



## Quarterly Board Meeting

Wednesday, May 23, 2018  
10:00 AM to 2:00 PM

Pennsylvania School Boards Association  
Pennsylvania A/B  
400 Bent Creek Boulevard, Mechanicsburg, Pennsylvania

## Meeting Minutes

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### Attendance

**Members:** Chair Jeffrey Brown, Secretary Jerry Oleksiak, Secretary Russell Redding, Secretary Pedro Rivera, Deputy Secretary Eileen Cipriani, Denise Andahazy, Tim Bean, Wendie DiMatteo Holsinger, Christopher Hackett, James Harper Jr., Pete Klein, Marguerite Kline, Ron Kratofil, James Kunz, Jodi Pace, Michael Pipe, Robert Scaer, Frank Sirianni, John Sygielski, John Thornton, Jessica Trybus, Matt Yarnell, Leroy Atwater on behalf of Bob McAuliffe, Daniel Bauder on behalf of Pat Eiding, Dawn Cohen on behalf of Representative Morgan B. Cephas, Carol Kilko on behalf of Secretary Dennis Davin, Sam Koch on behalf of Governor Tom Wolf, Lisa Watson on behalf of Secretary Teresa Miller, and Kendra Wiederhold on behalf of Representative Ryan Mackenzie

**Presenters:** Amber Gaither, Dan Kuba, Gordon Laabs, Shannon Munro, Ruben Pachay, Eric Ramsay, Chris Ray, Susie Snelick, John Tkach

**Guests:** Bill Bartle, Roseann Cordelli, Jonathan Derr, Dan Fogarty, Laura Fridirici, Garrett Haffner, Amanda Harrison, Greg Hart, Ronysha Henderson, Katherine Jones, Doug Latimer, Tamila Lay, Erica Mulberger, Karla Procopio, John Pulver, Susie Puskar, Ralph Roach, Cathy Rychalsky, Joe Sebelin, Lila Singleton, Abby Smith, Frank Thompson, Virginia Turano, Tracey Turner, and Tara Williams

**Staff Present:** Allison Jones, James Martini, and Michael Leister

### Welcome, Introductions, and Chair's Updates

Chair Brown called the Quarterly Meeting to order at 10:09 AM.

Chair Brown announced the appointments of new Board members Mr. Tim Bean, Representative Morgan Cephas, Ms. Marguerite Kline, Ms. Jodi Pace, and Mr. Robert Scaer. The new Board members introduced themselves and their workforce development interests. Dawn Cohen who spoke on behalf of Representative Cephas.

Chair Brown welcomed Allison Jones, Executive Director of the Workforce Development Board, to her first in-person meeting. Ms. Jones introduced herself and the PA WDB team: Mr. James Martini, Deputy Director and Mr. Michael Leister, Director of Partnership Development.

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Ms. Jones noted that a quorum was established with the representatives and proxies in place. Chair Brown sought a motion to approve the agenda.

**MOTION:** Mr. Bauder moved to approve the May 23, 2018 agenda. Ms. DiMatteo-Holsinger seconded the motion. The motion passed unanimously.

Chair Brown sought a motion to approve the minutes from February 13, 2018.

**MOTION:** Mr. Sygielski moved to approve the February 13, 2018 minutes. Ms. DiMatteo-Holsinger seconded the motion. The motion passed unanimously.

Ms. Jones announced a plan to reestablish standing and ad hoc committees aligned with the five broad goals of the WIOA Combined State Plan. Existing committee chairs will remain in place. Julene Campion will chair the new Apprenticeship and Career Pathways Committee. Ms. Jones also announced that along with restructuring of committees, the Board will take on more substantive policy discussions and decisions. Ms. Jones asked members to sign up for the committees they want to serve on.

#### **Healthcare Workforce Ad Hoc Committee Update**

Matt Yarnell, Chair of the Healthcare Workforce Ad Hoc Committee, provided an update on the committee's first meeting. Mr. Yarnell outlined the committee will focus on direct care workers. Mr. Yarnell also outlined five big picture priorities for the committee:

1. Increasing wages
2. Providing services in customers' preferred location (e.g. home health care)
3. Crowdsourcing ideas
4. Gathering practical policy solutions
5. Promoting greater interagency cooperation

Mr. Yarnell stated that the committee, following a survey from their members, identified four further key issues:

- Retaining healthcare workers in the workforce
- Responding to the high demand for all allied healthcare workers
- Responding to the high demand for direct care workers
- Increasing the overall capacity of the nursing education and training pipeline Certified Nurse Assistants (CNAs), Licensed Practical Nurses (LPNs), and Registered Nurses (RNs).

Mr. Yarnell said a crisis is happening around the area of healthcare workforce. There are not enough direct care workers to meet demand. The committee is dedicated to doing more research, including reviewing previous work and reaching out to stakeholders. The committee will define the direct care workforce to establish the scope of the committee's work.

Chair Brown asked about the timeline and Mr. Yarnell said the committee will have recommendations in about 12 months.

Mr. Sygielski asked about the role of higher education and Mr. Yarnell further clarified the broad outreach and stakeholder engagement process that will take place, including to higher education.

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### **Workforce Development System Funding Overview**

Chair Brown introduced the next two presentations on funding in the workforce development system. The first presentation was from Mr. Dan Kuba, Director of the Bureau of Workforce Development Administration at the Department of Labor & Industry. The second presentation was from Ms. Susie Snelick, Executive Director of Workforce Solutions for North Central Pennsylvania.

Mr. Kuba's presentation provided an overview of workforce development funding streams from the federal government to states. First, Mr. Kuba defined the workforce development system's governing directive – the Workforce Innovation and Opportunity Act (WIOA). Under WIOA, there are five core programs:

- Title I for Adult, Dislocated Worker, and Youth
- Title II for Adult Education and Family Literacy
- Title III for Wagner-Peyser
- Title IV for Vocational Rehabilitation
- Title V for General Services

Second, Mr. Kuba provided an overview of the workforce development system's organizational structure, with the Governor and the PA Workforce Development Board playing an integral role in ensuring the service delivery system operates both effectively and efficiently. Mr. Kuba outlined the total amount of resources for each explained the federal government allocated \$141.7 million in Title I (Adult, Dislocated Worker, and Youth) workforce development funding to the commonwealth.

He then explained how the funding is developed by a complex algorithm and subsequently dispersed to Local Workforce Development Areas (LWDA). Mr. Kuba clarified that the federal allocation to LWDAs includes "hold harmless" provision, meaning local areas are guaranteed a certain amount based on their allocation the previous year. Of the \$2.6 billion allocated to support WIOA across the country, the Commonwealth receives 3.89 percent, amounting to \$103 million. Mr. Kuba explained that money can be carried forward from year to year and additional workforce development partners bring additional resources to the table.

Mr. Klein asked about the difference between youth and adult funds. Mr. Kuba explained that youth includes 16-to-24 year olds and adult is 18 year olds and older. Mr. Klein commented about the inverted nature of workforce development funding, specifically around so many investments for adults vs. youth. Mr. Kuba elaborated on how funding designated towards youth can create pipelines and career pathways for adults.

Secretary Oleksiak asked about the federal carry-forward. Mr. Kuba explained that we must spend at least 80 percent of allocated funds to carry-forward to the next year. Chair Brown asked if situation of "use it or lose it" can occur. Mr. Kuba explained that all funding streams have specified spending time frames. Mr. Kuba explained one way of ensuring funds are protected is by monitoring, oversight, and working with local areas to ensure resources are spent.

Mr. Hackett commented that he would like to see the Board pivot towards a results-based "pay for performance" system. Mr. Kuba explained a lot of discretionary funding has performance-based measures, such as the Business Education Partnership grants.

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Chair Brown emphasized the role of understanding our revenues and driving results. Ms. DiMatteo-Holsinger commented that finding a performance metric at the Local Workforce Development Board (LWDB) level is key to the success of the Board.

Chair Brown thanked Mr. Kuba for his presentation and introduced Ms. Snelick of the North Central Workforce Development Board.

Ms. Snelick provided an overview of funding from the LWDB perspective. She noted her presentation is based on the experience of the North Central Workforce Development Board and other areas may vary. She then outlined North Central's five local/regional funding buckets:

- WIOA allocation/formula funding
- Employment Advancement and Retention Network (EARN) funding
- Competitive grants
- Resource sharing agreement budgets
- Other (i.e. non-profits, philanthropic, private sector, in-kind, etc.)

Ms. Snelick explained that her local board received \$2 million from the Commonwealth every year, ranked 18 of 23 LWDBs. LWDBs tailor services to the local needs of the area. Ms. Snelick noted that CareerLinks® bring in resources and services from other workforce development partners.

Secretary Redding asked about potential changes in the law around additional work requirements. Ms. Snelick clarified that future policy changes could have an impact on local communities if funding is not adjusted to meet new demands (i.e. work requirements). Ms. Watson the Commonwealth is monitoring federal and state legislation on work requirements and the potential impact they may have on the Commonwealth. Chair Brown, Ms. Watson, and Mr. Kuba noted that policy changes are often unfunded, but require additional resources for implementation.

Secretary Oleksiak and Secretary Redding highlighted a real-world example of how the Rapid Response team at Labor & Industry and Agriculture partnered to provide workforce development services to farmers.

Chair Brown thanked Ms. Snelick for her presentation.

**Online PA CareerLink® Update**

Chair Brown introduced the next presentation on updates to the Commonwealth Workforce Development System (CWDS), including updates based on recommendations made by the PA WDB Committee on Digital Strategies chaired by Mr. John Thornton. Mr. Ruben Pachay, Director of L&I Bureau of Workforce Partnership and Operations, and Ms. Amber Gaither, L&I CWDS Project Manager, provided an overview of the online PA Career CareerLink® system.

Mr. Pachay provided an overview of relevant terms and definitions, and what the Commonwealth is doing to streamline services. Mr. Pachay said that the Commonwealth will be phasing out the name JobGateway and transitioning to PA CareerLink®, so in-person and online services are combined under one brand. This change will increase customer awareness of and access to the workforce development system.

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Ms. Gaither explained that L&I uses Goal 5.3 of the WIOA Combined State Plan to guide updates to CWDS. Ms. Gaither then outlined the PA WDB Digital Strategies' recommendations:

- Improve Job Seeker Engagement
- Provide Training for Employers
- Streamline Job Application Process
- Increase Marketing and Advertising

Ms. Gaither explained these recommendations are aligned with Goal 5.3 and the Governor's Strategic Vision for Workforce Development in the WIOA Combined State Plan. Ms. Gaither said that recent or planned updates to CWDS fall into five broad categories:

- Modernization
- Branding (Rebranding and Brand Consolidation)
- User Experience
- Case Management
- Performance Accountability

Overall, Mr. Pachay and Ms. Gaither summarized the CWDS updates, to incrementally update CWDS in a comprehensive and strategic way.

Ms. Trybus asked what role of the Board and the Digital Strategies Committee moving forward. She commented that the end-user experience is essential and finding a balance is key, adding that it does not have to be a complicated solution. Both Chair Brown and Ms. Trybus emphasized how important it is to get the user experience right.

Ms. DiMatteo-Holsinger commented that a concrete timeline is critical to the success of the modernization plan. Mr. Pachay and Ms. Gaither said that every change has its own timeline and that updates are happening on an ongoing basis. Several major updates will be complete by April 2019.

Chair Brown and Ms. Gaither explained that Deloitte is the Commonwealth's CWDS vendor and consultant.

Mr. Hackett asked if the Commonwealth has looked at what other states are doing. Mr. Pachay said the Commonwealth has studied data and case management systems in other states, and has lifted from States that have pioneered creative workforce digital strategies.

Ms. Holsinger asked if end-users, including customers, will be involved in the testing phase of the updates. Ms. Gaither explained that staff and field users will be able to test the updates.

Mr. Sirianni commented it critical to get direct customer feedback during the development phase to gauge ease of use. Mr. Pachay explained that individuals with significant barriers to employment are the key focus of WIOA and the system will ultimately reflect that.

Ms. Watson echoed Mr. Sirianni by stressing that we incorporate a human-centric approach in the design process. Ms. Watson also said Deloitte should be involved in the stakeholder engagement process, including outreach to the other states.

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Mr. Thornton applauded the initiative and Board for acting on the Digital Strategies Committee's recommendations.

Mr. Kunz echoed previous members emphasizing the role of engaging two customers in the development: workers and employers.

Mr. Yarnell commented that customers can access limited information without a profile.

Chair Brown noted the Board would be interested in additional information on the project's timeline and budget.

Chair Brown thanked Mr. Pachay and Ms. Gaither for their presentation.

**Break and Working Lunch**

The PA WDB recessed to take a break and grab lunch from 12:23 PM to 12:49 PM.

**PAsmart Update**

Chair Brown introduced Ms. Samantha Koch, Interim Deputy Secretary of Policy and Planning, Office of Governor Tom Wolf. Ms. Koch recognized the commonwealth's changing economy. In response to this changing economy, Governor Wolf proposed PAsmart to create a cross-sector effort to deconstruct the silos of government around workforce development (e.g. K-12 education, higher education, workforce development, economic development, etc.) to better meet the needs of the Commonwealth's workforce. PAsmart aims to invest in innovative and outcome-driven efforts to increase employment and training opportunities for Pennsylvanians.

Mr. Sygielski asked if there is a role for community colleges in the PAsmart initiative. Ms. Koch explained that a variety of organizations will be eligible for PAsmart funds, including community colleges. PAsmart is designed to incent partnerships and innovation in workforce development.

Secretary Oleksiak added that PAsmart is a budget proposal.

Chair Brown thanked Ms. Koch for her presentation.

**Pre-Apprenticeship and Apprenticeship Overview**

Chair Brown introduced the next presentation by Eric Ramsey, Director of the Apprenticeship and Training Office for Pennsylvania. Mr. Ramsay's provided an overview of Registered Apprenticeship, pre-apprenticeship, and the role of L&I Apprenticeship and Training Office (ATO). Mr. Ramsey included information on how both workers and businesses can benefit from apprenticeship, and how apprenticeships are an important tool to create career pathways and develop a skilled workforce.

Mr. Ramsay explained the ATO has three key goals:

1. Increase the number of Registered Apprenticeship and pre-apprenticeship opportunities
2. Spread awareness of apprenticeships and provide technical assistance to organizations interested in apprenticeships
3. Expand apprenticeship into non-traditional occupations and populations

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Mr. Sirianni asked how many apprentices were currently in the Commonwealth. Mr. Ramsay explained there are currently around 15,500 Registered Apprentices and the Governor has a goal to double the number of apprenticeships by 2025.

Mr. Kratofil asked if apprenticeships teach soft skills in addition to hard skills. Mr. Ramsay explained apprenticeships are an employer-driven model and include a combination of soft and technical skills.

Mr. Kunz noted that apprentices must be well-rounded since they directly enter the workforce. Mr. Kunz asked how many apprentices are construction-related. Mr. Ramsay explained that around 85 percent of Registered Apprentices are in the building and construction trades. Mr. Kunz asked if apprenticeship programs are scored and benchmarked. Mr. Ramsay explained that ATO does track graduation rates and program quality as it monitors programs.

Mr. Sirianni commented that ATO has the authority to dissolve programs that do not meet certain standards. Mr. Sirianni added that Registered Apprenticeships and pre-apprenticeships deserve more time in the limelight so the public can fully appreciate and take advantage of these programs.

Mr. Ramsey introduced the panelists highlighting Registered Apprenticeship and pre-apprenticeship programs across the Commonwealth.

- Mr. John Tkach, Keystone Development Partnership (KDP), provides technical assistance and outreach for ATO. Mr. Tkach provided an overview of KDP and how it provides staff support to the ATO, and supports organizations interested in starting new programs.
- Ms. Cheryl Feldman, District 1199C, a labor-management trust, creates apprenticeship programs in non-traditional industries and populations, including healthcare direct support professionals and early childhood. These programs are based in the career pathways model and also offer academic credit. The programs serve youth and adults, and incumbent workers.
- Shannon Munro and Chris Ray, Penn College, have been operating apprenticeship programs for over two years. The Penn College model is based on company-centric delivery, adaptable to companies of any size, and includes a blended, flexible training format. Ms. Munro noted that the costs of apprenticeship are absorbed by employers.
- Gordon Laabs, Elsner Engineering, partnered with the Hanover Chamber of Commerce and the local school district to create pre-apprenticeship opportunities as a strategy to create a talent pipeline. Mr. Laabs noted that apprenticeships are an opportunity to meet future workforce needs.

Mr. Thornton asked where apprenticeship growth is expected. Mr. Ramsay explained ATO expects growth in the healthcare and manufacturing industries.

Mr. Sygielski commented that HACC expects growth in the healthcare and hospitality industries. Deputy Secretary Cipriani commented that growth in cyber security and clinical research are expected as well.

Chair Brown thanked the panel for their presentations.

**Public Comment**

Chair Brown opened the floor for public comment.

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Ms. Cathy Rychalsky, Executive Director of the Lancaster Workforce Development Board. Ms. Rychalsky said she closely with the local county assistance office. She explained that local county assistance offices across the commonwealth determine if people on public assistance should be referred to a local CareerLinks® for work readiness activities, instead of consulting CareerLink® staff. Ms. Rychalsky recommended that CareerLink® staff help determine work readiness and work with county assistance offices to serve those identified as not work ready. She urged the Board to talk with legislators to require all individuals on public assistance to engage with a CareerLink®, which would get more people back into the workforce.

Ms. Watson responded that the Office of Income Maintenance is looking at the workforce system to determine the best way to work with county assistance programs.

Chair Brown thanked Ms. Rychalsky for her comments.

**Adjournment**

Chair Brown announced three reminders to Board members:

- Complete the Quarterly Meeting Continuous Improvement Survey
- Complete the Committee Sign-Up sheet
- 30-minute PA WDB New Member Orientation immediately following adjournment

**MOTION:** Mr. Sirianni moved to adjourn the meeting. Mr. Yarnell seconded the motion. The motion passed unanimously.

Chair Brown thanked Board members for their attendance. The meeting adjourned 2:17 PM.