

STEEL VALLEY AUTHORITY

2017-18 IMPACT REPORT



SEWN

Continuing to
Save Jobs Across
Pennsylvania

HEARTLAND
Educating the
Next Generation
of Responsible
Investors



SVA

Influencing
Industrial Policy

SVA

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Steel Valley Authority

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EXECUTIVE SUMMARY

TOM CROFT, EXECUTIVE DIRECTOR



Pittsburgh Strong: Our Work Continues Across Pennsylvania and America's Heartland

In 2017-2018, the Steel Valley Authority (SVA) succeeded in bringing a new level of national attention to its good works, having co-launched an amazing collaboration with the Century Foundation. This two-year policy and research initiative included a series of "Heartland Road Shows," including Pittsburgh, focused on how to revitalize Midwest manufacturing communities.

We convened "listening summits" with 700-800 national and local leaders, including former Vice President Joe Biden, three U.S. Senators, one Congresswoman, one state treasurer and an industrial union president. In the end, we designed a set of bottoms-up, sustainable industrial policies that we are sharing on a bi-partisan basis with the US Congress and newly emerging state governors.

Many of these strategies have come right out of the "playbook" of the SVA and our partner programs, and this 2017-18 Annual Report highlights this work. A critical distinction in this body of work is that it calls for policies, capital and programs to help communities left behind.

Founded in 1985-86 by the City of Pittsburgh and 11 Mon Valley communities after industries left town, the SVA is the only special purpose regional jobs authority chartered in the US. We never forgot our original charter to fight for policies that revitalize the region and put blue-collar and all-collar workers (left out of the recovery) back to work.

We may have adapted to the times, but our principles remain the same. Today, the SVA is a national thought-leader in saving jobs, investing responsibly and rebuilding sustainable communities.

EXECUTIVE SUMMARY

TOM CROFT, EXECUTIVE DIRECTOR

Saving Jobs: Through SEWN, the SVA has saved over 1,100 small businesses and 26,000 jobs, part of our commitment to a strong, advanced, manufacturing base that is the foundation of a robust industrial commons;

Investing Responsibly: Through our Heartland Network, the SVA has helped to design and promulgate responsible investment policies that drive innovative investments in the real economy;

Building Sustainable Communities: Through various initiatives, the SVA has worked for a more sustainable, democratic economy that supports healthy communities and alternatively-owned enterprises.

And speaking of playbooks, we are announcing the release of a new *Layoff Aversion Playbook*, written by SVA staff, that updates the original book commissioned by the U.S. Department of Labor (DOL) in 2002. This follows on the new books and chapters we've published or penned in recent years on responsible investment and a more fair economy.

All of this good work has opened the door to a conversation about more durable, sustainable economic policies and solutions, including not only investment in advanced manufacturing but also the productive economy: infrastructure, renewable energy and the clean economy.

There is still much work to do. After innumerable manufacturing recessions and other job losses, the inevitable collateral damage to the working class has affected all working families. Unfortunately, there has been an unmistakable shift in our society towards intolerance and violence. We certainly don't understand all of these ugly trends, but Pittsburgh's Jewish community was attacked as a result. We share our deepest condolences with the families and friends who tragically lost loved ones. We must ensure what we leave to the next generation is a world where there is no divide, where we are stronger than hate. At SVA, we make our own promise to continue fighting for a just world.

In closing, I would like to thank the staff, boards, sponsors and "Friends of the SVA" who supported us and made our work possible. Our small team would not have been able to build what we've built without your support.

This report aims to describe the difference that the SVA has made in people's lives in 2017-18, to reflect on our ongoing canon of good works and to look to the exciting year ahead.

Financial and Organizational Highlights

SVA has grown steadily and we expect to grow even more in the future. We have managed over \$22 million in revenues since 1986, and channeled millions of more dollars to small businesses and communities during that time. In 2018, the SVA Board approved an annual budget of \$1.7 million, our best to date.

We maintained a core staff team of ten employees and a steady cadre of three SEWN consultants and one Heartland advisor for 2017-18, in addition to as-needed advisors (and a new Coro Fellow). Here are the SVA's financial and organizational highlights:

Jobs Program: The SVA won a competitive three-year RFP for the Strategic Early Warning Network ("SEWN"), which provides our primary layoff aversion funding from the Pennsylvania Department of Labor and Industry ("DLI"). For 2018-19, the SVA received a grant of \$1.5 million. We also continued a subcontract with the Southern Alleghenies PA Defense Transition Partnership Initiative for \$36,000.

In 2018, SVA staff provided an introduction to layoff aversion training (LATTE) to labor and manufacturing leaders, along with local, state and federal officials of Chicagoland for \$2200. The SVA hopes to provide, in 2019, an ongoing training initiative to stand up a layoff aversion system, along with an ownership transition program.

Capital Program: The SVA's responsible investment program, Heartland Capital Strategies ("HCS"), raised \$175,000 for 2018, primarily from responsible investment firms and unions. The increase in funding came about due to a special grant from PNC Bank and the continuation of the new Labor-Capital Fellowship program at Georgetown University.

THE NUMBERS

\$980

Cost to Pennsylvania for
each job saved by
the SEWN Program

\$175K

Sponsor Funding for the
Heartland Program
in 2018

\$45M

Five-Year Cost Savings to
Pennsylvania in
Unemployment Costs

\$1.5M

Funding from PA Department
of Labor & Industry for
the SEWN Program

SAVING JOBS

SEWN

MISSION & VISION

SEWN saves Pennsylvania manufacturing jobs and communities by offering layoff aversion services to stabilize, restructure, turn-around or attract buyers for at-risk small to medium sized companies.

SEWN plans to remain the national gold standard of state layoff aversion programs as measured in the number of Pennsylvania jobs saved for dollars spent.



Originally commissioned by the PA Department of Labor and Industry in 1993, SVA's Strategic Early Warning Network (SEWN) provides layoff aversion services, a critical component to the state Rapid Response program. SVA built this early warning and job retention infrastructure system which relies on a unique public/private information system, quality programming, public awareness, and professional staff and consultants.

With our main office in Pittsburgh and branches in Harrisburg, Bethlehem, Philadelphia and Erie, SEWN provides complimentary turnaround services to small-medium sized manufacturers across our Commonwealth. Regional advisory board members hail from bi-partisan business, labor and community stakeholders as well as former clients to provide guidance for the SEWN field offices.

SVA and the SEWN program work to meet the needs of layoff aversion by:

- Participating in ongoing engagement and relationship building with businesses
- Establishing partnerships with economic development at all government levels
- Partnering or contracting with business-focused organizations
- Engaging in proactive measures to identify needs in growing sectors or expanding businesses

SAVING JOBS

SEWN

Often described as the “most cost-effective layoff aversion program in the country”, SEWN continues to produce results. The nationally acclaimed model has been recognized by the US Departments of Labor and Commerce, the US Economic Development Administration (EDA) and the National Governor’s Association, and numerous other federal and state agencies



SEWN

Over the last five (5) years, SEWN has saved jobs at an average of \$914 per job saved. More than 7,000 manufacturing jobs were saved during this time, saving the Commonwealth more than \$45.4 million in Pennsylvania Unemployment Compensation benefits.

2017-18 Positive Economic Impact

Labor Income	\$ 297,666,064
Value Added	\$ 488,975,469
Output	\$1,254,392,565

2017-18 Positive Jobs Impact

Direct:	1,477
Indirect:	1,426
Induced:	1,350
TOTAL:	4,253



SAVING JOBS

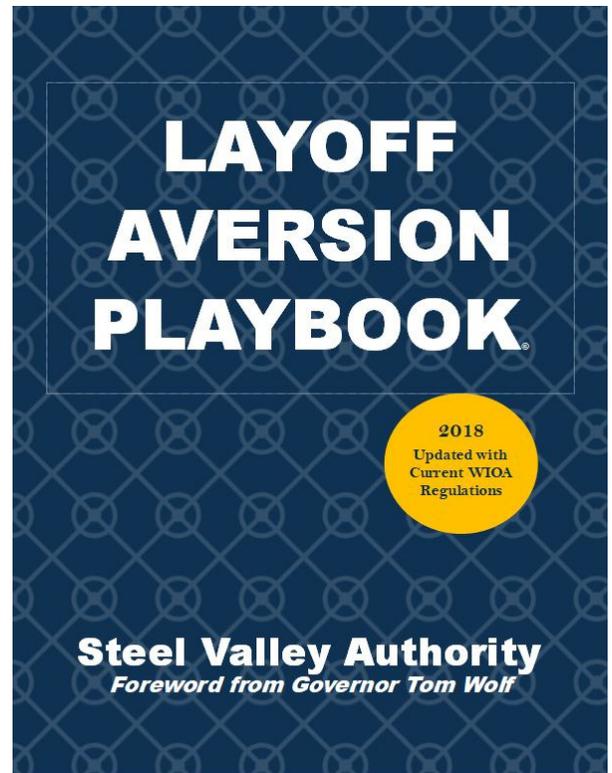
SEWN OUTREACH

Over the last year, our SEWN program has been involved in numerous initiatives statewide. The establishment of Manufacturing Alliances allow us to assist manufacturers across the state in coming together for networking, outreach, and educational sessions. Involvement in Manufacturing Day activities gives us the opportunity to educate the next generation on the benefits of entering the trades.

We also undertook the task of updating our nationally published *Layoff Aversion Playbook* to reflect changes in WIOA, best practices, and examples of other states implementing layoff aversion programs. This updated version will be published in early 2019.



Manufacturing Day
Erie County



Manufacturing Alliance, Westmoreland County



Talent Pipeline Symposium
Bucks/Montgomery Counties

SAVING JOBS

SEWN SUCCESS STORIES

Below is just a sample of the more than 1400 jobs saved in Pennsylvania this year by SEWN. Read more on the following pages about our greatest success stories from the 2017-18 program year.

Structural metals, Erie PA

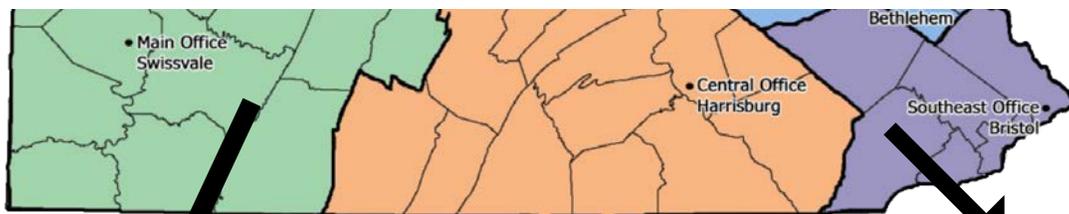
SEWN provided a market navigational audit and research to allow the organization to diversify into new segments

Wood working company, Northeast PA

SEWN helped the company develop a cash management system, implement a new marketing program gaining new clients, and ultimately hired additional employees



SEWN provided thousands of free consulting hours during this past year



Machine shop, Western PA

SEWN assisted the organization with restructuring their finances allowing for ventures into new product development

Footwear manufacturer, Southeast PA

SEWN worked with the company on succession planning, market research, and strategies to rebrand the organization

Plastics Manufacturer, Central PA

SEWN successfully found operational efficiencies and areas to work on within the corporation to stabilize operations and financial footing.

SAVING JOBS

SEWN SUCCESS STORIES

A New Generation Takes the SOLO Reins



Business re-invention is a nice phrase to use when telling a company that an organizational upheaval is required in the near future. Even after 30+ years of steady success in the custom orthotics marketplace, SOLO Labs Inc. of Kutztown knew the old way of doing business was rapidly coming to an end.

However, what to do about it and how to begin making the required changes was proving to be a daunting challenge. After an initial meeting with SEWN, the magnitude of the re-invention moved from improbable to very possible with the leadership team on board.

As true with many medical products, control of the revenue flow is leaving the hands of the medical professionals and moving to the digital power of consumers. Companies who have spent many years responding to the demands of a doctor's office staff have seen a rapid shift to website searching by the end user. Consumers who had previously enjoyed generous reimbursements from insurers are facing larger co-pays or reimbursement elimination altogether. The customer's need for custom products is still there but the shift to online shopping is driving a whole new product and service channel for manufacturers.

SAVING JOBS

SEWN SUCCESS STORIES

The business focus shift of not selling to medical professionals but going directly to the consumer is significant, and SOLO used an entire menu of SEWN services to begin this journey. The SEWN representative provided analysis and recommendations on succession planning, organizational restructuring at the executive level, strategic planning, sales & marketing modeling for inbound marketing concepts, raising brand-awareness, operations and process flow improvement, and financial restructuring for direct to consumer communications.

SOLO CEO, Lindsay Szejko, summed up the journey with SEWN best when she said, "Our Dad, Barry Sokol, started SOLO back in 1983 with the mission to serve others, love others. Over the years we have made changes and tried to stay ahead of what is happening in the industry. Gradually our team became too focused on day-to-day things and we stopped growing."

"Working with SEWN helped us take an honest assessment of our situation and get a handle on where we wanted to go and how best to get there. It allowed us to plan for growth and dream big. The strategic plan we created allowed us to shift our vision to direct to consumer selling. It also required us to make changes in our corporate structure and redesign the way our products flow through the business."

"Having an outsider with experience and new perspective was invaluable. Our young leadership team is very ambitious, motivated and driven but no one had the experience or confidence in committing to where we were headed. We had the privilege of working with Greg Olson who encouraged, challenged and stretched our team to believe things we never thought possible. I highly recommend working with SEWN. The help and guidance Greg provided us allowed us to make changes quickly and on the growth path. We are so excited about the future of SOLO and carrying the legacy beyond our generation. Thank you Greg and SEWN!"

SEWN services also included Executive Coaching for the leadership team. When numerous roles change all at once, the ability to communicate effectively is critical. Collaborative job descriptions and thoughtful guidelines helped pave the way to a smooth transition. SOLO President, Jaimyn Westenhofer, added her thoughts on SEWN involvement. "We are blessed to have been able to work with SEWN and Steel Valley Authority. Greg's expertise was apparent early on and he treated us and our company with professionalism and respect. He provided honest feedback and his attentiveness was unfailing. I would highly recommend his services to other companies that are looking to advance in the marketplace."

SAVING JOBS

SEWN SUCCESS STORIES

Zeyon is a small, family-owned manufacturing company in Erie County. The engineering and manufacturing firm of custom fabricated metal products engaged SEWN to assist with its succession planning to transfer ownership from the father to the daughter and son-in-law.



Once SEWN evaluated the company, it found that Zeyon was experiencing a number of weaknesses including weak competitive position in the marketplace and identifying new target markets to penetrate into beyond their core business. These difficulties needed to be addressed prior to a smooth transfer.

SEWN encouraged the company to participate in a one-day Navigational Situation Assessment™ to determine the current state of affairs within the company and brainstorm solutions to any roadblocks. SEWN also consulted with the company regarding a new market research and diversification plan, provided information on becoming WOBE certified and information regarding hiring veterans.



SEWN assisted the company in finding a source to conduct a free energy assessment to improve cash flow and provided assistance in navigating the government contracting process.

Zeyon is now stronger than ever, with the transition in their rear view mirror, WOBE certification and market diversification. The company has grown from 18 employees to 22 employees, and is poised to continue as a productive and vital part of the region's economy into the next generation.

SAVING JOBS

LATTE TRAINING

This past year, Tom met with regional thought leaders, manufacturing partners, and Senate and Congressional staffers in Chicago, Illinois to provide the best practices used by our SEWN program.

Covering the basics of our strategic early warning network, Tom shared how these practices have saved over 20,000 manufacturing jobs since its inception in 1993. He detailed how the SEWN initiative works as well as our LATTE training and Heartland program.

Guests in attendance at the presentation included staffers from Illinois Senator Dick Durbin's office, Rep. Jan Schakowsky and Raja Krishnamoorthi's offices.

One issue all attendees shared is supporting the manufacturing industry in Chicago. As in Pennsylvania, they recognize the unmatched potential for the manufacturing sector to create high-wage jobs, improve the overall economy, and advocate for responsible stewardship of the environment.



INVESTING RESPONSIBLY

HEARTLAND CAPITAL STRATEGIES (HCS)

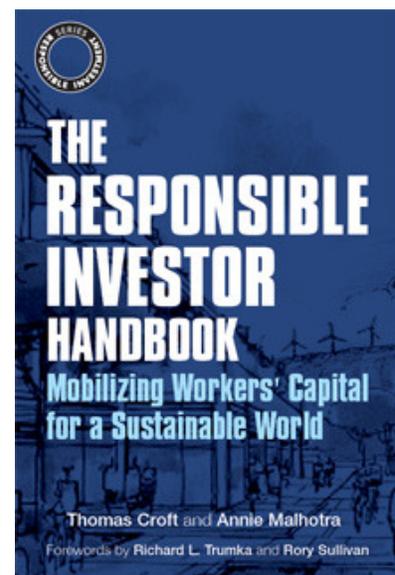
Heartland Capital Strategies (HCS) fosters a Community of Practice for responsible investments. We are growing a national labor/capital network to rebuild our cities, renew our industrial commons, grow the clean economy and make the “boss” more accountable. Heartland’s members are pioneers in capital stewardship and corporate governance, and they have been on a long-term quest to mainstream and strengthen responsible investments in the real economy.

Heartland’s Mission: To mobilize responsible investments by capital stewards in the real economy, achieving competitive financial returns and positive ESG impact. Heartland’s achievements fall into four main categories: thought leadership, education, field work, and communications.

THOUGHT LEADERSHIP

Tom Croft and Annie Malhotra presented, in October 2017, a new paper called *Suggestions Toward Commonwealth Companies*, commissioned for the “Many Futures of Work Conference.” possibly a chapter in a new compendium on that topic. The paper makes the case that shareholder and stakeholder rights should be balanced. Senators Elizabeth Warren (D-MA) and Senator Tammy Baldwin (D-WI) have both introduced legislation that make the case for stakeholder governance, and they called for companies to add workers to corporate boards and other proposals to increase workforce participation.

In July 2016, the Heartland Network released its third book on capital stewardship, *The Responsible Investor Handbook: Mobilizing Workers' Capital for a Sustainable World*, co-written by Tom and Annie. Published by Routledge/Greenleaf (UK) and commissioned by the AFL-CIO, this book is an essential read for capital stewards seeking a better understanding of the importance of responsible investment and its impact on capital markets.



INVESTING RESPONSIBLY

HEARTLAND CAPITAL STRATEGIES (HCS)

HEARTLAND EDUCATIONAL PLATFORM

As part of Heartland's agenda to convert good research into action, we launched a global book campaign. Deploying the Handbook, we're delivering conference presentations and a multi-media curricula to educate capital stewards, investment professionals and business/other college students.

Global Committee on Workers' Capital

With the support of Ron Auer, director of CORPaTH (and Heartland board member), we distributed 100 copies of the Handbook to members of the ITUC Committee on Workers Capital (CWC) at their September 2018 conference in San Francisco.

Labor Capital Strategies Fellowship

HCS and Georgetown's Kalmanovitz Initiative for Labor and the Working Poor (KI) successfully realized, for a second summer, its remarkable new college fellowship program (see next page).

HEARTLAND FIELD WORK

Since 2012, Heartland has hosted "RoadShows to Renew America" in nine hard-hit cities across the U.S. In 2017-18, Heartland joined with the Century Foundation and other partners to visit three Midwest manufacturing cities and construct a new, sustainable industrial policy framework (more on page 16).

- **Pittsburgh/Cleveland Capital Roundtables:** After the Pittsburgh Summit in October 2017, PNC Bank commissioned Heartland/SVA to stand up a Steel Cities Capital Roundtable as a sustainable impact investment hub to inclusively invest in our communities. The Roundtable will work with distressed community leaders and the stewards of the region's institutional capital, including pension funds, to explore transformational responsible investment partnerships and new training pipelines to create family-sustaining jobs. We are working with Heartland partners like the AFL-CIO HIT, whose Midwest@Work program is investing \$1.2 billion to spur economic development in nine Midwest cities, including steel cities.
- **Pennsylvania's Pension Funds:** We have engaged with the Governor's Policy Office and Pittsburgh Mayor's Office, as part of coalition that includes the PA AFL-CIO and Keystone Research Center, to promote responsible and in-state investment for the state's pension funds.

INVESTING RESPONSIBLY

HEARTLAND CAPITAL STRATEGIES (HCS)

BROADCASTING

Our book campaign sold over 2,000 book copies and deploys viral channels to market the book to labor leaders and capital stewards, investment decision-makers, responsible finance advocates and sustainable business innovators and students. Our website, www.heartlandnetwork.org and popular Thursday Espresso blog features our work across the country, part of a social media platform designed to promote the book and the workers' capital view.

Heartland Webinar and E-Books: In 2017-18, we kicked off a responsible investing webinar series to break down some common and persistent barriers to the greater integration of responsible investing practices among labor's pension plans. The webinars have been planned, written, formatted and moderated by our *Handbook* co-author Annie Malhotra, COS Carrie Mihalko and Heartland Communications Co-Chair David Keto. They have also created a series of free mini-books to accompany each webinar which track chapters in the Handbook. The topics covered thus far have included:

Jul 20, 2018: Corporate Governance

Sarah Ann Lewis, Senior Lead Researcher for the Corporations and Capital Markets Team at the AFL-CIO, and David Webber, law professor at Boston University and author, *The Rise of the Working Class Shareholder: Labor's Last Best Weapon*, spoke on the value of workers having a "voice" in corporate decisions.

May 04, 2018: Waiting for Godot: How to Reclaim Our Money Now

Dr. Tessa Hebb, Senior Research Fellow and past Director of the Carleton Centre for Community Innovation, Carleton University, Ottawa, and Jim Hawley, Head of Applied Research at TruValue Labs, San Francisco and Professor Emeritus School of Economics and Business, St. Mary College, addressed fiduciary duty and the legality of utilizing ESG investing.

Feb 16, 2018: Responsible Investing & Labor: A Love Story

Keith Mestrick, CEO of Amalgamated Bank, and Brian Hale, VP of ULLICO, discussed the historic role of labor in responsible investing through investments in affordable housing, industrial revitalization and other economically-targeted investments.

Nov 17, 2017: Tackling Terminology & Busting Myths!

Heartland GovBoard Co-Chairs Steve Sleigh and Debbie Nisson provided an introduction to responsible investing and the various challenges and opportunities in this space.

INVESTING RESPONSIBLY

HEARTLAND SUMMER FELLOWSHIP



Heartland's Labor Capital Strategies (LCS) Fellowship at Georgetown University welcomed a remarkable second groups of students in 2018. The fellows came from Georgetown, Howard, Bryn Mawr, Bates College, and UCLA. During their 8-week program, they participated in Brown Bag Lunch sessions meeting with national investment and policy leaders. A trip to New York City provided an audience with representatives from Amalgamated Bank (on cover page), Segal Marco Advisors (below), and Blue Wolf Consulting (shown above with Adam Blumenthal, President).

The Fellows were hosted at six responsible investment organizations including AFL-CIO Housing Investment Trust, LiUNA, Ullico, KPS Capital Partners, Segal Marco Advisors, and the Teamsters with additional support from Amalgamated Bank and Blue Wolf Capital Partners. Major projects completed by our fellows included:

- Helping communities create affordable, transit-oriented housing
- Winning a union campaign for better wages and safe working conditions
- Supporting the growth of responsible businesses and good jobs



REBUILDING SUSTAINABLE COMMUNITIES

NATIONAL, STATE AND REGIONAL POLICY WORK

The Heartland Network took part in a remarkable 18-month road show through midwest manufacturing cities-connected to a research collaborative with The Century Foundation about the state of the economy, one decade after the onset of the Great Recession. We heard from 500 local stakeholders who talked about the continuing anger and distress of workers and citizens in communities left behind. Resoundingly, they also called for new, sustainable industrial investment policies to retrain and re-employ workers in higher wage jobs, revitalize Heartland cities and rebuild America.

In all, our five summits drew three U.S. Senators, including Senators Bob Casey and Sherrod Brown, Congresswoman Marcie Kaptur, USW President Leo Gerard and Illinois Treasurer Michael Frerichs as headliners, with some 700-800 participants in Pittsburgh, Cleveland, Chicago, and the nation's Capitol.

"Ordinary Americans can do extraordinary things, if you just give them a chance. This is not beyond our capacity. There is so much we can do to begin to change things."
-Joe Biden



We adopted a set of bottoms-up best practices as the fountainhead for this new innovative strategy and on September 13th shared this framework with 150 guests in Washington D.C., as well as leadership in the new Congress. Our keynote speakers, Vice President Joe Biden and New York Senator Kirsten Gillibrand, kicked off a set of panels that articulated this new vision.

Garnering extensive national press and media coverage from the Washington Post, Morning Joe, Newsweek, USA Today, Politico, ABC News Radio, C-Span, and The Hill and with more than 350,000 people live-streaming the event, the **High Wage America** initiative officially unveiled its new federal agenda for revitalizing America's manufacturing communities.

REBUILDING SUSTAINABLE COMMUNITIES

NATIONAL, STATE AND REGIONAL POLICY WORK

Heartland board member David Wilhelm of Hecate Energy spoke at the DC summit about his years-long campaign to land an amazing 400 mw solar farm on mined over lands in Appalachian Ohio, and a Heartlander opened the remarkable video produced by Century and shown at the beginning of the summit.

When we started the road shows, we didn't know if there would be interest in exploring economic revitalization policies and practices that help communities that have been left behind. We were humbled at the reception we found all across the Northeast, Midwest and Great Lakes states as we talked to local change-makers who are fighting to rebuild their communities. We want to sincerely thank Century and EPI and our other co-sponsors, including PNC Bank. But we want to especially express our gratitude to the fighters who are working to take back the Heartland!



Pittsburgh, October 2017



Chicago, June 2018



Cleveland, March 2018

Visit the Heartland or SVA websites to read a recap of the events or view the Voices of the Heartland video.

The comprehensive strategy papers *Revitalizing America's Manufacturing Communities* and *A Federal Agenda for Revitalizing America's Manufacturing Communities* are available for download.

REBUILDING SUSTAINABLE COMMUNITIES

NATIONAL, STATE AND REGIONAL POLICY WORK

As a result of the Century Foundation partnership and the Pittsburgh Summit from October 2017, PNC Bank commissioned Heartland/SVA to stand up two Steel Cities Capital Roundtables in Pittsburgh and Cleveland. The Roundtables will work with community leaders and the stewards of the region's institutional capital, including pension funds, to explore transformational, investment partnerships and inclusive training pipelines to create family-sustaining jobs.

We are working with Heartland partners like the AFL-CIO HIT, whose Midwest@Work program is investing \$1.2 billion to spur economic development in nine Midwest cities, including steel cities. We have engaged with the Governor's Policy Office and Pittsburgh Mayor's Office, as part of coalition that includes the PA AFL-CIO and Keystone Research Center, to promote responsible and in-state investment for our pension funds and endowments.

We imagine the Roundtables as sustainable impact investment hubs to invest in clean jobs in businesses and our communities. They are to serve as forums to facilitate the exchange of experience, encourage self-organized investment standards and provide a platform for capital partnerships. The financial sector has a strategic role to play within the fabric of interlinked economic relationships, and their effects on regional economies and society. Sustainable finance can make a key contribution to the transformation towards a sustainable, inclusive society.

The goal of the Roundtables is to foster impact capital and public partnerships to invest advanced manufacturing, technology, smart buildings and affordable housing, civic infrastructure, wind and solar energy, and transportation initiatives. The Roundtable will also organize pipelines for good jobs, apprenticeships and career opportunities for dislocated, women and minority workers in our region. Finally, the Roundtable will generate reports and learning opportunities for stewards of the region's capital.



SVA

OUR STAFF



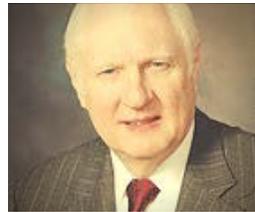
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Greg Olson, MBA
Southeast Regional Director

SVA

OUR BOARDS

The staff wishes to thank our Board of Directors and SEWN Advisory Boards for your generous support to our common cause; we express our deepest gratitude to you and the institutions that have sponsored our earnest endeavors. You have all made a difference in this great fight...we are forever indebted!

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Special thanks to our many PA partners including: DCED and the Governor's Action Team; DLI Rapid Response group; Chester County EDC; the WIBs; IRCS; and numerous other economic development partners.

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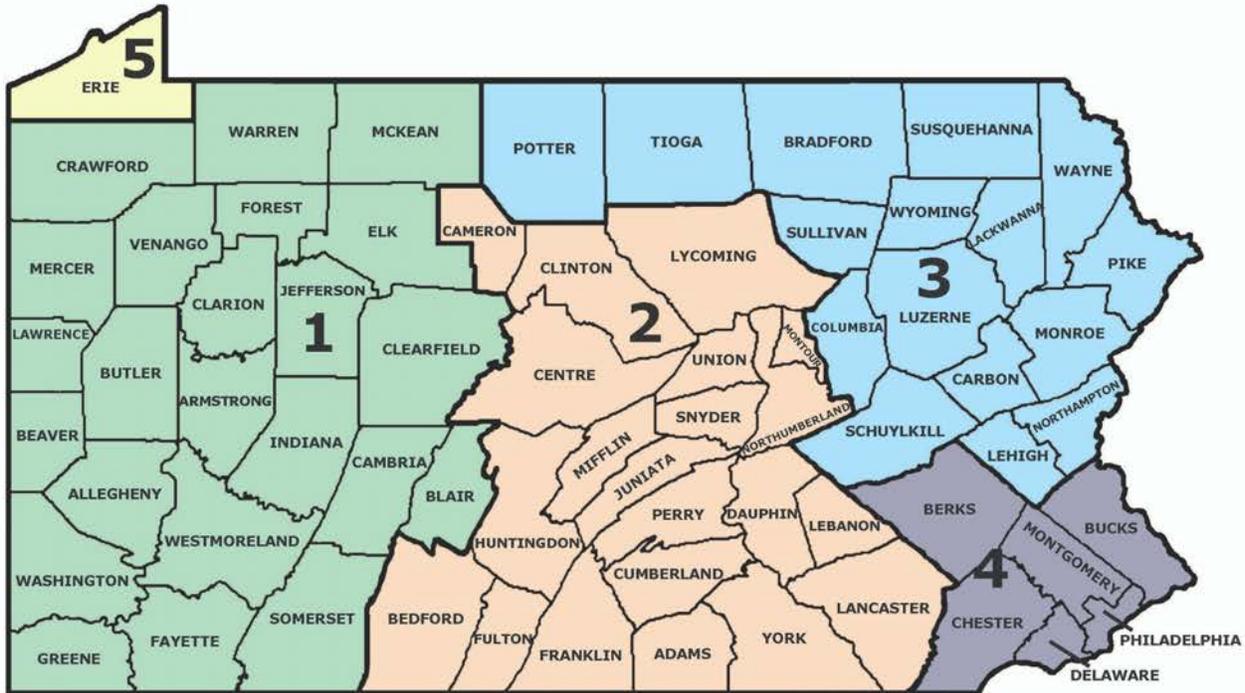
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