

**Quarterly Board Meeting**  
Wednesday, August 15, 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 Pedro Rivera, Deputy Secretary Eileen Cipriani, Denise Andahazy, Tim Bean, Julene Campion, Representative Morgan Cephas, Wendie DiMatteo-Holsinger, Brian Funkhouser, Christopher Hackett, James Harper Jr., Marguerite Kline, James Kunz, Carrie Lenze, Representative Ryan Mackenzie, Henry Nicholas, Jodi Pace, Michael Pipe, Gregg Riefenstahl, JoAnne Ryan, Robert Scaer, Frank Sirianni, John Sygielski, Jessica Trybus, Dionne Wallace Oakley, Matt Yarnell, Carrie Amann on behalf of Secretary Sarah Galbally, David Miles on behalf of Secretary Teresa Osborne, Gwen Ross on behalf of Secretary Dennis Davin, Scott Sheely on behalf of Secretary Russell Redding, Christian Stephens on behalf of Secretary John Wetzel, and Lisa Watson on behalf of Secretary Teresa Miller

**Presenters:** Ronn Cort, President and COO, SEKISUI and Central PA Advanced Manufacturing Industry Partnership; Erica Mulberger, Executive Director, Central PA Workforce Development Corporation (CPWDC),

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

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

Chair Brown called the Quarterly Meeting to order at 10:06 AM.

Chair Brown sought a motion to approve the agenda.

**MOTION:** Mr. Nicholas moved to approve the August 15, 2018 agenda. Mr. Harper seconded the motion. The motion passed unanimously.

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

**MOTION:** Mr. Nicholas moved to approve the May 23, 2018 minutes. Mr. Harper seconded the motion. The motion passed unanimously.

Chair Brown announced the appointments of new Board members: Representative Morgan Cephas; Ms. Carrie Lenze; and, Mr. Gregg Riefenstahl. He also announced that Mr. David Miles from the Department of Aging and Mr. Christian Stephens from the Department of Corrections would be representing the

respective department secretaries on the Board. The new Board members introduced themselves and provided background information.

#### **Chair's Updates – Deputy Secretary's Report**

PA Department of Labor and Industry (L&I) Deputy Secretary Eileen Cipriani provided a brief report based on her report included in the meeting packet. First, Deputy Secretary Cipriani noted Pennsylvania's WIOA Combined State Plan modification, that was approved by the Board at the February 2018 meeting, was approved by the U.S. Department of Labor (U.S. DOL).

Next, Deputy Secretary Cipriani said L&I, in partnership with several other state agencies, applied for and received a \$5 million U.S. DOL Opioid National Health Emergency Dislocated Worker Demonstration Grant. The grant will be disbursed to four areas: two in the southwest, Philadelphia, and the central region. Deputy Secretary Cipriani highlighted four ways the grant funds will be used to: connect PA CareerLink® services with Centers of Excellence at the Department of Human Services (DHS); develop a community resource navigator app that highlights service providers based on location; support trainings to enhance the number of recovery specialists; and work with the Department of Community and Economic Development (DCED) to educate and engage businesses in hiring individuals that have been through the recovery process.

Deputy Secretary Cipriani then highlighted Pennsylvania workforce performance measures. She said that Pennsylvania has surpassed its currently negotiated performance levels for Title I and Title III WIOA funding.

Deputy Secretary Cipriani provided an update on the workforce system rebranding campaign. On August 10, Pennsylvania's JobGateway website and URL was changed to [www.pacareerlink.com](http://www.pacareerlink.com) to align with rebranded PA CareerLink® centers. To highlight the new PA CareerLink® name, L&I engaged in a 12-week rebranding campaign using a variety of mediums and audiences.

Lastly, Deputy Secretary Cipriani highlighted the State and Local Internship Program. This year, the program awarded \$3 million to provide internships for 700 students at 360 businesses across Pennsylvania. Participating businesses also engaged with other PA CareerLink® services.

#### **Chair's Updates – New PA WDB Executive Order**

PA WDB Director Allison Jones informed the Board that on July 11, 2018, Governor Wolf signed an Executive Order updating the duties and responsibilities of the Board. The new Executive Order outlines the Governor's strategic vision for workforce development, conforms the Board's duties and responsibilities to the Workforce Innovation and Opportunity Act, and adds the secretaries from the departments of Aging and Corrections. Ms. Jones said the Executive Order also includes an enhanced accountability structure of how the Board works across commonwealth agencies and the workforce development system. The Executive Order elevates the significance of the Board and its role around interagency coordination and alignment by recognizing that workforce development is an issue that touches many programs and services in a variety of agencies.

#### **Chair's Updates – Meeting Dates**

Ms. Jones said to act on the PAsmart initiative in a timely manner, the next Quarterly Meeting has been moved to October 23, 2018. Additionally, Ms. Jones provided the meeting dates for 2019:

- Tuesday, February 5

Pennsylvania Workforce Development Board  
Meeting Minutes – August 15, 2018

- Wednesday, May 1
- Tuesday, August 13
- Wednesday, November 6

All meetings will take place from 10:00 AM to 2:00 PM at the Pennsylvania School Boards Association, 400 Bent Creek Boulevard, Mechanicsburg, Pennsylvania 17050.

**Committee Updates -- Continuous Improvement**

Brian Funkhouser, Chair of the Continuous Improvement Committee, said the committee met by phone on July 16, 2018. The committee's name was changed from Performance and Accountability and the committee's focus was broadened to include performance and accountability, system modernization, digital strategies, data sharing, and data management. Additionally, Mr. Funkhouser said the Digital Strategies Subcommittee will report to the Continuous Improvement Committee.

Mr. Funkhouser noted that Goal 5.7 of the WIOA Combined State Plan calls for the development of a dashboard to track progress on the implementation, which the committee will focus on. The key objectives of the dashboard are identifying key metrics of the plan, establishing a timeline with cost effectiveness in mind, engaging stakeholders to get feedback, and focusing on the user experience and accessibility. He said the goal is to have the dashboard live by 2019.

Mr. Funkhouser asked Ms. Jones to provide an update on co-enrollment. Ms. Jones said the commonwealth participated in a state-to-state peer learning experience around the WIOA priority of co-enrollment, or enrolling customers in more than one WIOA Core Program. Examples of co-enrollment include:

- A customer may want assistance with training and completing high school, so the customer can be enrolled in both Title I Adult and Title II/Adult Basic Education.
- A customer may want assistance with training and have a disability, so the customer can be enrolled in both Title I Adult and Title IV Vocational Rehabilitation.

As part of the cohort, Ms. Jones said Pennsylvania learned best practices from other states and developed a Co-enrollment Action Plan. The Action Plan includes action items in three general areas:

- Coordinated Inter-Agency Policy Development: State agencies are coordinating on all workforce development-related policies. State provides co-enrollment guidance and best practices to local partners.
- Cross-Training and Professional Development: Workforce development staff have a basic understanding of all workforce programs so they can easily identify co-enrollment opportunities.
- Data Collection and Sharing: Workforce development staff and programs can share case management information, and effectively refer customers across the system.

To close, Mr. Funkhouser said the committee will meet monthly.

**Committee Updates – Career Pathways and Apprenticeship**

Ms. Julene Campion, Chair of the Career Pathways and Apprenticeship Committee, said the committee met for the first time by phone on August 13, 2018. She said the main goal for the first conversation was to start developing shared language, shared definitions, and a common understanding of career pathways.

Ms. Champion said the committee also discussed the need to create a shared definition for career pathways for the entire Commonwealth of Pennsylvania. The committee would like to engage local stakeholders to gauge what career pathways programs currently exist across Pennsylvania and create a repository to help identify best practices.

Representative Ryan Mackenzie thought the first committee meeting was very productive. He emphasized the need to create a repository for all types of programs, not just career pathways, in Pennsylvania. He said this would help with PAsmart and other upcoming grant programs to help fill in the gaps or expand successful programs. Deputy Secretary Cipriani said there is funding set aside to do surveys of pre-apprenticeship and career pathways programs in all the local areas.

### **Committee Updates – Industry Partnerships and Employer Engagement**

Dr. John Sygielski, Chair of the Industry Partnerships and Employer Engagement Committee, said the committee provided input on the draft Next Generation Industry Partnership statewide metrics and an employer engagement survey. The Next Generation Industry Partnership statewide metrics are what local partnerships will be required to report to the commonwealth. Gathering this information will help the commonwealth measure impact and effectiveness of partnerships statewide to share with stakeholders and policymakers.

Dr. Sygielski then said that PA WDB staff developed an employer engagement survey to gather information from PA WDB members on hiring practices and use of the Pennsylvania workforce development system. Once finalized, the survey will be sent to the Board to complete. The committee provided feedback on the metrics and survey, both of which are in the briefing book addendum.

### **Committee Updates – Youth**

Mr. Jim Kunz, Chair of the Youth Committee, said the committee is current supporting a survey by the Keystone Research Center on the state of pre-apprenticeship in Pennsylvania. The survey involves interviewing currently registered pre-apprenticeship programs and connecting with Pennsylvania's 22 local workforce development boards on their pre-apprenticeship work. Mr. Kunz said the final report will be available later in the year.

Mr. Kunz said the committee is also looking to create a statewide definition for career readiness. The committee agreed that there needs to be a standard of what it means to be career ready and will work with stakeholders to create this definition.

Mr. Kunz closed by informing the Board that state staff would be participating in the PA Workforce Development Association Symposium in early October with a session focused on the best practices of Youth Committees across the local workforce development boards. Mr. Kunz was hopeful this session would provide ideas for area of focus for the committee moving forward.

### **Committee Updates – Healthcare Workforce Ad Hoc**

Matt Yarnell, Chair of the Healthcare Workforce Ad Hoc Committee, said the committee is focused on several issues, including stagnant wages for direct care workers and increased demand for quality care at home or nursing homes.

PA WDB staff provided committee members with an overview of background research including:

Pennsylvania Workforce Development Board  
Meeting Minutes – August 15, 2018

- Direct care worker definition from the Long-Term Care Council at the Department of Aging;
- Information on the 5 occupation titles recognized by the Center for Workforce Information and Analysis (CWIA) as direct care workers;
- Direct care workers efforts taking place across the county in five areas: wages, benefits, and workforce supports; financing; recruitment, training, and career advancement; workforce data collection and analysis; and, stakeholder engagement; and
- Successful tuition assistance programs.

Mr. Yarnell said the committee will meet in in-person on September 26, 2018. The committee will explore the need for flexible funding sources to help address training needs for direct care workers. The committee will also review recommendations around direct care workers that were made by the Pennsylvania Center for Health Careers, which no longer exists. Lastly, Mr. Yarnell said the committee will explore recommending the re-establishment of the PA Center for Health Careers.

Chair Brown asked if the committee will explore reforms since individuals that were formerly incarcerated are not eligible to work in many healthcare jobs. Mr. Yarnell said the committee will explore this issue.

Ms. Campion asked if the committee is just looking at long-term care or all healthcare. Mr. Yarnell responded that the committee is open to focusing on all healthcare, but currently has a focus on direct care workers. Ms. Campion thanked Mr. Yarnell for the clarification and said she thinks the work will intersect with the career pathways system and committee work.

#### **Committee Updates – Re-entry Ad Hoc**

Chair Brown said the goals of the Re-entry Ad Hoc Committee are to accelerate returning citizens' re-entry into the workplace and address barriers to employment. Given broad bipartisan support for this issue, the committee has a unique opportunity to move this work forward. Chair Brown noted that businesses are also enthusiastic about this work and Gene Barr, President of the Pennsylvania Chamber is a member of the committee and ready to help pitch solutions to the business community.

Chair Brown said the committee will focus on taking a statewide approach to re-entry given that returning citizens move all around the state and returning from the federal, state, and local systems, which sometimes do not communicate with and work together. Chair Brown said the committee discussed several policy ideas, including expanding the clean slate legislation, better data sharing, and engaging employers around returning citizens.

Several committee members noted the Re-entry Ad Hoc committee is not the only statewide initiative on re-entry. The Attorney General's Office has the Pennsylvania Statewide Re-entry Coalition, which has a subcommittee focused on employment. The committee will reach out the Attorney General's office to explore collaborating and aligning these similar initiatives.

#### **PAsmart Competitive Grant Program**

Carrie Amman, Deputy Secretary of Policy and Planning at the Governor's Office, provided an update on the Governor's PAsmart initiative. Deputy Secretary Amman said PAsmart was developed in response to the Middle Class Task Force findings. PAsmart is a strategic, new approach to education and workforce development to help Pennsylvanians develop the skills and abilities they need to obtain a quality job, help businesses recruit skilled workers, and foster economic growth. PAsmart has four goals:

1. Transforming interagency collaboration around education and workforce development
2. Improving coordination of public education and workforce development services and funding
3. Strategically investing resources in areas of opportunity
4. Creating successful outcomes for Pennsylvania students, workers, and businesses

The 2018 Enacted Budget includes \$30 million for Governor Wolf's PAsmart initiative. The funding is broken into three areas: \$20M for Computer Science and STEM Education (new); \$7M for Registered Apprenticeship and pre-apprenticeship (new); and, \$3M for Next Generation Industry Partnerships (increase).

Deputy Secretary Amman continued by saying the recent Executive Order ensures the Board serves as the key policy advisor to the Governor on workforce development issues. While PAsmart will be a collaborative effort across agencies, she said the Board will lead the implementation of PAsmart and Board members will help define funding priorities for PAsmart competitive grants. PAsmart funding will be focused on innovative ideas around best practices, address funding gaps, and supplement what already exists. Deputy Secretary Amman said the PAsmart Ad Hoc Committee will allow board members to provide input and funding recommendations.

Chair Brown said the PAsmart Ad Hoc Committee will come back to the full Board with recommendations at the October 23, 2018 meeting.

Wendie DiMatteo-Holsinger said that breaking down silos is critical. She also said that the benefits cliff is a real issue for many people collecting participating in public programs and that accepting a job at a non-family sustaining wage may cause them to be ineligible for benefits. Lisa Watson, Deputy Secretary for the Office of Income Maintenance at DHS said the department is reviewing policies impacting the Supplemental Nutrition Assistance Program (SNAP) to minimize the benefits cliff.

Jodi Pace asked for clarification around the Board's role with PAsmart. She asked if the Board would be setting the criteria for the competitive grants or actually selecting the awardees. Chair Brown clarified the committee would focus on how to prioritize investments and evaluate grant applications, not select awardees. Deputy Secretary Amman echoed Chair Brown's statement.

### **WIOA Combined State Plan Waivers Overview**

Dan Kuba, Director of the Bureau of Workforce Development Administration at L&I, provided an overview of WIOA Combined State Plan waivers. Waivers allow the commonwealth to take a look at the overall federal statute, seeing what does and does not work, come up with an idea or a plan for change, and get approval from the federal government to create additional flexibility for states to implement the WIOA law in different ways. Waivers are important for the Boards because waivers involve policy changes, which committees can explore.

Mr. Kuba highlighted two waivers the commonwealth is currently exploring.

#### **1. Waiver to allow Individual Training Accounts (ITAs) for In-School Youth (ISY)**

WIOA Title I-funded ITAs are the main mechanism fund occupational training for eligible WIOA Adult, Dislocated Worker, and Out-of-School Youth customers. L&I submitted a waiver to U.S. DOL to allow for the use of ITAs for In-School Youth customers to increase the pipeline of talent

into the workforce, particularly in occupations requiring less than a four-year college degree, and to address increased demand for workplace training that incorporates occupational training. This waiver will accelerate In-School Youth transitions into the workforce.

**2. Waiver to allow WIOA statewide funds to support local areas impacted by a qualifying disaster event**

When a disaster or emergency occurs, L&I can provide disaster safety and clean-up assistance using federal disaster grants. There are often significant time delays before the grant funds allocated and grant limitations slow down disaster recovery efforts (e.g. requirement to use certain WIOA eligible participants for disaster recovery efforts). L&I is exploring a waiver to use WIOA statewide funds already allocated to local areas, instead of federal disaster grants, to respond to disasters. The waiver would also expand the allowable participants beyond WIOA requirements. This waiver will accelerate L&I's ability to respond to disasters using workforce resources.

Mr. Kuba said the first waiver was submitted address a local need to get more young talent into the workplace. He said the second waiver is focused around natural disasters. On the federal level, Pennsylvania can apply for National Dislocated Worker grants for natural disasters to support cleanup efforts. Since this grant process can take up to six months, the waiver will allow Pennsylvania to release resources much sooner. Typically, National Dislocated Worker grant funds are for dislocated workers only, but the waiver would also expand eligibility to any adult ready and able to work. Mr. Kuba closed by noting this waiver is currently posted on L&I's website for public comment.

Representative Morgan Cephas asked if the National Dislocated Worker grants are only available for natural disasters that take place in Pennsylvania. She referenced Hurricane Maria in Puerto Rico and the number of dislocated workers that have come to Pennsylvania. Mr. Kuba replied that under this program, the disaster must occur in Pennsylvania.

Chair Brown asked how long waivers last and if they expire. Mr. Kuba replied that once waivers are approved by the federal government, they are built into future modifications of the State Plan. Chair Brown asked is there is a repository of waivers received by other states. Mr. Kuba replied that there is a catalog of waivers on U.S. DOL's website and Pennsylvania routinely monitors waivers received by other states.

Secretary Pedro Rivera said in response to natural disasters, such as Hurricane Maria, where displaced families are coming into the commonwealth, there are opportunities to leverage resources and work across agencies. He informed the Board there is work underway and there would be funding available soon made available to families displaced by Hurricane Maria through school systems.

**Next Generation Industry Partnership Presentation**

Dr. Sygielski introduced guest presenters Mr. Ronn Cort and Ms. Erica Mulberger, to provide an update on the Central PA Advanced Manufacturing Industry Partnership.

Ms. Mulberger said the central workforce development area is a nine-county region covering central Pennsylvania and is the largest geographic local workforce development area in Pennsylvania. She said CPWDC convenes two partnerships in the region in manufacturing and healthcare. CPWDC has embraced Next Generation Industry Partnerships because its mission aligns perfectly with the model of

regional coordination and cross-sector alignment of economic development, education, and workforce development.

Ms. Mulberger said she likes the business-driven model of Next Gen as businesses lead the partnership as opposed to public partners. Instead of public partners telling businesses what services are available in the region, business sets their own agenda. Their manufacturing partnership launched in January 2018 and the healthcare partnership in March 2018. Both partnerships share some of the same public support partners. The public partners are tailoring their work separately for each partnership. Ms. Mulberger then introduced Mr. Ronn Cort.

Mr. Cort said SEKISUI is an \$11 billion Japanese chemical company with a plant in Bloomsburg, PA. Mr. Cort said he established SEKISUI's Pennsylvania location in 2012 with clear direction to relocate the business out of Pennsylvania. He was given a year and a half to figure out how to move the business. After working in Pennsylvania, Mr. Cort said he informed his superiors in Japan that under no conditions should they move the company out of central Pennsylvania, as the people of central Pennsylvania were the best he had ever worked with. He said SEKISUI is now expanding in Pennsylvania and will be investing \$24 million in the plant this year alone.

Mr. Cort said the Next Generation Industry Partnership allows businesses to get together in the same room and identify common themes and priorities. He said it is less about the specific issues manufacturers have, and more about the cultures of their businesses and communities and how they build an environment where they are not just giving people jobs, but creating careers.

In his role as a business champion, Mr. Cort recruits other manufacturers in the region to get involved and stresses the collective impact of growing business membership. Mr. Cort noted manufacturers are action oriented and that members of the partnership walk out of each meeting with a clear list of action items and motivation to accomplish their checklist.

Mr. Cort is involved in two action teams for the partnership. One is focused on promoting manufacturing careers. The action team is exploring strategies to improve the perception of manufacturing careers in the region and get the youth interested in pursuing manufacturing careers. Through the partnership, SEKISUI benefited from the L&I Educator in the Workplace grant, and was able to host teachers in their facility within two weeks. Three weeks later, Mr. Cort said they had educators from 15 schools in the area tour the facility and gain an understand of what manufacturing jobs mean and what skills they need to start developing in their schools. To emphasize how this can turn to action, Mr. Cort said SEKISUI was able to donate old 3D printers no longer in use to these schools for use in the classroom.

Mr. Cort said another benefit of the partnership has been understanding what other manufacturers in the region produce. SEKISUI is building out a 360,000 square foot manufacturing facility. By getting to know other companies in the area, Mr. Cort provided a list of preferred vendors involved in the partnership to the general contract to use for materials in the construction of the facility.

Mr. Cort said best practice sharing has also been an important part of the partnership. SEKISUI exports products to 33 countries. Some smaller businesses in the partnership were interested in exporting products but did not know how. Mr. Cort connected those businesses with his export group and share the knowledge with them.



Mr. Cost said he has been involved with many partnerships over the years but this has been the most responsive initiative he has ever experienced. He told the Board he is extremely excited about the potential and amazed by the result after only seven months.

Ms. Mulberger said Geisinger, represented by Ms. Campion on the Board, is involved in the healthcare partnership. Ms. Campion said Ms. Mulberger has been an amazing partner and made it very easy for the chief administrative office of Geisinger to be a business champion for the partnership. She said the public support team has been great in helping business define very clear actions for the partnership including increasing broadband access in the region, transportation issues, and the recruitment and retention of workers. She said the partnership has been very easy to work with and praised Ms. Mulberger for her work as the convener.

Deputy Secretary Amman asked Mr. Cort for the most important issues the partnership and his company need to focus on going forward. Mr. Cort replied soft skills education and having a plan for workers at the end of their careers.

Chair Brown thanked Mr. Cort and Ms. Mulberger for their presentation and said it is exciting to see a company like SEKISUI expand in the Pennsylvania.

#### **Next Generation Industry Partnership Statewide Metrics**

Dr. Sygielski asked Deputy Secretary Cipriani and Gwen Ross from DCED to provide background information on the development of statewide metrics for Next Generation Industry Partnerships.

Deputy Secretary Cipriani said starting in December 2017, a cross-agency state team met to develop proposed statewide metrics for Next Generation Industry Partnerships. The cross-agency state team developed a list of priority indicators of success based on three impact categories: impact on employers, impact on workers, and impact on public programs. In June 2018, draft statewide metrics were presented to a workgroup comprised of Next Generation Industry Partnership conveners from across the commonwealth. The workgroup provided feedback on each indicator, including the value, practicality, and best mechanism for measurement.

Ms. Ross said with input from the workgroup, the cross-agency state team updated the metrics and priority indicators of success were reorganized into four categories to align with the program's emphasis on cross-sector and cross-agency collaboration: workforce, economic development, education, and, partnership engagement. On August 13, The Industry Partnership and Employer Engagement committee weighed in on the metrics. She noted that an updated metrics document was provided in the meeting addendum. The workgroup will engage a second group of local conveners will be engaged for a final round of input. The Industry Partnerships and Employer Engagement Committee will review the final metrics and make a recommendation to the full Board in October.

Dr. Sygielski asked for any feedback from the Board. Dionne Wallace Oakley liked that the metrics included an indicator for total compensation as opposed to just base salary.

Representative Cephas asked how often partnerships will report on the metrics. Dr. Sygielski said partnerships will report annually.

Pennsylvania Workforce Development Board  
Meeting Minutes – August 15, 2018

Ms. Campion thought some of the indicators would also apply to other committees like the Career Pathways and Apprenticeships Committee. She said it would be important for the Board to start identifying shared metrics across all committees. Dr. Sygielski agreed and said that would be useful to reference when developing the framework for the PAsmart initiative.

**Public Comment**

Chair Brown opened the floor for public comment.

Mr. Bill Stauffer, Executive Director of the Pennsylvania Recovery Organizations Alliance, the drug and recovery organization of Pennsylvania offered public comment. Mr. Stauffer said Pennsylvania was recently awarded a \$5 million grant from U.S. DOL to provide reemployment services for individuals impacted by the health and economic effects of widespread opioid use, addiction, and overdose. Mr. Stauffer used his time to make the Board aware of the Pennsylvania Recovery Organizations Alliance as a resource for those grants funds.

Chair Brown thanked Mr. Stauffer for his comments.

**Adjournment**

Chair Brown thanked Board members for their attendance.

**MOTION:** Mr. Nicholas moved to adjourn the meeting. Ms. DiMatteo-Holsinger seconded the motion. The motion passed unanimously.

The meeting adjourned 12:12 PM.