



Quarterly Board Meeting

Tuesday, October 23, 2018

10:00 AM to 2:00 PM

Pennsylvania School Boards Association

Pennsylvania A/B

400 Bent Creek Boulevard, Mechanicsburg, Pennsylvania

Meeting Minutes

Attendance

Members: Jeff Brown, Chair; Secretary Jerry Oleksiak; Secretary Pedro Rivera; Deputy Secretary Eileen Cipriani; Deputy Secretary Carrie Amann; Representative Ryan Mackenzie; Representative Morgan Cephas; James Kunz; Jessica Trybus; Pat Eiding; Idayat Adewunmi; Frank Sirianni; Pete Klein; JoAnne Ryan; Jodi Pace; Gregg Riefenstahl; Julene Campion; Christopher Hackett; Ron Kratofil; Dionne Wallace Oakley; James Harper, Jr.; Robert Scaer; Marguerite Kline; Tim Bean; Carol Kilko, for Secretary Dennis Davin; Christian Stephens, for Secretary John Wetzel; Eric Kratz, for Kim Ward; David Miles, for Secretary Teresa Osborne; Scott Sheely, for Secretary Russell Redding

Presenters: Chair Brian Funkhouser, Continuous Improvement; Chair Julene Campion, Career Pathways and Apprenticeship; Chair John “Ski” Sygielski, Industry Partnerships and Employer Engagement; Chair James Kunz, Youth; Chair Jeff Brown Re-entry Ad Hoc; Robert Reed, Charla Plaines, and Jeff Abramowitz, PA Re-entry Council; Dan Fogarty, Berks Local Workforce Development Board; Jesse McCree, South Central Workforce Development Board; Cathy Rychalsky, Lancaster Workforce Development Board

Staff: Allison Jones, James Martini, Michael Leister, Cornelius Chachere, and Mary Hoskins

Welcome, Introductions, and Chair's Updates

Chair Brown called the Quarterly Meeting to order at 10:05 AM.

Chair Brown sought a motion to approve the agenda.

MOTION: Mr. Hackett moved to approve the August 15, 2018 agenda. Mr. Scaer seconded the motion. The motion passed unanimously.

Chair Brown sought a motion to approve the minutes from August 15, 2018.

MOTION: Mr. Hackett moved to approve the August 15, 2018 minutes. Mr. Scaer seconded the motion. The motion passed unanimously.

Chair's Updates-Deputy Secretary's Report

PA Department of Labor and Industry (L&I) Deputy Secretary Eileen Cipriani provided a brief quarterly update based on the written report included in the briefing book. Deputy Secretary Cipriani noted the Workforce Development Deputate was honored to be awarded a Trade and Economic Transition

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Dislocated Worker Grant for \$8 million from the U.S. Department of Labor. In addition, the Bucks Workforce Development Board received a \$1.7 million grant and Partner4Work received a \$7.8 million grant.

Deputy Secretary Cipriani said the Pennsylvania Apprenticeship and Training Office (ATO) hosted a summit in September 2018 with 400 participants. The purpose of the summit was to provide employers and apprenticeship stakeholders with information and resources to build pre-apprenticeship and registered apprenticeship programs. Deputy Secretary Cipriani thanked Eric Ramsay and Sara Gligora, ATO staff, for their efforts organizing this successful event.

Deputy Secretary Cipriani highlighted the Biz Works initiative, a new layoff aversion strategy modeled after a similar program in Massachusetts. BizWorks will provide resources to businesses throughout their life cycle to upskill their existing workforce to help the businesses grow and retain talent in Pennsylvania.

Deputy Secretary Cipriani provided an update on the media campaign from the spring of 2018. Deputy Secretary Cipriani noted a significantly increased the traffic on both the PA CareerLink® online site and centers. She noted there is an interest in continuing the media campaign.

Deputy Secretary Cipriani acknowledged the Team Pennsylvania Foundation for their partnership with the commonwealth on workforce initiatives, including by funding 41 STEM projects across the commonwealth.

Lastly, Deputy Secretary Cipriani highlighted the upcoming Teacher In The Workplace grants, which will provide \$2.5 million in grants to connect educators and school districts directly to businesses. These grants allow businesses to share their workforce needs with educators, who then incorporate this information into their curriculum to prepare students for the workforce.

Committee Updates-Continuous Improvement

PA WDB Director Allison Jones provided an update on behalf of Chair Brian Funkhouser. The Continuous Improvement Committee met to review the goals and sub-goals the WIOA Combined state plan to identify measures that might be included on a dashboard of performance metrics related to the commonwealth's progress in implementing WIOA. The PA WDB is also partnering with the Center for Workforce Information and Analysis to develop an online data visualization tool for the Next Generation Industry Partnership program. The tool will include a map of partnerships and summary level data about each one. Eventually the dashboard will also include the statewide metrics for each partnership.

Committee Updates-Health Care Ad Hoc

PA WDB Director, Allison Jones, provided an update on behalf of Chair Matt Yarnell. In September 2018, the committee met in-person to discuss the findings of the former PA Center for Health Careers, which included recommendations on how to improve the quality and meet the demands of the health care workforce. The committee will be developing a crisis statement to clearly describe the current challenges facing the direct care workforce.

Committee Updates-Employer Engagement and Industry Partnerships

PA WDB Director, Allison Jones, provided an update on behalf of Chair Ski. The committee is developing a survey for PA WDB members to better understand how employers and other organizations are using

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the public workforce development system, to inform the committee's work around how to improve and encourage employers to use the system.

Committee Updates-Career Pathways and Apprenticeship

Chair Julene Campion noted the committee did not meet in the last quarter, but is working behind the scenes on several initiatives to bring to the committee in the coming months. The committee is working on a shared definition of career pathways for workforce development stakeholders and visuals to illustrate the definition and career pathways model in Pennsylvania. The committee will also be conducting an inventory of existing career pathways initiatives that are consistent with the WIOA definition of career pathways.

Committee Updates-Youth

Chair James Kunz noted that the Keystone Research Center (KRC) is conducting an inventory of pre-apprenticeship programs across the commonwealth. KRC will interview nine existing pre-apprenticeship programs, and sent a survey to Local Workforce Development Boards and other stakeholders. There is a summary of KRC's initial findings in the briefing book. In October, PA WDB and L&I also hosted a session at the Pennsylvania Workforce Development Association Symposium, and the session revealed that workforce development stakeholders are looking for statewide leadership on youth and career pathways, at both the programmatic and systems levels. The committee will be working on developing a definition of career readiness, which is a sub-goal in the WIOA Combined State Plan.

Committee Updates-Re-entry Ad Hoc

Chair Jeff Brown announced the committee has developed a formal partnership with the PA Re-entry Council (PaRC) out of the Attorney General's Office, as both initiatives overlap on workforce development. Chair Brown announced that PaRC member Jeff Abramowitz will co-chair the PA WDB Re-entry Ad Hoc Committee.

Mr. Robert Reed, Executive Deputy Attorney General, provided an overview of the PA Re-entry Council, which was created by Governor Wolf and Attorney General Shapiro in April 2017. PaRC is looking forward to combining our efforts to address barriers to employment for individuals returning to their communities after leaving a correctional facility. Mr. Reed noted these individuals often experience difficulties finding work. Mr. Reed said there are 27 local re-entry coalitions with both federal, state, local, and community partners working on re-entry issues. The goal is not only to reduce recidivism, but also create a better transition from prison back into the community by creating opportunities for education, training, and jobs.

Ms. Charla Plaines, PaRC Re-entry Coordinator, thanked the PA WDB and provided an overview of her experience working on re-entry issues, including her 29 years of service at the Pennsylvania Commission on Crime and Delinquency, before joining PaRC. There are consistent barriers that returning citizens face, including employment, education, housing, transportation, and behavioral health, among others. There is a lot of value in individuals returning from prison and focusing on developing their skills to prepare for jobs that can support their family and not have to worry about returning to prison.

Mr. Jeff Abramowitz, PaRC member and committee chair, is also the Executive Director for Re-entry Services at JEVS Human Services in Philadelphia. He shared his five-year experience in the federal prison system and as a returning citizen. His passion now is helping men and women that are coming home find gainful employment and sustainable wages that give them a future in Pennsylvania and throughout the

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country. He noted that thousands of Pennsylvanians and millions of Americans have criminal backgrounds, and that he is excited to work with PaRC and PA WDB to address re-entry issues. The Governor is really dedicated to doing something about re-entry at the state level, especially around employment through the PA WDB.

PAsmart Grant Framework, Chair Brown and Allison Jones

Chair Brown noted that the PAsmart Ad Hoc Committee met to develop a framework for PAsmart Grants. Chair Brown noted that the Enacted Budget for 2018-19 included \$30 million in PAsmart grants.

PA WDB Director, Allison Jones, provided an overview of the PAsmart grants, including \$20 million for Computer Science and STEM education, \$7 million for pre-apprenticeship and registered apprenticeship, and \$3 million for Next Generation Industry Partnerships. As part of the appropriation, the Fiscal Code language said that agencies should allocate PAsmart resources based on the recommendations of the PA WDB. Given the PA WDB's role in inter-agency coordination, the PA WDB was a natural fit to develop recommendations for how to allocate PAsmart resources.

Director Jones indicated that the PAsmart Framework Principles and Funding Priorities was on page 33 of the briefing book. The committee developed principles and funding priorities that align with the Governor's strategic vision for workforce development and the WIOA Combined State Plan. The PAsmart Framework is focused on data-driven innovation, cross sector collaboration, equity, diversity, inclusion, leveraging existing resources, and building capacity for organizations to support this work.

The PAsmart Ad Hoc Committee reviewed the PAsmart Framework and provided feedback, including around allowable uses of funds, eligible applicants, and how we reach our target populations. The PAsmart Ad Hoc Committee unanimously supported the PAsmart Framework and recommends approval by the PA WDB.

Deputy Secretary Amann said the Governor's Office is excited about this next step of the PAsmart initiative and for state agencies to collaborate on developing the PAsmart Framework, both operationally and financially. The PAsmart Framework demonstrates how agencies can partner to ensure resources are invested strategically and efficiently. We anticipate releasing a Request for Proposals soon and allocating these resources quickly so funding gets out to the communities that really need it.

Chair Brown sought a motion to approve the PAsmart Framework Principles and Funding Priorities.

MOTION: Mr. Harper moved to approve the PAsmart Framework. Ms. Wallace Oakley seconded the motion. The motion passed unanimously.

PAsmart Public Comment Period

Chair Brown noted that PAsmart was not controversial because there were no public comments. Chair Brown said he was looking forward to seeing the money get out the door and help people.

Finalize Next Generation Industry Partnership Statewide Metrics, Allison Jones

PA WDB Director, Allison Jones, presented the final Next Generation Industry Partnerships statewide metrics on behalf of Chair Ski, Industry Partnership and Employer Engagement Committee,

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The statewide metrics will evaluate the effectiveness and impact of industry partnerships across the Commonwealth. Ms. Jones noted that the metrics have not changed much since the PA WDB got a preview at the previous meeting, but also noted they are organized by impact on workforce, education, economic development, and partnerships to emphasize the program's focus on cross-sector collaboration.

Since then, the committee engaged workforce development stakeholders in a second round of input and received great feedback from local partners. Once the metrics are approved by the PA WDB, staff will continue to engage Local Workforce Development Boards and business champions on the best way to gather information on the statewide metrics, which will likely be done by survey. Ms. Jones noted that this is just the first round of metrics, that the PA WDB will learn whether these are the right metrics over time, and there is an opportunity to add additional metrics as needed.

Chair Brown noted that Next Generation Industry Partnerships are relatively new and asked if this is the first time the PA WDB is approving official metrics related to this program.

Deputy Secretary Cipriani responded that this is the first time we will have Next Generation Industry Partnership metrics. She noted there are 15 funded partnerships and 19 total partnerships, and they are in various stages of implementation. We changed the measures over time based on feedback from partners, including when we hear feedback through traveling extensively across the commonwealth.

Secretary Oleksiak agreed that when he travels, he hears that people are excited about Next Generation Industry Partnerships and these measures will help measure their impact. He also noted that the program is more responsive to what businesses want, as opposed to telling businesses to use existing public programs.

Chair Brown sought a motion to approve the statewide metrics.

MOTION: Mr. Hackett moved to approve the statewide metrics. Mr. Eiding seconded the motion. The motion passed unanimously.

Local Workforce Development Board Partner Updates

Chair Brown announced the PA WDB will have a standing agenda item at Quarterly Meetings to hear from Local Workforce Development Boards. This is an opportunity for our local partners to share the innovative work they are doing at the local level.

Mr. Dan Fogarty, Berks County Workforce Development Board, presented on how Berks County approaches employer engagement through sector strategies. Mr. Fogarty provided two handouts: the list of priority sectors the Berks County LWDB approved in June 2017 and a retention/layoff aversion strategy for the advanced manufacturing sector.

Mr. Fogarty provided an overview of the labor market in Berks County. The current seasonally-adjusted unemployment rate in Berks County is 4.2 percent and that 65 percent, or two-thirds, of Berks County residents live and work within the county itself. Berks County is also home to the City of Reading. Reading is the fifth largest city in the commonwealth and going through a lot of change which creates a lot of opportunity for the local board. Reading's population is now two-thirds Hispanic, which is much

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younger and economically challenged than the balance of the county. Reading's unemployment rate is higher than the county as a whole, at about 6.7 percent.

Mr. Fogarty described Berks County's sector-based approach to employer engagement, which allows the board to better prioritize their work by listening to business needs, helps break down silos and barriers with all the different partners that are working with the employers, and because the approach has proven effectiveness. He said Berks County's previous work in sector-based strategies has set the foundation for Next Generation Industry Partnerships in the region.

Mr. Fogarty then highlighted the importance of the manufacturing sector in Berks County. In Berks County, manufacturing has a location quotient of 2.04, meaning Berks County has twice the concentration of manufacturing firms than as the country as a whole. He said that Berks County has 500 manufacturing employers and stable employment projections with 32,000 projected jobs in manufacturing by 2025. He said that while manufacturing will continue to remain the largest sector, they are not seeing a lot of job growth. He noted that Berks County and its manufacturing sector has an aging workforce. Currently, 52 percent of workers are age 45 or older, a quarter are 55 or older, and they are now retiring in large numbers. Berks County alone will have to find 7,000 new workers in the manufacturing sector just to replace retiring workers.

Mr. Fogarty explained Berks County's sector-based approach will be necessary to fill positions in the manufacturing sector. They have also used \$100,000 of their WIOA Title I funds for Incumbent Worker Training and last year they used \$50,000 in Rapid Response layoff aversion funds to upskill 105 workers.

Chair Brown asked Mr. Fogarty if there is another sector, besides manufacturing, that is Berks County's focus. Mr. Fogarty responded that Berks County also focuses on construction, health care, social assistance, and, transportation, warehouse, and logistics. Agriculture is a very important legacy industry in Berks County and although it doesn't employ a high number of workers, it has a significant economic and cultural impact in Berks County. Fogarty noted that the region from Lancaster through Berks County and Lehigh Valley along Route 222 has a heavy concentration of a food industry manufacturing, is tied to our geographical proximity to major markets in the East Coast.

Deputy Secretary Amann asked Mr. Fogarty to elaborate on the recovering versus sustaining industry approach, and why Berks County has divided its focus industries in that way. Mr. Fogarty noted that the sustaining industry of health care, provides jobs, but it doesn't have the same kind of economic spin-off effects that wealth and goods-producing industries like manufacturing and construction have. Therefore, by comparison, construction is a smaller industry, but has a higher economic impact. Health care is largely a service industry, so the economic impact stays in the county, compared to construction and manufacturing that bring in resources from outside of Berks County. . are kind of moving around within the county, whereas construction and manufacturing bring dollars in from the outside.

Mr. Eiding asked if the construction industry is more residential or commercial in Berks County. Mr. Fogarty replied that there are not very many large commercial contractors in Berks or the surrounding counties of Chester, Lancaster, or Montgomery. Mr. Fogarty continued that the strongest apprenticeship programs in Berks County, on both the union and non-union side, are in the building and construction trades.

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Chair Brown commented that Lehigh County's logistics industry is experiencing recruiting challenges and asked Mr. Fogarty if Berks County collaborates with Lehigh County on this issue. Mr. Fogarty responded that Berks County does not refer its customers from Reading to the Lehigh Valley. Ms. Nancy Dischinat, Leigh Valley Workforce Development Board, noted distribution centers are now referred to as fulfillment centers, and that the Lehigh Valley recruits workers in this industry from Philadelphia and Southeast Pennsylvania. Ms. Dischinat noted that Amazon, FedEx, and iHerb are collectively recruiting over 3,500 workers. The Lehigh Valley held a job fair for these companies and 705 people attended. Ms. Dischinat also noted they talk candidly with employers about raising their wages to recruit, retain, and create growth opportunities within their workforce.

Mr. Sirianni asked for the average starting salary for an entry level position in the manufacturing and transportation industries, and if fulfillment center positions are temporary and/or seasonal. Mr. Fogarty responded that wages grow outside of Reading and an entry level position in manufacturing ranges from \$15 to \$20 per hour, with transportation starting wages slightly lower. Ms. Dischinat added that fulfillment centers offer full-time permanent employment, and are trying to provide additional benefits to retain workers for an additional year.

Jesse McCree, South Central Workforce Development Board, presented on how they integrated business services across workforce and economic development partners in the region. With eight counties, there are many chambers, PREP partners, and other state and local partners to coordinate. South Central started sharing data on programs and services among these partners, especially with economic development and business partners, while also asking how the Local Workforce Development Board could help them do their business better.

South Central also selected an economic development partner through a competitive process to serve as the one-stop operator of the PA CareerLink® and has added dedicated staff to serve as a liaison between workforce development, economic development, and the business community. The business services team in the PA CareerLink® also works directly with economic development partners, so all their work is done in concert. When the business services team meets with a new business, it includes economic development partners.

Finally, South Central was awarded an Engage! grant through DCED, which provided dedicated resources to implement a fully integrated business services team across workforce and economic development. These resources also support South Central's use of Executive Pulse, DCED's economic development database. With the operator liaising between partners and the integrated business services team, their job placements are more coordinated and improving.

Chair Brown asked how many Local Workforce Development Boards work directly with their economic development counterparts. Deputy Secretary Cipriani responded that all boards do a good job working with their economic development partners.

Cathy Rychalsky, Lancaster Workforce Development Board, presented about Skill Up Lancaster, a new initiative that connects residents of Lancaster County with access to free online courses. The initiative is a partnership between the board, Lancaster Chamber, and Community Action Partnership. They collectively recognized an increasing number of people who could be in the workforce, but needed additional skills to prepare for certain jobs. The platform offers over 5,000 courses to strengthen a

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variety of skills. Ms. Rychalsky played a brief video created by the Lancaster Chamber describing the initiative the business community.

Ms. Rychalsky emphasized that anyone in Lancaster County, job seekers and employers, can access the platform remotely without having to visit the PA CareerLink®. If a specific training is required by an employer, a job seeker can take a course and receive a credential/certification that they are proficient in the Microsoft Suite or program management, for example. Skill Up Lancaster is similar to PA CareerLink® online in that it is a conduit for the Local Workforce Development Board to work with the chamber in connecting with the business community. The local SHRM chapter has also partnered with the board and the school district to use the Skill Up Lancaster platform to identify and address essential skills and trainings. To date, Skill Up Lancaster has issued over 2,800 licenses and participants have completed over 9,500 courses.

Mr. Kunz questioned the method utilized to measure the success of Skill Up Lancaster, and Mr. Eiding follow up asking if Skill Up is focused on specific industries. Ms. Rychalsky responded that the Skill Up approach coordinates WIOA customers and includes eleven different career paths. She also noted that Skill Up is not meant to replace WIOA or PA CareerLink®, but complement existing efforts as an additional resource. It is a great option for individuals that have not been in school or the workplace in a while or may need a skills refresher.

Representative Mackenzie asked if other counties and Local Workforce Development Boards could access and fund this resource. Ms. Rychalsky responded that Skill Up Lancaster purchased this initiative through a Metrix System, with 25,000 online courses. Ms. Rychalsky also recommended that if others explore this platform, including the state, that the PA Department of Education inform the courses offered. People in Lancaster County are taking advantage of this free platform. Mr. Fogarty added that he will be inviting representatives from Lancaster County to present to a committee on this initiative.

Mr. Kratofil applauded Ms. Rychalsky for using Skill Up Lancaster as a way to address the soft skills issue, and asked how an individual identifies their own interests and abilities, develops their own personal career plan, connects that career plan with a high-priority occupation? Ms. Rychalsky emphasized they are adding additional programs for middle and high school students that districts identify could benefit from a plan. The PA CareerLink® asks them about their employment and educational background, identifies transferrable skills, and explores their career interests. Lancaster uses a career navigation model, which is a great way to identify a career pathway and utilize the Skill Up initiative. Lancaster also has career counselors in the field working with students to develop a plan before leaving high school.

Ms. Erica Mulberger, Central Workforce Development Board, requested that if the state pursues a program like Skill Up Lancaster, there should be an education and outreach component so businesses recognize credentials.

Chair Brown asked about funding for K-12 School Guidance Plans (formerly 339 Plans) and the ways they help students pick a career. Secretary Pedro Rivera, PA Department of Education, said the department will launch, under direction from the Governor, the Future Ready PA Index in November. This is a new education accountability tool to identify college, career, and community ready factors by school and district. The index will be a community dashboard with specific indicators, broken down by demographically, so Pennsylvanians can compare performance to other schools and districts. The

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dashboard will also share whether a district has a completed K-12 School Guidance Plans and serve as an enforcement mechanism to ensure these plans are in place.

Secretary Rivera noted these plans will be evaluated for college and career readiness. All students, schools, and districts have access to PA Career Zone, an online interactive tool with career exploration and awareness resources. Secretary Rivera continued that the Future Ready PA Index and its focus on workforce is a point of pride for Pennsylvania, which has the distinction of being the only state in the country focusing on career readiness as early as elementary school. Secretary Rivera emphasized that the Governor is directly involved in this work and career readiness is a priority.

General Public Comment Period

Chair Brown opened the floor for public comment.

Mr. Eiding noted that pre-apprenticeship and registered apprenticeship programs are looking for active outcomes and ensuring that programs prepare participants with the skills they need and connect them with jobs. Chair Brown asked if programs measure job success. Deputy Secretary Cipriani responded that apprenticeship programs track outcomes using the federal RAPIDS system, which includes completion rates but not job connections. L&I is in the process of connecting RAPIDS with the Commonwealth Workforce Development System CWDS), to measure other outcomes like wage increases and co-enrollment with other WIOA programs, but that is scheduled for a future release cycle. Deputy Secretary Cipriani said she would follow up with the board on this initiative.

Secretary Rivera noted the Governor's goal that by 2025, 60 percent of Commonwealth residents will have attained an industry certificate, a two-year degree, or a four-year degree, with a focus on underrepresented communities and those that have not traditionally attained credentials. Secretary Rivera continued that in the past, students selected their pathway in the traditional model of K-12 education and now students are asked to assess their skills and interests. The K-12 School Guidance Plans will integrate these career exploration and awareness activities earlier on, connect these experiences with math, literacy, and science coursework, and align with the career pathways model. This approach will incentivize career and technical education programs, dual enrollment, and expose students to their career options earlier so their learning in school is more relevant to their long-term career interests and success.

Representative Cephas asked if there is a national model we should be looking at and how partners are helping with this process? Secretary Rivera responded that Pennsylvania created this model from K-12 through the higher education continuum. He continued that the state just started focusing on STEM education about two years ago and Pennsylvania is now ranked third in the number of STEM ecosystems nationally.

Secretary Oleksiak added that if you move away from such a strong emphasis on standardized testing, teachers would much rather take their kids to see a career and technical education center, for showing them local manufacturing plants, or what an apprenticeship is like. The K-12 School Guidance Plans are relatively new and it's going to take some time to change the culture of schools, but this is a positive step in the right direction.

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Deputy Secretary Amann added that the Governor has a vision to re-imagine the PA Workforce Development Board and to work across agency, program, and systems to identify funding gaps and break down silos. There is a lot of great existing work happening and we need to do a better job of lifting up this good work. This board is really a cross-sector, cross-agency collaborative of the partners we need to engage around this work, to be a true policy advisor.

Adjournment

Chair Brown thanked Board members for their participation and encouraged member attendance at the February 12, 2019 meeting, as the board will need to approve updated bylaws that require the support of 75 percent of members.

MOTION: Mr. Kunz moved to adjourn the meeting. Ms. Trybus seconded the motion. The motion passed unanimously.

The meeting adjourned 12:18 PM.