



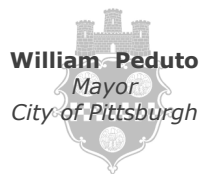
3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD



Board of Directors' Briefing Book

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William Peduto
Mayor
City of Pittsburgh

Mark T. Latterner
President



Rich Fitzgerald
County Executive
Allegheny County



3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

BOARD OF DIRECTORS

Mark T. Latterner, President

Executive Vice President, Citizens Bank

Amann, Carrie

Director
PA Department of Labor and
Industry, Bureau of Workforce
Partnerships and Operations

Barcaskey, Richard

Executive Director
Contractors Association of Western
PA

Belechak, Joseph

President
DiGioia and Associates

Block, Donald G.

Executive Director
Greater Pittsburgh Literacy Council

Bullock, Dr. Quintin

President
Community College of Allegheny
County

Caplan, Debra

Consultant

Charlton, Don

Founder and Chief Product Officer
Jazz

Cherna, Marc

Director
Allegheny County
Department of Human Services

Cooper, Mary Frances

President and Executive Director
Carnegie Library of Pittsburgh

Coplan, David A.

Executive Director
Human Services Center Corp.

Dugan, Ann

Managing Director
Headwaters SC

Ellsworth, Laura

3RWIB Vice President
Partner-in-Charge, Global
Community Service Initiatives
Jones Day

Ferraro, Melissa

Senior Vice President, Human
Resources
Allegheny Health Network

Fincke, Jason

Executive Director
Builders Guild of Western PA

Fisher, Laura

Senior Vice President
Allegheny Conference on
Community Development

Gittlen, Ike

Technician
United Steel Workers

Hartman, Ed

3RWIB Treasurer
Director of Finance and Accounting,
AIRes

Hippert, Dr. Linda

Executive Director
Allegheny Intermediate Unit

Jones, Marsha

Executive Vice President and Chief
Diversity Officer
PNC

Katona, Marci

District Administrator
Office of Vocational Rehabilitation

Kuzma, Lisa

Senior Program Officer
Richard King Mellon Foundation

Lucore, Rebecca

Chief of Staff
Covestro

Nolder, Steve

Vice President of Human
Resources and Logistics
Calgon Carbon

Pipitone, Scott

President and CEO
Pipitone Group

Powers, Beth

Senior Vice President and Chief
Human Resources Officer
ATI

Schlosser, David

Executive Vice President,
Engineering, Geology and Planning
EQT

Shea, Jack

President,
Allegheny County
Labor Council AFL-CIO

Sherrill, LaTrenda Leonard

Deputy Chief of Operations and
Administration
City of Pittsburgh

Stambaugh, Craig

Vice President, Human Resources
and Talent Acquisition,
UPMC

Trybus, Jessica

3RWIB Secretary
Founder
and Chief Executive Officer
Simcoach Games

Washington, Nancy

Director, Allegheny Housing
Rehabilitation Corporation

MEETING AGENDA

Welcome and Call to Order

Roll call and declaration of proxies

Mr. Mark Latterner, Chair

Key partnership with Allegheny County Department of Human Services

Mr. Marc Cherna, Director

General Business and Discussion Items

Consent Agenda Items

- **ACTION:** Approve the 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*
- **ACTION:** Approve the minutes from the September 30, 2016, Board meeting **(page 6)**
- **ACTION:** Approve the minutes from the December 18, 2015, annual TRWIB, Inc. Board meeting **(page 15)**
- **ACTION:** Accept grant funding received since the October Executive Committee meeting **(page 5)**
 - \$175,000 from BNY Mellon Foundation for STEM programs
 - \$400,000 Strategic Innovation Grant from the PA Dept. of Labor and Industry for environmental service technician training
- **ACTION:** Acknowledge the actions taken by the Executive Committee **(page 5):**
 - Accept \$200,000 from the state for the Construction Industry Partnership
 - Accept \$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
 - Approve Executive Committee dates for 2017 (8:30 to 10 a.m.)
 - February 10, 2017
 - May 5, 2017
 - August 4, 2017
 - October 27, 2017

Governance

- **ACTION:** Revisions to the Bylaws for TRWIB, Inc. **(Page 22)**

Ms. Debra Caplan

Audit/Finance Committee

- **ACTION:** Approve Financial Statements for September 30, 2016
- **ACTION:** Accept the Audit for the fiscal year ending June 30, 2016

Mr. Ed Hartman, Treasurer

Youth Advisory Committee

Ms. Laura Ellsworth, Vice Chair

Service Delivery

Ms. Stefani Pashman, CEO

Customer Flow

**Mr. Frank Staszko
Assistant Regional Director**

PA Department of Labor and Industry, Bureau of Workforce Development Partnership and Operations

2016 Review

Ms. Stefani Pashman, CEO

Open Forum: Board Member Comments

Public Comment Period

Individual speakers are limited to three (3) minutes.

Adjournment

2016-17 Strategic Plan Dashboard



Thought Leadership

Be the local go-to organization on workforce development.

Increase visibility and understanding of 3RWIB regionally and nationally through a comprehensive communications strategy.

Provide leadership to WIOA implementation and establish a transparent workforce system.

Increased capacity (staff, data); online data depository created; online job postings analysis. Occupational clusters and industry snapshots completed and available to the public.

Website in development. Soft launch complete. Public launch planning underway

All WIOA policies in place; one-stop partners and sub-contractors received guidance and support to implement WIOA



Youth Pipeline Development

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

Identify career pathways for youth that are supported by secondary and post-secondary training institutions.

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

Performance met; 3 webinars conducted; quarterly meetings on track, construction strategy launched

2 programs connected with post-secondary; others in progress

Year-Round Youth participating in Learn & Earn increased from 1% to 5.9% in 2016.



Connecting Job Seekers to Careers

Build a highly efficient job placement infrastructure through alignment of local public and private services (PGH Works).

Use Pittsburgh Works and CareerLink affiliates to increase system capacity and expand access to job placement services.

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

Performance met or exceeded; Partner Referral Network implemented; Placements and referrals strong; ULA still below the 209/mo. goal.

Affiliate strategy in development; Choice Neighborhoods Initiative on track; CareerLink Library Pop-Ups launched; CareerLink mobile staff hired

Exploring partnership opportunities with DHS; 3 Transitional Jobs programs in place targeting ex-offenders; Training to Work on track for 2017 start.



Systemic Workforce Solutions

Transition business solutions from industry partnership model to viable sector strategies that meet broad talent needs to key industries. bi

Continue to design, pilot and scale innovative WD solutions in collaboration with employers and PGH Works members.

Build capacity of Pittsburgh Works partners through coordinated delivery of technical assistance.

3 OJTs in PY16; Construction IP funded by state; Construction Career Pathway in development with community partners and employers

TechHire boot camps to begin in January; VVI partners held summit in November

7 technical assistance events held; 177 individuals trained; 32 continuing education credits awarded



Internal Infrastructure

Continue to diversify funding in support of strong public/private WD infrastructure.

Reinforce internal infrastructure to support acceleration and/or expansion when needed/Ensure Board makeup and all polices are optimized.

Strengthen organizational knowledge management and ensure staff skills, knowledge and interest to advance strategic priorities.

32% of the budget supported by non-formula funding; , 40% of expenses were supported by non-formula funding primarily due to the L&E Program

Board composition compliant, committee placements continue; policies and procedures under review, A/P, payroll procedures implemented; fiscal system upgrades to be started

PY2016 Local and Regional plans received final state approval; Monitoring of providers' PY15 corrective action plans completed; 3RWIB set to begin PY16 monitoring in January 2017

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

Grants update

Funder	Grant Scope	Amount	Status
PA Dept. of Labor and Industry	Construction Industry Partnership	\$200,000	Awarded Oct. 13, 2016
Citizens Bank	Pittsburgh Works 2017	\$55,000	Awarded Oct. 11, 2016
BNY Mellon Foundation	Scaling Promising STEM programs	\$175,000	Awarded Nov. 14, 2016
PA Dept. of Labor and Industry	Strategic Innovation Grant with EIC & UPMC: Environmental Service Technician Training	\$400,000	Awarded Nov. 8, 2016
PA Dept. of Labor and Industry	Strategic Innovation Grant: TechHire Expansion with the PASSHE system (PA State System of Higher Education)	\$400,000	Denied Nov. 8, 2016

Minutes of 3RWIB Board of Directors' Meeting

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

7:45 to 10:15 a.m.

September 30, 2016

Board Members Present

Barcaskey, Rich
Block, Don
Bullock, Dr. Quintin
Caplan, Deb
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann (phone)
Ellsworth, Laura
Fisher, Laura
Gittlen, Ike
Hartman, Ed
Katona, Marci
Nolder, Steve
Pipitone, Scott
Powers, Beth
Schlosser, David
Stambaugh, Craig
Trybus, Jessica
Washington, Dr. Nancy

Board Members Absent

Belechak, Joe
Charlton, Don
Cherna, Marc
Ferraro, Melissa
Fincke, Jason
Gdovic, Ron
Hippert, Dr. Linda
Imam, Razi
Jones, Marsha
Kuzma, Lisa
Latterner, Mark
Lucore, Rebecca
Shea, Jack
Sherrill, LaTrenda Leonard

Guests Present

Chrisner, Bill
Como, Lori
Frye, Melody
Gant, Sonya
Halverson, Leigh
Jelks-Seale, Janine
Killmeyer, Deb
Lane, Majestic
Lampman, Chester
Martier, Judy
Martine, Jamie
Megenhardt, Dave
Mizrahi, Laurie
Pferdekamper, Eric
Staszko, Frank
Tokar, Joseph

Staff Present

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

Board Meeting Minutes (continued)

In the absence of President Mark Latterner and Vice President Laura Ellsworth, Secretary Jessica Trybus opened the meeting at 7:47 a.m. with an a few housekeeping notes.

- Meetings have been extended for 30 minutes as a result of the self-assessment survey distributed in late spring, the results of which were posted to the password-protected board portal.
- Welcomed new board members David Schlosser of EQT, Melissa Ferraro of Allegheny Health Network and Dr. Nancy Washington
- Welcomed Chief Financial Officer Ray Herron, and Edgar Largaespada, research fellow.

Ms. Trybus further congratulated three board members for recognitions:

- Rebecca Lucore and Covestro were honored at the White House for work in exposing youth to opportunities in STEM.
- Lisa Kuzma received the YWCA's Tribute to Women Leadership Award
- LaTrenda Leonard Sherrill from the Mayor's office, named one of Pittsburgh's top 40 under 40, who welcomed a son on September 26.

Ms. Trybus applauded the efforts over the summer regarding the micro-credential program at CCAC, TechHire, PA CareerLink offices in branches of Carnegie Libraries and the Human Centered Design Challenge. She asked Stefani Pashman and members of the board to speak about the individual projects.

Carnegie Library and CareerLink partnership

Initiated as a result of conversations during the last few years about potential satellites, CareerLink sites launched in the summer within two Carnegie Library branches, on the Northside and Downtown.

A team of CareerLink and Carnegie Library staff worked throughout the spring to develop pop-up programming which includes:

- Orientation to CareerLink services including how to access training and on the job training funds;
- Job search assistance;
- Resume writing and mock interviews

Since the soft launch on July 25, ULA has served more than 100 customers, registered 74 job seekers for additional WIOA services, and helped three job seekers find full-time employment.

Mary Frances Cooper, library president, said while workforce development has always been a priority for the library system, libraries lack the case management component offered through CareerLink. The project has been well received by the community, with job seekers eager to access services within their own communities.

TechHire

Part of a national endeavor to connect talent to opportunity in IT, local TechHire efforts primarily focus on tech occupations that do not require a four-year degree but do offer multiple pathways for upward mobility, including degree attainment.

Accomplishments within the last 8 months:

- **Building partnerships and launching a sector strategy** 30 employers in banking, healthcare, insurance, energy, retail and hospitality, professional services as well as partners from economic and workforce development, local government, secondary and post-secondary, funders and community-based organizations.
- **Building partnerships with economic development and education entities.** Key partners in this initiative have been ACCD, PASSHE and employers but also the City, CCAC and Pittsburgh Works.
- **Identifying two employer-created and implemented boot camps** with proven results in serving target populations. Strategies developed for replicating and scaling two boot camps across the 10-county region. Boot camp curricula vetted with the region's employers as well as with the PASSHE schools; CareerLink engaged to assist in identifying and screening participants for the training.
- **Developing a mobile game in collaboration with Simcoach Games** that uses a series of increasingly difficult puzzles to engage five aptitudes critical to technical careers: Problem Solving, Logic, Attention to Detail, Understanding Algorithms, and Building Solutions. As players progress through the levels, they are exposed to potential careers that use the same skills

needed to complete each level, demonstrating the link between gameplay and future jobs in technology. The game serves as a quick assessment of aptitude for tech careers but more importantly as a tech career awareness and exploration tool.

- **Identifying career pathways** – under the leadership of ACCD and with input from the region’s employers, education, economic and workforce development (as captured in the ACCD’s 10-year labor market demand study called Inflection Point) we have identified specific tech and IT career pathways. PASSHE system engaged to map specific possibilities for collaboration to ensure viable and visible on and off ramps to training and education for working individuals interested in negotiating upward mobility in these career pathways.

Laura Fisher of the Allegheny Conference on Community Development spoke about the Conference’s role in TechHire, specifically as related to recruitment and retention efforts for tech careers exposed in Inflection Point.

Human-Centered Design Challenge

As WIOA emphasizes customer-focused services, the Department of Labor and The White House challenged workforce agencies to use the model to design and deliver services within the one-stops. This spring, the USDOL issued the second round of The White House Human Centered Design Challenge, a competition designed to unite partners, spur innovation, and improve service delivery through the public workforce system.

3RWIB and partners Goodwill, GPLC, OVR, and United Labor Agency rose to the challenge with a specific focus on how to be better serve employers, knowing that due to Pittsburgh’s robust workforce system of 80+ independent workforce organizations, employers experience high fatigue levels — having to connect with multiple agencies to source an adequate pool of talent.

Marci Katona of OVR, one of the partners in the program, detailed how the McKinsey report from 2012, which mapped the fragmented workforce development system in the region and the various funding streams fueling those efforts, served as the basis for the group’s work. As a result of a vigorous learning and idea exchange, the group formed the employer-centered model that allows employers to access various pools of talent by connecting with a single agency. The model broadens the pool of talent for employers and extends opportunities for job seekers.

While in the pilot phase, nine employers have been engaged and three job seekers referred. Efforts to expand the model to include more of the Pittsburgh Works network are moving forward.

The results of the team challenge were featured during a learning exchange and celebration at the White House. Ms. Katona said several models, particularly models serving youth, could be replicated in the Pittsburgh area.

Microcredentials

3RWIB and CCAC, through a Workforce Innovation Fund (WIF) federal grant, partnered to create a microcredential pathways to teach occupational skills. Microcredentials are smaller bites at the apple—courses that:

- teach a defined skill set in a short amount of time
- stack upon one another to build larger skill competencies

Local efforts are focused on:

- Patient Care Technician, which aligns medical terminology and Certified Nursing Assistant Training
- Healthcare Information Technology, which will equip students with basic MS Office and Medical Terminology skills, Healthcare Statistics, and Database skills
- Computer User Network Support, which will create a pathway linking intro to technology skills, computer networking, and cyber security.

Dr. Quintin Bullock spoke in more detail about the program, job growth in the areas, and the resulting stackable credentials. Resulting credentials are recognized by both employers and educators.

Branding

Laurie Mizrahi of Mizrahi, Inc., provided an update on the rebranding and relaunch of 3RWIB as Partner4Work. The Board approved the new name in May; Mizrahi has worked to refine the launch and communications strategy and messaging since the last board meeting.

Ms. Mizrahi showed the board:

- Brand values and position — the organization works to create a thriving workforce in the Pittsburgh area
- A logo. The horizontal four in the “Partner4Work” logo shows forward direction as well as innovation and willingness to partner.
- Partner4Work.org wireframe is in its final stages and the first phase of the website is planned for launch in December.
- The public launch is planned for January with a video showcasing examples of partnership within the organization’s network and a light-hearted event that highlights efforts in partnership. Ideas include a scavenger hunt, inviting the City of Play, or other teamwork-centered ideas to engage stakeholders.

Laura Ellsworth appreciated the simplicity and directness of the new name and image. She inquired about the new name with respect to WIOA and state guidance.

Ms. Pashman, CEO, said 3RWIB is the only WIB that has not officially changed its name; most have formally adopted the “workforce development board” title. However, federal legislation regarding branding specifically applies to the one-stop centers which will officially be known as “American Jobs Centers” under WIOA.

GENERAL BUSINESS

Ms. Ellsworth assumed leadership of the meeting, took roll and announced a quorum present. Four proxy ballots were received approving all items.

Consent Agenda

The Board considered following consent agenda action items:

- **ACTION: Approve the minutes from the May 13, 2016, Board meeting**
- **ACTION: Approve the minutes from the June 16, 2016, Board conference call meeting**
- **ACTION: Acknowledge the actions taken by the Executive Committee since the last full board meeting:**
 - Accept \$1,324,676 from the US Department of Labor for the Training to Work Initiative
 - Authorize the 3RWIB CFO to sign checks on behalf of the organization

On a motion by Dave Coplan, seconded by Deb Caplan, the board unanimously approved consent agenda.

Dashboard

Ms. Ellsworth directed the Board to the strategic planning dashboard included in the Briefing Book.

She commented on the federally required performance measures 3RWIB is required to meet. Federal funds are contingent on results for adults/dislocated workers, which come in the form of job placements, wages, and if individuals keep the job. For youth, results are tied to academic gains, graduation rates, certifications, and job placements. For PY15, 3RWIB met or exceeded performance measures for adults and youth.

The organization recently worked with the state to define performance measures for program year 2016. Proposed performance measures for PY16 have been accepted by the state with one exception. The state rejected the request for a 50% measure in youth employment in the fourth quarter and countered with a 55% measure. The counter proposal was accepted. As PY16 is a transition year, and organizations are required to serve a different population, this year there will be no consequences should performance not be met. Workforce boards are encouraged to pilot new efforts, serve the hardest to serve, and try new things. Efforts this year will serve as the baseline for PY17.

A few other areas of note regarding results:

- The participation of youth from our year round programs participating in Learn and Earn jumped to nearly 6%.
- State monitoring review resulted in no findings.
- Local and regional WIOA plans are approved pending a couple small, insignificant edits.

Subsequent conversation focused on defining skills gains for youth, defining difficult populations, and ensuring the funds are spent as allocated.

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 assistance 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:

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- 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.

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 leadership to the program.

GOVERNANCE

Governance Chair Deb Caplan opened her presentation by welcoming the new board members 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, a password-protected board portal was reopened 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.

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- 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.

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 dislocated workers. 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.

Labor market data, in itself, 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 with a 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.

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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.

Minutes of TRWIB, Inc., annual Board of Directors' Meeting
Centre City Tower, Suite 2600, 650 Smithfield Street, Pittsburgh PA 15222
7:45 to 9:45 a.m.
December 18, 2015

Board Members Present

Barcaskey, Rich
Belechak, Joe
Block, Don
Bullock, Dr. Quintin
Caplan, Debra
Cooper, Mary Frances
Coplan, Dave
Dugan, Ann
Ellsworth, Laura
Fincke, Jason
Gittlen, Ike
Hartman, Ed
Hippert, Dr. Linda
Imam, Razi
Katona, Marci
Kuzma, Lisa
Latterner, Mark
Lucore, Rebecca (phone)
McKinney, Carolyn
Pipitone, Scott
Powers, Beth
Sherrill, LaTrenda Leonard
Trybus, Jessica

Board Members Absent

Cherna, Marc
Fisher, Laura
Gdovic, Ron
Johnson, Cindy
Jones, Marsha
Nolder, Steve
Shea, Jack
Stambaugh, Craig

Guests Present

Handlovitch, Melissa
Henderson, Sean
Lampman, Chester
Leipold-Mostel, Jodi
Pferdekamper, Eric
Sljva-Blystone, Amy

Staff Present

Dodds, Vanessa
Doong, Simon
Hudson, Scott
Krekanova Krofcheck, Vera
Lee, Mychael
Long, Markese
Martino, McCrae
McKelvey, Carey
Michelson, Becca
Omlor, Regina
Pajewski, Jennifer
Pashman, Stefani
Puskar, Susie
Shields, Cynthia

Board Meeting Minutes (continued)

Chair Mark Latterner opened the meeting at 7:48 a.m. and thanked board members and guests for accommodating the schedule change. He also announced that the meeting would serve as the annual corporate meeting of TRWIB, Inc., and held concurrently to the regular Board of Directors' meeting of 3RWIB.

Each board member was handed a set of blank notecards as a thank-you gift for service. The cards depicted a series of workforce photos taken in 2010 by a Pittsburgh-area photographer.

Mr. Latterner called attention to several pieces included in the briefing book.

Platform to Employment, the pilot program to reconnect 25 of the long-term unemployed, kicked off Nov. 9 and concluded Dec. 11. All but one participant graduated from the program and all are beginning to search for their paid work experience. Pittsburgh is the 15th city in the country to implement this national best-practice model and it is being funded by more than \$300,000 in federal funds.

The youth involved in **Learn and Earn**, the summer youth employment initiative in collaboration with the City of Pittsburgh and Allegheny County, worked nearly 174,000 hours and added more than \$1.2 million to the local economy during the six-week program.

Copies of the final reports from the city and county were distributed electronically; a draft of the program evaluation conducted by the University of Pittsburgh is complete. Results would be shared with the board at a later date.

3RWIB intends to implement an electronic application and matching system to improve the efficiency of the program and ensure youth are matched appropriately.

3RWIB received \$500,000 for the **Veterans Value Initiative**, a regional collaboration with the Westmoreland/Fayette and Tri-County workforce development boards, the Allegheny Conference on Community Development and the Community College of Allegheny County. The initiative will increase veterans' access to training programs that lead to jobs and incentivize employers to hire veterans.

Four people connected with the **Choice Neighborhoods** initiative in Larimer have found jobs since July. Employers include UPMC and Safelite AutoGlass. Choice Neighborhoods is funded by a \$30 million grant through the U.S. Department of Housing and Urban Development. 3RWIB conducts the workforce piece in collaboration with neighborhood-based agencies, health care and education. This program is intended to holistically support the residents of Larimer and help them find jobs.

And finally, we currently have **three grant applications** pending with the state for programmatic work in addition to industry partnership funding. Decisions on these applications are pending the state budget resolution.

Mr. Latterner called attention to a one-page document outlining key performance and impact as requested by board members during the last few meetings. The summary shows the breadth of the issues and how little impact the organization can have, given the money there is to spend.

Ms. Stefani Pashman offered more perspective on the one-pager. In pointing to the employer section, she remarked that 3RWIB touches a very small percentage of the employers in the Allegheny County; however, the state is requiring a bigger touch with employers. In looking at the small percentage, it offers reason for the organization to step back and think more strategically about the goals and objectives of the work with employers given that there is such a small touch. Should 3RWIB broaden its efforts to include more employers or creating longer-term relationships with fewer employers who are more likely to use our services and hire our job seekers? The page also showed efforts with youth and what touch the organization has to connect young people with opportunity.

Subsequent conversation focused on transportation issues affecting the workforce — from the job seeker and employer side alike. Some board members remarked on the difficulty job seekers and youth have in reaching employers in the farther reaches of the county.

Ms. Pashman reminded that 3RWIB understands the difficulty with transportation in the region and previously was a part of a collaborative to address those issues. When the funding stopped, the collaborative dissolved and while transportation is something

3RWIB considers and addresses through individual initiatives, such as Learn and Earn, the organization is not positioned to make significant impact in the problem.

GOVERNANCE

Chair Deb Caplan thanked the organization's officers and offered that while the organization transitions under WIOA, the Governance Committee recommended continuity in board leadership and proposed re-electing the current slate of officers for another two-year term. There were no additional nominations from the floor.

On a motion by Dave Coplan, seconded by Beth Powers, the board unanimously re-elected Mark Latterner, president, Laura Ellsworth, vice president, Jessica Trybus, secretary, and Ed Hartman, treasurer.

Ms. Caplan also outlined a set of revisions to the organizations bylaws. These revisions were necessary based on WIOA and to align more with the needs of the organization. The redlined revisions were included in the briefing book.

On a motion by Laura Ellsworth, seconded by Don Block, the revisions to the bylaws were approved by unanimous vote.

CONSENT AGENDA

Re-elected Board chair, Mr. Latterner pointed the group to the consent agenda included in the briefing book. The action items included:

- **Approve the minutes of Sept. 30, 2015, Board meeting**
- **Approve the minutes from the Dec. 10, 2014, annual board meeting**
- **Accept \$500,000 from the PA Department of Labor & Industry for the Veterans Value Initiative; \$100,000 from The Pittsburgh Foundation for youth activities in Larimer; \$55,000 from Citizens Bank for Pittsburgh Works; and \$5,000 from Citizens Bank for 2015 Learn and Earn Tier 3 interns.**
- **Approve the 2016 Board meeting dates**
 - March 11
 - May 13
 - Sept. 30
 - Dec. 16
- **Acknowledge the actions taken by the Executive Committee since the last full board meeting:**
 - Approve the lease extension for Suite 2600-A at Centre City Tower for three years.
 - Accept the recommendation of the Service Delivery Committee to enter into contract negotiations with five organizations for short-term pre-employment training programs: PA Women Work; Made Right Here; Burns and Scalo; Massaro; and Trade Institute of Pittsburgh
 - Agree to continue conversations with the Mayor and County Executive's office about Learn and Earn

On a motion by Dave Coplan, seconded by Deb Caplan, the board unanimously approved the consent agenda.

SERVICE DELIVERY

Service Delivery Committee Chair Ann Dugan provided an update on the performance of United Labor Agency. While ULA has not yet met its contracted goal of 209 job placements per month, there had been a marked increase in monthly placements. Since July, ULA averaged 146 placements per month. There were 201 placements in October and 188 in November. Ms. Dugan said she expected strong performance in the coming year.

Ms. Dugan also offered context to the Quick Train for Jobs vote in the consent agenda. She reminded that Quick Train is the program that connects job seekers with affordable, short and effective job training that leads to employment. Quick Train contracts would total \$150,000 and would be used to train 143 job seekers.

Funding levels were based on the success of the previous year's program. Six programs were funded in 2014-2015 and 120 people were trained. Of those trained, 70 percent found full-time positions related to training. Quick Train also led to systemic changes including greater connection between community-based agencies and PA CareerLink; provider coordinated with each other to avoid duplication of services; and funders consulted with 3RWIB before funding programs to ensure better alignment and to maximize resources.

YOUTH SERVICES

Before moving into a discussion about Learn and Earn, Chair Laura Ellsworth offered an update on youth contracts and SMART Horizons.

Youth contracts

3RWIB contracts with 16 youth service organizations to provide services to young people in the city and county. Enrollments are at 980, an 18 percent increase over last year, but still short of the 1,355 enrollments. 3RWIB is offering case-by-case technical assistance will be held to ensure enrollment goals are met.

SMART Horizons

SMART Horizons is a collaborative between the WIB, Pitt, Garfield Jubilee and the City of Pittsburgh to provide the opportunity for young men and women to earn a high school diploma online while applying instruction toward a career.

The program launched in September, 35 students are enrolled, and nearly half are expected to complete the requirements for an online diploma in early March. A second site recently opened in Braddock to accommodate youth in the McKeesport area. Ten participants are completing medical terminology coursework and are preparing to enter CCAC's CNA training in January.

Learn and Earn

Ms. Ellsworth devoted much of her report to Learn and Earn and the conversation with the City and County. She reminded that the board and Executive Committee decided to pursue conversations with the city and county to assume leadership of the program for 2016 under the direction of an advisory committee. To date, the agreement of understanding has not been signed and funding levels have not been set. 3RWIB remains committed to leading the effort, but only if it can be the sole administrative body and only if the program can deliver on the promise to serve the youth in a meaningful way.

Discussion continued about the number of youth that could be served depending on the funding levels received from the city and county. Board members Joe Belechak, Ike Gittlen and Dave Coplan discussed if this role is right for the organization; what effects it could have on the reputation of the organization if fewer teens are served; and whether it should be spun off to another contractor. Board members Mark Latterner and Deb Caplan commented on the strain the program adds to staff resources and protecting the organization financially. Ultimately, the group agreed that while 3RWIB remains committed to leading and delivering a summer youth employment program, it will do so if the right pieces and agreements are in place.

On a motion by Laura Ellsworth, seconded by Ann Dugan, the board authorized Ms. Pashman to continue to pursue the MOU agreement with the City and the County until Jan. 30. If an agreement was not signed by Jan. 30, the Board 3RWIB would walk away from efforts to coordinate Learn and Earn. Mr. Latterner amended the motion to include that the city and county must assist 3RWIB in additional fundraising activities. The amended motion passed unanimously. Ms. Pashman is to report outcomes to the Executive Committee in January.

AUDIT/FINANCE

Treasurer Ed Hartman provided an update on significant changes in the organization's fiscal department.

Because the organization has grown substantially over the last few years, and to provide a higher grade of financial reporting, the organization has experienced significant transition in the fiscal department. Among them, 3RWIB engaged a temporary chief financial officer and support to triage and prioritize fiscal operations. Among those priorities is the assembly of a fiscal packet, timely financial statements and completing and closing the June 30, 2015, audit. Mr. Hartman lauded Stefani Pashman, McCrae Martino and the fiscal team for their leadership during the transition.

Mr. Hartman said the budget impasse has not yet had significant impact on the operations, as contractors are still being paid and the organization's cash position is strong. However, while he said the fiscal department does not want to comingle funds, that discussion could be held should the organization face a hardship because of the impasse.

Committee members Mr. Latterner and Lisa Kuzma concurred that the organization's cash position was strong and also commented that the organization's accounting system is woefully insufficient and a new system will be brought in.

Additional discussion focused on the budget impasse and the position taken by the non-profit community, with Laura Ellsworth as a spokesperson, urging the legislature to pass a full budget, not a stop-gap budget.

COMMUNICATIONS

Three Rivers Workforce Investment Board ~ Centre City Tower, Suite 2600 ~ 650 Smithfield Street ~ Pittsburgh, PA 15222

Committee Chair Scott Pipitone provided a short update on rebranding efforts. He reminded that the committee planned to have a new name at the December meeting; however, the single name elevated for a legal review was denied due to trademark and saturation. He remarked that the workforce development landscape is crowded and finding a name that separates 3RWIB from others is difficult.

Before the creative team refines its efforts and focuses on finding new identities, Mr. Pipitone asked the group to agree that the efforts to date — namely the key attributes of the organization that resulted from work with the focus and immersion groups. Those attributes included fearlessness and connection.

The group agreed that attributes accurately reflect the organization and the creative team should proceed to explore options that reflect those qualities.

CEO'S REPORT

As time was running short, Ms. Pashman offered an abbreviated report that focused on WIOA implementation at the state.

Specifically, she remarked that she read a draft of the state's Unified Workforce Development plan and some of the state's goals around training targets and the funding that must be allocated to training is causing concern for 3RWIB and other WIBs in the state. 3RWIB's Title 1 contractor focuses on placement first, training second. These training targets would represent a significant shift in ULA's service delivery model. She also reminded that the state's plan provides the framework 3RWIB must use to craft its local plan. More about state and local planning will be discussed in January and subsequent months.

Ms. Pashman also reminded that 3RWIB will be required to submit a regional workforce development plan, a new requirement that will require coordination with other WIBs and their local elected officials. This planning will force 3RWIB and others in the state to form partnerships and collaborate. More discussion will be forthcoming on regional planning.

Finally, Ms. Pashman commented about the role of WIBs in the state and the state's workforce development board. There's a misconception in Harrisburg that the state WIB and others don't do much or effect much change; however, Ms. Pashman and directors from Philadelphia and Harrisburg met with the new deputy secretary to forge a better relationship.

OPEN FORUM

Ike Gittlen observed about workforce investment boards across the state receiving little guidance from the state workforce board. Most of the state board members are new and haven't been oriented about their role or the role of the organization, he said.

PUBLIC COMMENT PERIOD

There was no public comment.

ADJOURNMENT OF MEETING

On a motion by Debbie Caplan, seconded by Lisa Kuzma, the meeting adjourned at 9:49 a.m.

Upcoming Workforce Innovation and Opportunity Act Dates

Key Dates	WIOA Implementation	3RWIB Steps
Oct. 18, 2016	WIOA Title I Final Rules officially take effect.	3RWIB has reviewed WIOA Final Rules and is actively preparing to implement new requirements.
Nov. 17, 2016 (90 days after WIOA Final Rules are published)	All primary electronic resources for PA CareerLink® must be updated with the tag line “A proud partner of the American Job Center Network”. Any new products or materials created must also include this language.	PA CareerLink Pittsburgh/Allegheny County includes the tagline information in its electronic materials.
Nov. 17, 2016 (90 days after WIOA Final Rules are published)	Local Boards must demonstrate additional steps toward competitively procuring a one-stop operator. This may include continued market research, pricing analysis, etc.	3RWIB has engaged the partners and attended a forum hosted by the state on operator procurement. We await final guidance from the state on this topic.
July 1, 2017	Local Boards must competitively procure a one-stop operator.	3RWIB will competitively procure a one-stop operator by this date, complying with any forthcoming state or federal guidance.
July 1, 2017	All PA CareerLink® branding must be updated to include the language, “A proud partner of the American Job Center Network”	3RWIB will work with our PA CareerLink® partners to implement new branding requirements.

Program Year 2015 Monitoring by 3RWIB

Three Rivers Workforce Investment Board (3RWIB) conducts monitoring of its funded subrecipients annually to identify opportunities for strengthening program operations, highlight promising practices, and ensure compliance with WIOA and other relevant policies. During PY2015, 3RWIB conducted programmatic monitoring and contracted with CliftonLarsonAllen, LLP to manage fiscal monitoring. A total of 26 organizations and 31 individual contracts were monitored. All monitored providers received a monitoring results letter in June 2016 during which nine (9) organizations received findings requiring a Corrective Action Plan (CAP). 3RWIB provided follow-up monitoring of these CAPs and observed no further findings in November 2016.

The following chart provides a timeline of 3RWIB monitoring activities during PY2015 through November 2016:

Monitored by 3RWIB	
Program	Dates
WIOA/TANF Youth – 16 Providers	April 2016 – May 2016
WIOA Adult/Dislocated Worker – 2 Providers	May 2016 – June 2016
STEM Demonstration – 9 Programs*	May 2016 – June 2016
Business Education Partnership – 3 Programs	May 2016 – June 2016
PA CareerLink® - 3 Locations	May 2016
Learn & Earn – 1 Provider*	June 2016
Additional WIOA/TANF Youth Monitoring – 1 Provider	July 2016
PY2015 Corrective Action Plan Monitoring – 9 Providers	November 2016

* Risk Assessment used to determine the providers that were monitored under this funding.

The following chart highlights trends in promising practices, areas for improvement, and findings identified through PY2015 Monitoring:

PY2015 Monitoring Results –Common Trends
Promising Practices <ul style="list-style-type: none"> Partnerships with educational institutions, employers, and other community organizations to ensure participants access the full spectrum of services and experience they need for success. Aptitude assessments for youth and adults to understand skill sets and explore their career interests. Practical work experience through job shadowing, employer field trips, internships, and paid positions. Celebrating the success of youth through incentives, awards, and other appropriate acknowledgements
Areas for Improvement <ul style="list-style-type: none"> Incomplete or inaccurate case file documentation, including case notes, individual services strategies, and attendance/timesheet forms Program incentive policies that require edits to more closely align with 3RWIB policy Untimely or inconsistent program updates and reporting (ISS updates, status updates, program exits)
Monitoring Findings <ul style="list-style-type: none"> Participant files missing supporting documentation or signatures required for determining eligibility for services Discrepancies with or lack of appropriate documentation to support expenses invoiced to 3RWIB Providing youth incentives without having an internal youth incentive policy in place (required by 3RWIB)

Full monitoring results are available to the 3RWIB Board via the 3RWIB Board Portal.

Program Year 2015-2016 – Monitoring of 3RWIB

Several 3RWIB programs were monitored by state or federal agencies during PY2015 through November 2016. 3RWIB has received no official findings from these monitoring reviews and has provided a written response for any areas of concerns identified during these reviews.

Monitoring of 3RWIB		
Program	Dates	Results
PA Department of Labor & Industry – Incentive/Gift Card Review	November 2015	No findings received.
U.S. Department of Labor – Job-Driven, National Emergency Grant Monitoring	December 2015	No findings received.
U.S. Department of Labor – STEM Demonstration Monitoring	January 2016	No findings received.
PA Department of Labor & Industry – Board Membership Certification Review	January 2016	No findings received.
PA Department of Labor & Industry – Job Driven National Emergency Grant Monitoring	Jan 2016 – Feb 2016	No findings received.
PA Department of Labor & Industry – Review of Board Potential Conflict-of-Interest Disclosures and Statement of Financial Interest Declarations	March 2016	No findings received.
U.S. Department of Labor - Peer-to-Peer Monitoring	July 2016	No findings received.
PA Department of Labor & Industry – On-Site WIOA Monitoring	August 2016	No findings received. 3RWIB addressed four (4) concerns identified during this review through a written response (October 17, 2016)
U.S. Department of Labor - Sector Partnership Monitoring	November 2016	No findings received.

Full monitoring results have been made available to the 3RWIB Board via the 3RWIB Board Portal.

BYLAWS – TRWIB, INC.

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, 2015

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, Inc. 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 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 Chief 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 Chief Executive and Mayor for their consideration and appointment.
4. 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 the 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 Mayor and the Allegheny County Executive 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 President 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 "President of the board", "Vice-President," "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 President 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 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 discretion 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 enter into 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 Chair, the Vice-Chair, the Secretary, the Treasurer, 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 such other appointments at the discretion of the President. 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 un-expired term of the predecessor in office.
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 for 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 can be created at the discretion of the Chair. Each board member shall serve on at least one committee. 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

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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.

Key initiatives

Youth Programs

3RWIB provides oversight, distributes funds and manages contracts for youth service delivery in the City of Pittsburgh and Allegheny County. These dollars support programs which serve youth based on income eligibility or youth who face certain predetermined barriers to gaining employment.

- Contracts have been executed with 15 providers to serve a total of 506 in-school youth and 813 out-of-school youth.
- All programs are underway. In-school youth providers have enrolled 59% of participants, and out-of-school youth providers have enrolled 67% of participants as of Nov. 30, 2016.
- Staff and providers have been working together to implement smart enrollment practices, build sectoral strategies in construction and technology, and grow the connections between providers and institutions of higher education.
- Since July, more than 30 out-of-school youth have earned GEDs or industry certifications, and more than 30 have started unsubsidized employment or post-secondary education. Program participants who have not yet been exited from services continue to receive supportive services, receive paid and unpaid work experience, and occupational skills training.
- Staff are working to connect year-round youth serving programs with additional offerings, including Learn and Earn, microcredentials, and STEM exploration.

Microcredentials

3RWIB is working with the Community College of Allegheny County to pilot microcredentials and connect job seekers with short-term, industry-driven training in career pathway occupations.

- Target pathways include: Patient Care Technician, Healthcare Information Technology, and Computer User Helpdesk Support.
- Courses will begin in February 2017. Each pathway contains between 3 and 5 microcredentials, each of which allows a job seeker to join the workplace with concrete occupational skills.
- Sixty people will be served through the program. 3RWIB is working to connect out-of-school youth providers with CCAC to strengthen those relationships and provide wrap-around services to young adults.

Pittsburgh Works

Pittsburgh Works is a key initiative of 3RWIB. It is a public/private collaborative of more than 80 community-based providers, including PA CareerLink® Pittsburgh/Allegheny County, united in the effort to raise the quality of services provided and connect more job seekers to well-paying careers.

- United Labor Agency (ULA) has placed 401 job seekers into jobs between July 1, 2016, and Sept. 30, 2016.
- Pittsburgh Works has referred 345 people to ULA between July 1, 2016, and Sept. 30, 2016.
- Three organizations were selected to receive Quick Train for Jobs funding for short-term occupational skills training. Mined Minds will be offering a coding boot camp; Rivers Agile will be offering a quality assurance boot camp; and PA Women Work will be offering DDI customer service certification. Seventy-five people will be trained and placed with these funds.
- The partnership between ULA and Carnegie Library of Pittsburgh to provide CareerLink services in the Downtown and North Side library locations has resulted in 116 new WIOA enrollments.
- Three Employer Talks sessions, focused on transportation and logistics, customer service, and hospitality, have been held since June 1. Thirty-three community-based partners have participated in these workshops. Participating employers include Pitt Ohio Express, Liberty USA, Greyhound, PNC, BNY Mellon, Cardworks Servicing, Wyndham Grand hotel, Westin Convention Center Hotel, and ACE Hotels.
- Employer Talks recruitment sessions have been held for all participating employers leading to direct connections with 92 skilled job seekers.

- On Nov. 3, Pittsburgh Works hosted its first Pittsburgh Works Networking Event. Forty-eight attendees from 21 organizations were provided the space to make new connections, reconnect with old friends, and interact outside the meeting room. The event included speed networking, a partner game, and live graphic recording.
- On Nov. 14, Pittsburgh Works and a host of partners including Duquesne University School of Law, Neighborhood Legal Services, the City of Pittsburgh and Allegheny County, hosted Expungement Day which gave over 400 job seekers direct access to employment opportunities and free legal advice. Expungement Day received local and statewide press coverage. A list of articles can be found at <http://www.trwib.org/press/>.
- **Training to Work** — 3RWIB is approaching the end of the planning phase for Training to Work, the \$1.4 million grant to serve individuals leaving the jail system. The Allegheny Jail Collaborative continues to help to prepare partners for the implementation of the grant. Five Requests for Proposals will be released in December seeking partners to provide case management, mentoring, and career and training services. Services will begin in January.
- **Amplify** — Professional development and skills training has been given to 177 staff members of partner organizations through seven sessions of Amplify, the professional development and technical assistance component of Pittsburgh Works. In addition, 32 hours of Continuing Education Credits have been awarded through a partnership with the University of Pittsburgh’s School of Social Work.
- **Veterans Value Initiative** — 3RWIB, in partnership with the Tri-County and Westmoreland/Fayette workforce development boards, received \$500,000 last year to connect dislocated or long-term unemployed veterans with work-based training and jobs in construction, energy, health care, information technology or manufacturing. A recent regional veterans’ employment summit in Westmoreland County attracted 40 employers interested in hiring vets, and attending veterans received personalized career services as well as the opportunity to network with employers.

TechHire Pittsburgh

TechHire Pittsburgh connects to a national strategy to expand local tech sectors by building a strong talent pipeline. Partners include PA CareerLink® Pittsburgh/Allegheny County, the Allegheny Conference on Community Development, Allegheny County, the City of Pittsburgh, Pennsylvania’s State System of Higher Education, other workforce boards, and an employer-led advisory group. 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 initial educational credentials.

- Recruitment is underway for the first class of “boot-camp” participants. Participants will learn the skills needed for jobs in the tech industry (web developers and quality assurance analysts) through a 16-week course. This program is offered at no-cost to participants. The first cohort of 30 trainees will begin in January.
- To help individuals determine their aptitude for coding, 3RWIB partnered with Simcoach Games to develop *Booey’s: A Ghost’s Code*. This mobile game tests players’ skills in problem solving, logic, algorithms, etc., and shares information about technology careers. Since its release in November, the game has been downloaded nearly 800 times. Press coverage of the release can be found at <http://www.trwib.org/press/>
- More than 50 job seekers attended an information and training recruitment on Dec. 5. Participants not selected for the training program will receive additional services by PA CareerLink staff.

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 provide this training is the Transitional Jobs (TJ) program. TJ are time-limited paid work experiences that help those with chronic unemployment build a work history. 3RWIB has contracted transitional jobs services to Community Kitchen Pittsburgh, Trade Institute of Pittsburgh, and Center for Employment Opportunities (CEO). CEO is expected to begin its program the week of Dec. 12.

- 18 job seekers have been served in programs through Community Kitchen Pittsburgh and Trade Institute of Pittsburgh. The Trade Institute expects to recruit additional trainees in December.
- The transitional jobs are focused in culinary arts, masonry, and welding.

Choice Neighborhoods Initiative

The U.S. Department of Housing and Urban Development's (HUD) local \$30 million Choice Neighborhood Initiative (CNI) addresses the needs of residents of the Hamilton Larimer and East Liberty Gardens public housing properties. 3RWIB connects to this initiative through the People Strategy component which responds to the social, health, education, and workforce needs of the area's HUD-assisted families. The People Strategy team is comprised of staff from Urban Strategies, Kingsley Association, Allegheny County Department of Human Services, and 3RWIB.

- 3RWIB contracts with United Labor Agency (ULA) to provide career readiness and career exploration services, job search and job placement assistance, and connection to training programs and tuition subsidies to adult residents.
- 3RWIB complies with the CNI People Strategy service design, addressing the workforce needs of whole families, including youth, in the context of a broader case management and support structure.
- ULA has placed 41 adults placed into new employment. 3RWIB is contracted to place 89 people by 2020.
- Twelve CNI youth were connected to Learn and Earn in summer 2016.



3 RIVERS WIB

THREE RIVERS WORKFORCE INVESTMENT BOARD

Stefani Pashman
Chief Executive Officer

Mary Adamowski
Administrative Assistant

Lauren Maceikis
Accounting Assistant

Matt Aelmore
Compliance Assistant

McCrae Martino
Chief Operating Officer

Rachel Bowman
PULSE Fellow

Becca Michelson
Project Assistant

David Conway
Youth Programs Coordinator

Dillon Moore
Data and Performance Manager

Nancy Dentel
Contract Accounting Manager

Jennifer Niedermeyer
Accounting Coordinator

Carolyn Ford
Quality Assurance Specialist

Regina Omlor
Project and Grants Manager

Ray Herron
Chief Financial Officer

Jennifer Pajewski
Communications and Board Relations Manager

Lenny Kistler
Youth Programs Coordinator

Susie Puskar
Director of Youth Innovation

Vera Krekanova Krofcheck
Chief Strategy Officer

Cynthia Weiman Shields
Director of Strategic Partnerships

Karen Lamson
Executive Assistant

Laura Saulle
Summer Youth Employment Manager

Edgar Largaespada
Research Fellow

Rebecca Young
Business Partnerships Manager

Mychael Lee
Project Assistant

PA CAREERLINK® PITTSBURGH/ALLEGHENY COUNTY SYSTEM

**COMPREHENSIVE
CENTERS**

Allegheny East

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

Downtown Pittsburgh

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

AFFILIATE SITE

**Goodwill of
Southwestern
Pennsylvania**

118 52nd Street
Pittsburgh, PA 15201
412-632-1711
TTY 412-632-1712

REGIONAL CENTERS

Alle-Kiski

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

Mon Valley Regional

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



The Three Rivers Workforce Investment Board (TRWIB) leads the development, integration and implementation of a world-class workforce development system in Pittsburgh and Allegheny County.

Mission

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

Vision

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

Values

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

Three Rivers Workforce Investment Board

Centre City Tower, Suite 2600
650 Smithfield Street
Pittsburgh, PA 15222
Phone: (412) 552-7090
Fax: (412) 552-7091

www.trwib.org

Follow us on Twitter: [@PghWorkforce](https://twitter.com/PghWorkforce)

Equal Opportunity Employer

Auxiliary aids and services are available upon request. Reasonable accommodations can be made when requested in advance. Please call (412) 552-7090 or email info@trwib.org with your request.