of the organization, may be recommended to and approved by a majority vote of the Executive Committee. If a Member should die, resign or be removed before his or her term ends or be unable to complete his or her term of office, the Allegheny County Executive and the Mayor may replace such Member for the remainder of the unexpired term.

6. The Membership shall constitute the Board and these terms shall mean the same body of persons when used in these Bylaws.

Specifically, the TRWIB will:

- Develop its vision, mission, strategic goals and policies that shall govern its operation;
- Produce comprehensive strategic plans and strategies to carry out the vision of the TRWIB; and identify the necessary program elements and work to develop a cohesive, efficient, effective, and customer-focused workforce development system, including the development of standards, policies, and performance measures;
- Approve negotiated local program performance standards with various funding sources as appropriate, and put in place performance criteria and reporting as the TRWIB deems necessary to insure an informed consumer;
- Develop a continuous improvement process for the workforce development system in the area;
- Create and sustain an effective linkage with the employment market with emphasis on the private sector including developing services as are necessary to assist the employer in recruitment, retention, and training of their workforce;
- Partner with economic development organizations to provide services to new and expanding employers, thereby providing expanded opportunities for job seekers;
- Assist in the development of a dynamic labor market information system and the timely dissemination of such information so as to help create a robust human capital marketplace in the Southwest PA Region;
- Approve a budget for the operation of TRWIB and secure resources as may be necessary to operate;
- Assume such other work as the Allegheny County Executive and Mayor may request TRWIB to undertake on their behalf.

#### **Article IV – Governance Structure**

##### **A. Full Membership**



1. Officers of the Membership shall consist of a Chair, a Vice-Chair, Secretary, Treasurer and Chief Executive Officer (CEO). Officers of the Membership, with the exception of the CEO who shall be appointed by the Officers, will be elected to a two-year term by the Membership. There is no limit to the number of terms a Member may serve as an Officer. Officers can be removed from the respective office by a two-thirds vote of the Full Membership. The Officers collective, will herein be referred to as, the Executive Committee. The Board may designate additional officers and assistant officers from time to time.
2. The Full Membership is responsible for:
  - a) Ongoing planning activities to determine the mission of the organization and its strategic direction, to define specific goals and objectives related to the mission, and to evaluate the success of the organization's services toward achieving the mission.
  - b) Annually approving the organization's budget and assessing the organization's financial performance in relation to the budget at least four times per year.
3. **Compensation.** No compensation shall be paid to any Member for services as a Member. At the discretion of the Executive Committee, a Member may be reimbursed for travel and actual expenses necessarily incurred by him or her in attending meetings and performing other duties on behalf of the Corporation.
4. **Waiver of Notice.** Whenever any notice whatsoever is required to be given under the provisions of applicable law, the Articles of Incorporation of this Corporation, or these Bylaws, a waiver of such notice in writing signed by the person or persons entitled to notice, whether before or after the time stated in such waiver, will be deemed equivalent to the giving of such notice. In the case of a special meeting, such waiver of notice shall specify the general nature of the business to be transacted.
5. **Conflict of Interest.** The Corporation shall not be precluded from conducting business with any partnership, firm or company with which one or more Members is associated, provided any business relationship is established and maintained on an arm's length basis and the subsequent provisions of Article IV are met. The Executive Committee shall adopt a conflict of interest policy in compliance with PA Department of Labor and Industry Workforce System Policy No. 02-2015 or subsequent revisions, which shall require each Member to disclose any actual or potential conflict between the Member's personal interests and his or her duty to the Corporation. Any Member deemed by the Executive Committee pursuant to its conflict of interest policy to be disqualified because of an actual or apparent conflict of interest on any matter shall not vote or use his or her personal influence on the matter. The minutes of the meeting shall reflect that a disclosure was made, the abstention from voting and the effect on the quorum.
6. **Standard of Care and Fiduciary Duty.** Each Member shall stand in a fiduciary relation to this Corporation and shall perform his or her duties as a Member, including his or her duties as a member of any committee of the Board upon which s/he may serve, in good faith, in a manner s/he reasonably believes to be in the best interests of this Corporation, and with such care, including reasonable inquiry, skill and diligence, as a person of ordinary prudence would use under similar circumstances. Absent breach of fiduciary duty, lack of good faith or self-dealing, actions taken as a Member or any failure to take any action shall be presumed to be in the best interests of this Corporation. In performing his or her duties, each Member shall be entitled to rely in good faith on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by any of the following:
  - (a) One or more officers or employees of this Corporation whom the Member reasonably believes to be reliable and competent in the matters presented;
  - (b) Counsel, public accountants or other persons as to matters which the Member reasonably believes to be within the professional or expert competence of such persons; and
  - (c) A committee of the Board of this Corporation upon which he does not serve, as to matters within its designated authority, which committee the Member reasonably believes to merit confidence.

A Member shall not be considered to be acting in good faith if he or she has knowledge concerning the matter in question that would cause his or her reliance to be unwarranted.

7. **Factors Which May Be Considered by Members.** In discharging the duties of their respective positions, the committees of the Board and individual Members may, in considering the best interests of this Corporation, consider the effects of any action upon employees, beneficiaries and others having dealings with this Corporation and all other pertinent factors. The consideration of these factors shall not constitute a violation of Section 8 hereof.
8. **Rules and Regulations.** The Membership may adopt rules and regulations not inconsistent with these Bylaws for the administration and conduct of the affairs of the Corporation and may alter, amend or repeal any such rules or regulations adopted by it. Such rules and regulations may be amended by a simple majority vote of the Members present and entitled to vote at a meeting of the Members where a quorum is present.
9. **Removal.** The Allegheny County Executive and the Mayor shall have the sole authority to remove Members for cause. For purposes of this Section, cause shall mean any action or inaction, which, in the sole discretion of the Allegheny County Executive and the Mayor, materially and adversely affects or may affect the Corporation or its reputation, including, for the avoidance of doubt, a Member's failure to attend two (2) or more Board meetings in a single year. The Board or the Chair may make recommendations to the Allegheny County Executive and the Mayor for removal of a Member for cause; *provided, however*, that the decision to remove a Member lies within the sole discretion of the Allegheny County Executive and the Mayor.

## **B. Officers**

1. **Enumeration.** The officers of the Corporation shall consist of a "Chair of the board", "Vice-Chair," "Secretary," "Treasurer," and "Chief Executive Officer," and such other officers and assistant officers as the Board may, from time to time, designate.
2. **Election and Term of Office.** Each of the officers of the Corporation will be elected and/or appointed every two years by the Members. Each officer will remain in office and shall serve at the pleasure of the Members, until his or her successor is duly elected and takes office.
3. **Vacancies.** The Members entitled to vote shall fill any vacancy. The Chair of the Membership may, however, fill vacancies in the office of "Secretary," "Treasurer" or any other office designated by the Board for the period ending upon the date when such vacancy is filled by the Membership.
4. **The Chair.** The Chair shall serve as the chairperson of the board and as such shall be responsible for and have supervision over the management and operation of the Corporation, subject to the control of the Executive Committee and Members. The Chair shall also preside at all meetings of the Board and Executive Committee. The Chair shall see that the affairs of the Corporation are conducted in accordance with the Articles of Incorporation and Bylaws of the Corporation and pursuant to the directions of the Board and Members. The Chair shall be an ex-officio member of all committees. The Chair must be a member of the business community.
5. **Vice-Chair.** The Vice-Chair, shall, in the absence, disability, inability or refusal to act of the Chair, perform the duties and exercise the powers of the Chair, and shall perform such other duties as shall from time to time be imposed by the Board. If there is no Vice Chair or if the Vice Chair cannot act, will not act, or is absent from his/her duties, then the Secretary shall assume the duties of the Vice Chair.
6. **Secretary.** The Secretary shall make or cause to be made minutes of all meetings of the Executive Committee and Board. The Secretary shall be responsible for the timely mailing or delivery of all notices of meetings of the Board, and, generally, will perform all duties incident to the office of secretary of a corporation and such other duties as may be required by law, by the Articles of Incorporation or by these Bylaws, or which may be assigned from time to time by the Executive Committee or Members. The Secretary shall perform the duties of the Chair when the Chair and Vice-Chair are absent or disabled and shall undertake such other responsibilities as the Board or Chair may assign.
7. **Treasurer.**
  - a) The Treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation, and shall deposit all moneys and

other valuable effects in the name and credit of the Corporation in such depositories as shall be designated by the Executive Committee.

- b) He / She shall disburse the funds of the Corporation as may be ordered by the Board or the Executive Committee, and shall render to the Chair and Members, at the regular meetings of the Board, or whenever they may require it, an account of all transactions as Treasurer and of the financial condition of the Corporation.
- c) If required by the Board, he or she shall give the Corporation a bond in such sum, and with such surety or sureties as may be satisfactory to the Board for the faithful discharge of the duties of his or her office.

#### 8. **Chief Executive Officer.**

- a) The Chief Executive Officer shall be hired by and serve at the pleasure of the Executive Committee.
- b) The CEO is responsible for the day-to-day management of the corporation, and shall provide such reports to the Executive Committee and at such times as the Committee may designate, and to take such actions as the Executive Committee may authorize s/he to take.
- c) The CEO shall be empowered to sign contracts for the ordinary course of business for grants and other funds that have previously been accepted by the Corporation.
- d) The CEO shall be a non-voting member of the Executive Committee.

9. **Other Officers.** The Board may also choose such other Officers and Assistant Officers and Agents as the needs of the Corporation may require, who shall hold their offices for such terms and shall have such authority and shall perform such duties as from time to time shall be determined by Resolution of the Board and Membership. These Officers of the Corporation need not be Members.

10. **Standard of Care.** An Officer shall perform his or her duties as an officer in good faith in a manner he or she reasonably believes to be in the best interests of the Corporation and with such care, including reasonable inquiry, skill and diligence, as a person of ordinary prudence would use under similar circumstances. A person who so performs his or her duties shall not be liable by reason of being an Officer of the Corporation.

11. **Bonds.** The Board, in its discretion, may require the Treasurer and any of its Officers to give bond in such amount and with such surety or sureties as may be satisfactory to the Board for the faithful discharge of the duties of his or her office and for the restoration to the Corporation, in case of his or her death, resignation, retirement or removal from office, of all books, papers vouchers, money and other property of whatever kind in his or her possession or under his or her control belonging to the Corporation.

#### C. **Executive Committee**

1. **Authority.** Subject to the rights of the Members and any limitations set forth elsewhere in these Bylaws or the Articles of Incorporation of the Corporation, the affairs of the Corporation shall be under the general direction of an Executive Committee, which shall administer, manage, preserve and protect the property of the Corporation.

2. **Qualification and Appointment.** Any member of the Membership is eligible to become an Officer of this Corporation.

3. **Number and Term.** The Executive Committee shall consist of the President, the Vice-President, the Secretary, the Treasurer, the Chair or a representative appointed by the President from each of the other standing committees, one representative of the Mayor and one representative of the County Executive, the Chief Executive Officer, the immediate Past President, a member at-large, and other representatives as determined by the Chair. At least fifty-one percent of the members of the Executive Committee must represent the private sector. In no event will the number of members of the Executive Committee exceed fifteen (15) members.

4. **Vacancies.** In the event of a vacancy, the Executive Committee may name a Member to serve in an interim capacity until the next Full Membership meeting. Executive Committee appointees named as a result of vacancies occurring on the Executive Committee by death, resignation, and refusal to serve or otherwise shall be approved by the Membership entitled to vote. A new Officer of the Executive Committee appointed or elected to fill the vacancy will serve for the unexpired term of the predecessor in office. The local board will notify the Chief Elected Officials within ninety (90) days of a vacancy.

## 5. Specific functions of the Executive Committee

- a) Preparing an Annual Report on the organization's performance and confirm the organization's compliance with existing legal, regulatory, and financial reporting requirements. This Annual Report shall be prepared by the Executive Committee and provided to all the Membership.
- b) Working with the Audit/Finance Committee to approve the Corporation's budget and assessing the Corporation's financial performance in relation to the budget at least four times per year.
- c) Hiring, establishing compensation, and annually evaluating the performance of the Chief Executive Officer. The Executive Committee shall conduct this task with notice to all the Membership of such action.

## Article V – Meetings

### A. Meetings in general

1. **(a) Notice.** All meetings requiring notice by these bylaws or by statute shall be given upon five days written notice to all Board members. If the date set for the meeting falls on a legal holiday, then the meeting will be held on a day determined by the Chief Executive Officer. This provision of the Bylaws constitutes notice to all members of the Executive Committee and all Members of all regular meetings, and no further notice shall be required, although further notice may be given.  
**(b) Notice of Special Meeting.** Written notice of the date, time and place of each special meeting shall be sent to all Members at least five (5) days in advance of the date thereof. Such notice shall set forth the date, time and place of the meeting and shall state the general nature of the business to be transacted. Such notice shall be sent at the direction of the Secretary of the Board or Vice Chair of the Membership as the case may be or another designated officer of the corporation and shall be delivered to each Member as the case may be either personally or by mail, facsimile, electronic mail or telegram to his or her residence or place of business as listed on the records of the Corporation. If the notice is sent by mail or telegraph, it shall be deemed to have been given to the person entitled thereto when deposited in the United States mail or with a telegraph office for transmission to such person. Notice of an adjourned meeting shall be deemed to have been announced at the time of adjournment.
2. **Quorum.** Unless otherwise specifically provided in these Bylaws, the presence of one-half (1/2) plus one of those in office and entitled to vote shall constitute a quorum at all meetings. In addition to those who are actually present at a meeting, participants shall be deemed as present at such meeting if a telephone or similar communication equipment by means of which all persons participating in the meeting can hear each other at the same time is used. The act of a majority of the Members entitled to vote at a meeting at which a quorum is present shall be the act of the Board or Members as the case may be. A majority of those present and entitled to vote, whether or not a quorum exists, may adjourn any meeting of the Board or Membership as the case may be to another time and place. Notice of any such adjourned meeting shall be given to the Members as the case may be who are not present at the time of adjournment.
3. **Voting.** Each Member as the case may be entitled to vote shall be entitled to one vote on each matter submitted to a vote of the Membership. The Secretary is authorized to cast the proxy ballots of those members who are not present, but have submitted a voting proxy. Such proxies will be voted when the Chair or the Secretary declares a quorum is present.
4. **Location.** All meetings of the Board shall be held at the registered office of the Corporation unless otherwise designated in the notice.
5. **Attendance.** Members are expected to attend all meetings. A Member's failure to attend two (2) or more Board meetings, per year, the Board or the Chair may make recommendations to the Allegheny County Executive and the Mayor for removal of a Member for cause; *provided, however*, that the decision to remove a Member lies within the sole discretion of the Allegheny County Executive and the Mayor.
6. **Sunshine Act Provisions.** In compliance with the PA Sunshine Act (65 P.S. 271 et seq.) and PA Department of Labor and Industry Workforce System Policy No. 02-2015, the Board shall make available to the public, on a regular basis through electronic means and open meetings, information regarding: the activities of the Board, information regarding membership, and, on request, minutes of formal meetings of the Board and/or its Executive Committee.

### B. Full Membership Meetings

1. **Regular Meetings.** The Full Membership will meet four times a year. The meeting dates will be approved at the annual meeting for the upcoming year.

2. **Annual Meeting.** The Board shall designate one meeting a year to be the annual meeting.
3. **Special meetings.** Special meetings for the Membership may be called at the discretion of the Chair. Further, Special meetings for the Membership may be called by the Vice Chair of the Membership upon the order of the Chair of the Membership or at the written request of a number of Members constituting a quorum of the Members then in office and entitled to vote.

### **C. Executive Committee Meetings**

1. **Regular Meetings.** The Executive Committee shall designate a regular meeting date. Such date will be advertised both to the members and to the public. Regular meetings of the Executive Committee shall be open.
2. **Special meetings.** Special meetings of the Executive Committee shall be called by the Secretary upon the order of the Chair of the Board or at the written request of a number of the Officers constituting a quorum of the Executive Committee then in office and entitled to vote.
3. **Actions by Consent.** If all the Executive Committee members shall severally or collectively consent in writing prior to or subsequent to any action to be taken by the Executive Committee, and that writing is filed with the Secretary of the Corporation, such action shall be valid as a corporate action as though it had been authorized at a regular meeting of the Executive Committee.
4. **Telephone Meetings.** One or more Executive Committee members shall be considered present and may participate and vote in any meeting of the Executive Committee by means of any communications equipment whereby all persons participating at the meeting can hear each other.
5. **Electronic voting.** Executive Committee members may vote on action items electronically. The collection of those votes shall be filed at the corporate office.

### **Article VI – Committees**

There shall be an Executive Committee and such other standing committees as the Full Membership may deem advisable in the administration and conduct of the affairs of the Corporation. **Ad Hoc committees and task forces can be created at the discretion of the Chair. Each board member shall serve on at least one committee or task force.** Committees shall meet as necessary. Committees may create sub-committees as needed. Standing Committees shall include one non-board member. Without limiting the foregoing, standing committees of the Corporation shall include an Executive Committee, a Governance Committee, an Audit/Finance Committee and a Youth Advisory Committee, each of which shall have such authority as may be determined by the Board and shall report to the Board.

**Limitation on Power of Committees.** No committee of the Board other than the Executive Committee, shall, pursuant to resolution of the Board or otherwise, exercise any of the powers or authority vested by these Bylaws or the Nonprofit Corporation Law of 1988 in the Board as such, but any other committee of the Board may make recommendations to the Board or Executive Committee concerning the exercise of such powers and authority.

### **Article VII – Personal Liability of Members**

1. **Members' Personal Liability.** To the extent permitted by law, a Member of the Corporation shall not be personally liable for monetary damages for any action taken, or any failure to take any action.
2. **Preservation of Rights.** Any repeal or modification of this Article by the Corporation shall not adversely affect any right or protection existing at the time of such repeal or modification to which any Member or former Member may be entitled under this Article. The rights conferred by this Article shall continue as to any person who has ceased to be a Member of the Corporation and shall inure to the benefit of the heirs, executors and administrators of such person.

### **Article VIII – Indemnification**

1. **Mandatory Indemnification of Members and Officers.** The Corporation shall indemnify, to the fullest extent now or hereafter permitted by law, (including but not limited to the indemnification provided by Chapter 57, Subchapter D of the Pennsylvania Non-Profit Corporation Law) each Member or officer (including each former Member or officer) of the Corporation who was or is made a party to or a witness in or is threatened to be made a party to or a witness in any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that s/he is or was an authorized representative of the corporation, against all expenses (including attorneys' fees and disbursements), judgments, fines (including excise taxes and penalties) and amounts paid in settlement actually and reasonably incurred by him or her in connection with such action, suit or proceeding.
2. **Mandatory Advancement of Expenses to Members and Officers.** The Corporation shall pay expenses (including attorneys' fees and disbursements) incurred by a Member or Officer of the Corporation referred to in Section 7.1 hereof in defending or appearing as a witness in any civil or criminal action, suit or proceeding described in Section 7.1 hereof in advance of the final disposition of such action, suit or proceeding. The expenses incurred by such Member or Officer shall be paid by the Corporation in advance of the final disposition of such action, suit or proceeding only upon receipt of an undertaking by or on behalf of such Member or Officer to repay all amounts advanced if it shall ultimately be determined that s/he is not entitled to be indemnified by the Corporation as provided in Section 7.4 hereof.
3. **Permissive Indemnification and Advancement of Expenses.** The Corporation may, as determined by the Executive Committee from time to time, indemnify to the fullest extent now or hereafter permitted by law, any person who was or is a party to or a witness in, or is otherwise involved in, any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, by reason of the fact that s/he is or was an authorized representative of the corporation, both as to action in his or her official capacity while holding such office or position, against all expenses (including attorneys' fees and disbursements), judgments, fines (including excise taxes and penalties), and amounts paid in settlement actually and reasonably incurred by him or her in conjunction with such action, suit or proceeding. The Corporation may, as determined by the Executive Committee from time to time, pay expenses incurred by any such person by reason of his or her participation in an action, suit or proceeding referred to in this Section 7.3 in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount if it shall ultimately be determined that s/he is not entitled to be indemnified by the Corporation as provided in Section 7.4 hereof.
4. **Scope of Indemnification.** Indemnification under this Article shall not be made by the Corporation in any case where a court determines that the alleged act or failure to act giving rise to the claim for indemnification (i.e., gross negligence or willful misconduct) is expressly prohibited by Chapter 57, Subchapter D of the Pennsylvania Non-Profit Corporation Law or any successor statute as in effect at the time of such alleged action or failure to take action.
5. **Miscellaneous.** Each Member and officer of the Corporation shall be deemed to act in such capacity in reliance upon such rights of indemnification and advancement of expenses as are provided in this Article. The rights of indemnification and advancement of expenses provide by this Article shall not be deemed exclusive of any other rights to which any person seeking indemnification or advancement of expenses may be entitled under any agreement, vote of disinterested Members, statute or otherwise, both as to action in such person's official capacity and as to action in another capacity while holding such office or position, and shall continue as to a person who has ceased to be an authorized representative of the Corporation and shall inure to the benefit of the heirs, executors and administrators of such person. Indemnification and advancement of expenses under this Article shall be provided whether or not the indemnified liability arises or arose from any threatened, pending or completed action by or in the right of the Corporation. Any repeal or modification of this Article by the members or the Executive Committee of the Corporation shall not adversely affect any right or protection existing at the time of such appeal or modification to which any person may be entitled under this Article.
6. **Definition of Authorized Representatives.** For the purposes of this Article, the term, "authorized representative" shall mean a Member, trustee, officer, employee or agent of the Corporation or of any corporation controlled by the corporation, or a trustee, custodian, administrator, committeeman or fiduciary of any employee benefit plan established and maintained by the Corporation or by any corporation controlled by the corporation, or person serving another corporation, partnership, joint venture, trust or other enterprise in any of the foregoing capacities at the request of the Corporation. The term "authorized representative" shall not include money managers or investment advisors (or any employees thereof) hired by the Corporation.

## **Article IX – Restrictions Regarding the Operations of the Corporation; Administration of Funds, Contracts, Checks, Deposits, and Funds**

1. **Fund Solicitation.** The TRWIB Board or its Officers or designated agents may solicit funds for special projects.
2. **Fund Maintenance.**
  - a) In accordance with the Workforce Innovation and Opportunity Act and all applicable federal and state policies and regulations, funds shall be maintained in such a manner as to ensure the safety, accessibility, and separateness from government funds.
  - b) Title I Funds of the Workforce Innovation and Opportunity Act will be maintained by such fiscal agent as the TRWIB and the Mayor for City funds and the County Executive for County funds, shall designate,
  - c) All other Funds may be maintained by the Board through its Treasurer.
3. **Funds and Contract Commitment or Disbursement.** Unless otherwise restricted by law, the following commitments and disbursements designate the level of approval that must be obtained prior to commitment or disbursement:
  - a) All grants that are to be awarded to the Corporation must be submitted to a vote of the Membership to accept the grant. Acceptance of the grant will require a simple majority of the members present at a meeting in which a quorum is declared. The full Board may delegate the authority to accept an award, or all awards, to the Executive Committee.
  - b) The Treasurer will annually submit a budget to the full Board for approval, prior to the start of the fiscal year. Approval of the budget will require a simple majority of the members present at a meeting for which a quorum is declared.
  - c) CEO, upon acceptance of a grant award, shall have the authority to execute the grant and any contracts/agreements that are incorporated in the grant.
4. **No Private or Political Beneficiaries.** In keeping with the statement of purpose of the Corporation as set forth in its Articles of Incorporation, no part of the earnings or assets of the Corporation shall inure to the benefit of any private individual, and no substantial part of the activities of the Corporation or of any recipient of its funds shall be to carry on propaganda or otherwise to attempt to influence legislation or to aid any political campaign on behalf of any candidate for public office.
5. **No Violation of Purposes.** In no event and under no circumstances shall the Executive Committee or Board make any distribution or expenditure, engage in any activity, hold any assets, or enter into any transaction whatsoever the effect of which under applicable federal laws then in force will cause the Corporation to lose its status as an organization to which contributions are deductible in computing the net income of the contributor for purposes of federal income taxation.
6. **Annual Report.** The Treasurer shall submit annually to the Executive Committee and Membership a statement containing those details required to be included under the provisions of the Pennsylvania Non-Profit Corporation Law, the Articles of Incorporation of this Corporation, as it may be amended from time to time or any successor statute governing Pennsylvania nonprofit corporations or these Bylaws.
7. **Books and Records.** This Corporation will keep correct and complete books and records of account and will also keep minutes of the proceedings of its Membership, Executive Committee and Committees' meetings. The Corporation will keep at its registered office the original or a copy of its Bylaws including amendments to date certified by the Secretary of the Corporation.
8. **Tax Records.** The Corporation shall maintain at its principal office a copy of its application for exemption and all tax returns filed with the Internal Revenue Service. Such documents shall be made available during regular business hours for inspection for any person requesting to see them.

## **Article X – Bylaw Amendments**

1. **Authority.** Subject to the rights of the Members set forth in the Pennsylvania Non-Profit Corporation Law, these Bylaws may be altered, amended and/or repealed from time to time by the affirmative vote of a two-thirds vote of the Membership entitled to vote.

2. **Notice.** The Members of the Corporation shall be given at least ten (10) days' prior written notice of any meeting at which proposed changes to the Bylaws of the Corporation are to be considered or acted upon. Such written notice shall identify the specific sections of the Bylaws, which are under consideration and the proposed changes thereto.



***Debra Caplan***  
*Interim Chief Executive Officer*

**Matt Aelmore**  
Program Evaluation Manager

**Jack Bailey**  
Program Evaluation Assistant

**Crystalline Barger**  
Summer Youth Employment  
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

**Ray Herron**  
Chief Financial Officer

**Katrina Kadisevskis**  
Adult Program Coordinator

**Markisha Kennedy**  
EARN/ Work Ready Manager

**Lenny Kistler**  
Youth Program Coordinator

**Vera Krekanova Krofcheck**  
Chief Strategy Officer

**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 Niedermeyer**  
Accounting Coordinator

**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 Vandermolten**  
Administrative Assistant

**Rebecca Young**  
Business Partnerships Manager

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