

SVA 2019-20 Impact Report

Steel Valley Authority A Year of Celebration & Accomplishments



SEWN | HEARTLAND

Steel Valley Authority

35
Years

Saving Pennsylvania Jobs



Front Cover Top: Project from our featured client Flannel & Hammer

Bottom Photo Top Row: Leslie Marshall, University of Pittsburgh Center for Sustainable Business; Mayor Steve Williams, Huntington WV; and Mayor Bill Peduto, Pittsburgh PA

Bottom Photo Bottom Row: Mayor Tito Brown, Youngstown OH; Mayor Steve Patterson, Athens, OH; and Mayor John Cranley, Cincinnati OH

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Staff &
Boards



Tom Croft, Executive Director

The SVA began celebrating our 35th Anniversary in 2020! Starting from a small regional jobs authority founded by the Mayors of Pittsburgh and eleven Mon Valley towns, the Authority today is nationally-acclaimed for its layoff aversion, sustainable investment, and economic policy initiatives.

Working families in the region and nationally faced an exhausting, anxious, and, for some, heartbreaking 2020 due the shocks caused by Covid 19. Fifty million workers applied for unemployment benefits and the UI rate shot to the worst levels since the Great Depression. The racial justice protests in hundreds of cities exposed the deep faults of systemic discrimination and income inequality.

This Annual Report highlights our work, aims to describe the difference that we've made in people's lives, and is to reflect on our ongoing canon of good works. The SVA redoubled our mission to revitalize the economy, and our impacts were felt regionally, state and nation-wide in 2019-20:

Saving Jobs

Through SEWN, the SVA averted or deferred the loss of 1023 manufacturing jobs in 2019-20, and helped lead the Commonwealth's response to the COVID 19 crisis. SEWN, sponsored by Pennsylvania's Department of Labor and Industry (DLI), and the nation's most layoff aversion system, has now saved over 1,000 jobs annually for over a decade. In 2020, the SVA assisted Chicago, Cook County in establishing its own jobs-saving program.

Investing Responsibly

The SVA's Heartland Network helped hatch America's first national sustainable investment policy act, proposed by Congressman Andy Levin. Though our Heartland-Georgetown Summer Fellowship was cancelled this past summer, we have now graduated 25 remarkable fellows, a new generation of capital stewards. We also completed our 6th mini-book on responsible investment;

Building Sustainable Communities

Commissioned by the Heinz Endowments, the SVA/Heartland team convened a four-state Sustainable Finance Hub virtual event in 2020. This innovative initiative to mobilize capital for clean economy jobs for Ohio Valley/Industrial Appalachia Mayors brought together Heartland investors, unions, elected leaders, and sustainability champions.

The last time this country faced such an existential crisis was the Great Depression and WWII. America needs new development and finance institutions can stabilize the economy. We've done it before; we can do it again.

The SVA and our partners have helped design sustainable jobs and investment policies that we are sharing with the new Presidential transition, Congress, and state governors. Our communities need capital for a clean economy, an advanced manufacturing base, and a revitalized infrastructure.

Here are a few building blocks from that conversation:

National Policy

SVA/Heartland brought together a brain trust to help the US Congress draft a national sustainable investment bill focused on pension funds. We also mobilized opposition against a DOL rule rolling back responsible investing. Heartland authors also completed a revision for a new book chapter on U.S. co-determination and the stakeholder economy, part of a new corporate governance book in 2020-21.

State Manufacturing Policy

PA's SEWN Program was praised in the Century Foundation's "Midwest-Great Lakes Manufacturing Communities Report Card," which reported on how well PA and our neighbors have enacted 9 Steps to Revitalize America's Manufacturing Communities. We contributed to the layoff aversion and capital strategies steps in the new manual.

City Energy/Investment Policy

SVA/Heartland contributed to Pittsburgh Mayor Bill Peduto's "Marshall Plan for Middle America," which envisions the Ohio River Valley as a sub-region of middle America that can lead America's renewable energy infrastructure. We also worked with NYC's mayor to jointly provide pension policy education to the City of Pittsburgh pension fund trustees. The city then implemented a responsible investment/ESG pension policy.

In closing, I would like to thank the staff, boards, sponsors and "Friends of the SVA" who supported us and made our work possible. We look forward to our exciting 36th year ahead.



The SVA began its 35th year in September 2020. We're extremely proud of our grass roots start and continue to this day our reliance on keeping things close to home. While we've expanded our reach across Pennsylvania, we have not given up the good fight of looking out for our communities.

In lieu of a fundraiser, the SVA solicited donations of PPE materials. Thanks to generous donations from community partners and former SEWN clients, we received enough gloves, face masks, hand sanitizer, face shields, cleaning wipes, and floor markers to provide Manufacturing Worker Safety Boxes to small and medium sized manufacturers in our Commonwealth.

To see a virtual presentation on our history, visit our website at www.steelvalley.org/history.



SVA's growth has been sure and steady. In 2020, the SVA Board approved an annual budget of \$1.7 million. We have managed an estimated \$27 million in revenues since 1985, and channeled millions more to small businesses and our member communities during that time.

This past year, the Authority maintained a core staff team of eleven employees, our solicitor and public relations consultant, and a steady cadre of three SEWN consultants, in addition to as-needed advisors.

Here are the SVA's financial and organizational highlights:

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Jobs Program: The PA Department of Labor and Industry (DLI) awarded the SVA \$4.5 million to manage the Commonwealth's layoff aversion program for 2020-2023 program. For 2020-21, the SVA received a contract of \$1.5 million. The SVA also received an \$8,000 grant to provide layoff aversion training to Manufacturing Renaissance for Chicago/Cook County, Illinois.

\$1405

Cost to Pennsylvania for each job saved by SEWN in 2019-20

\$45M

Five-Year Savings to Pennsylvania in Unemployment Costs

\$197K

Sponsor Funding for the Heartland Program in 2020

Capital Program: The SVA's responsible investment program, Heartland Capital Strategies ("HCS"), raised an anticipated \$197,663 for 2020, primarily from the Heinz Endowments, responsible investment houses, and unions. This year's support represents the best budget to date.

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 Regional Directors located in Harrisburg, Bethlehem, Philadelphia and Erie, SEWN provides no-cost 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

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 U.S. Departments of Labor and Commerce, the U.S. Economic Development Administration (EDA), the National Governor’s Association, and numerous other federal and state agencies.



Over the last five (5) years, SEWN has saved jobs at an average of \$994 per job saved. More than 7,300 direct manufacturing jobs were saved during this time, saving the Commonwealth over \$45 million in Pennsylvania Unemployment Compensation benefits.

PY'15 - '19

Positive Economic Impact

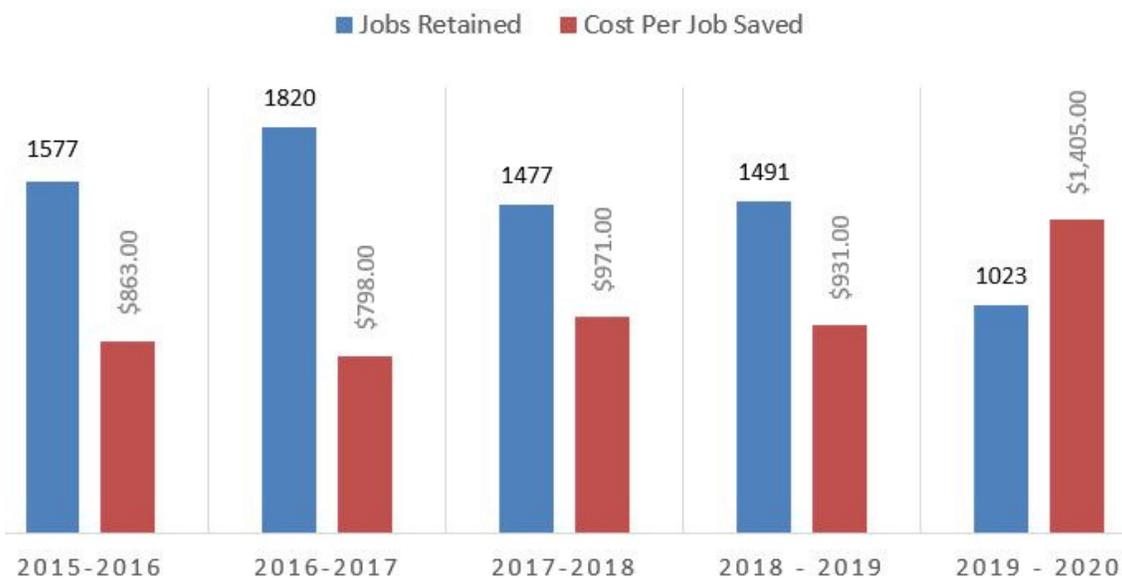
Labor Income	\$1,461,701,934
Value Added	\$2,413,680,671
Output	\$6,132,160,292

PY'15 - '19 Positive

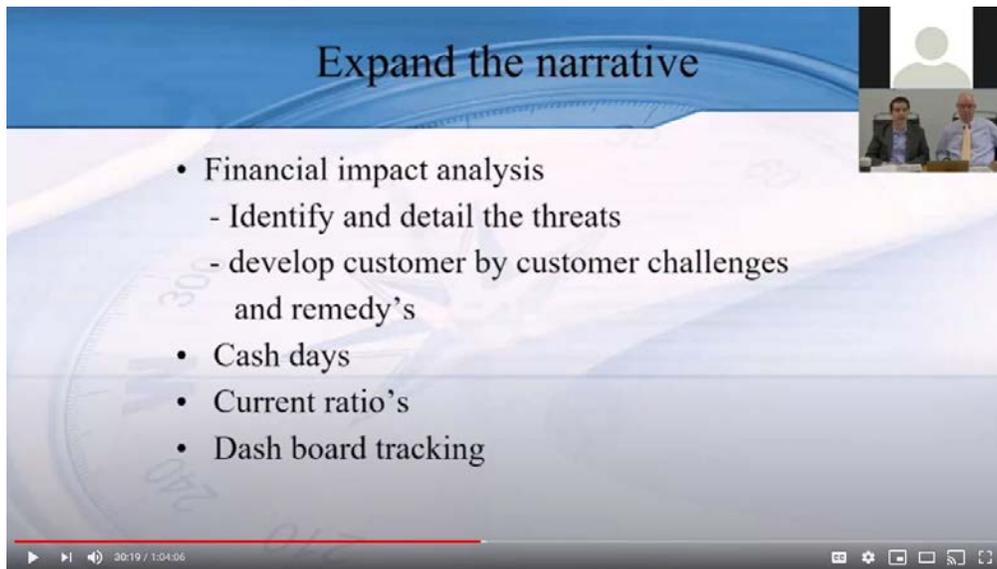
Jobs Impact

Direct:	7,388
Indirect:	6,990
Induced:	6,754
TOTAL:	21,132

SEWN PROGRAM EFFECTIVENESS



First quarter of 2020 brought about one of the the greatest challenges faced by companies and workers everywhere...Coronavirus. SEWN staff mobilized quickly to create a resource page on our website, hosted a webinar on Contingency Planning, conducted surveys, and published several articles on Paycheck Protection loans, small business initiatives, and the PA Shared Work program.



In the Northwest, SEWN collaborated with Rapid Response, the Northwest Industrial Resource Center (NWIRC) and Small Business Development Centers (SBDC) from Clarion and Gannon Universities on an initiative to help as many businesses as possible.



The **COVID Recovery Program (CRP)** provided free business assessments, cash flow checks, and tactical action plans to companies located in Clarion, Crawford, Erie, Forest, Lawrence, Mercer, Venango and Warren counties. SEWN continues this work with plans to expand statewide.

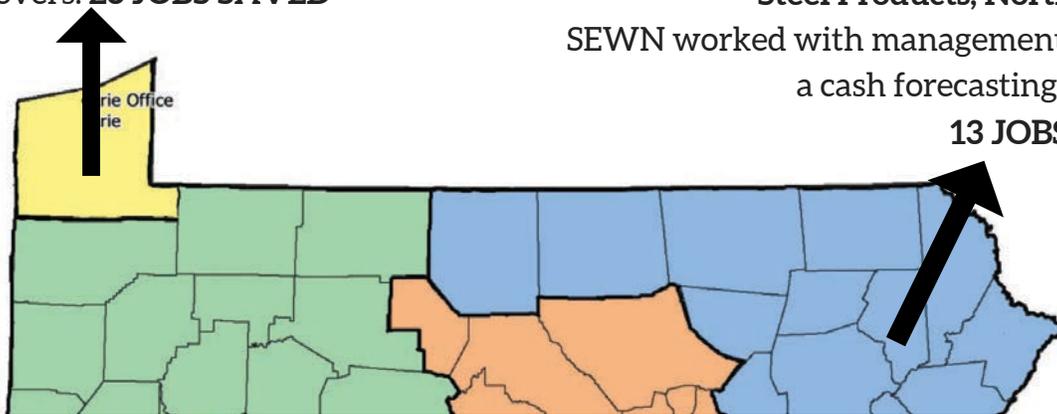
Below is just a sample of the more than 1000 jobs saved in Pennsylvania this year by SEWN. Our largest success story is featured on the next page and deserves to take a bow.

Metalworking Machinery, Erie PA

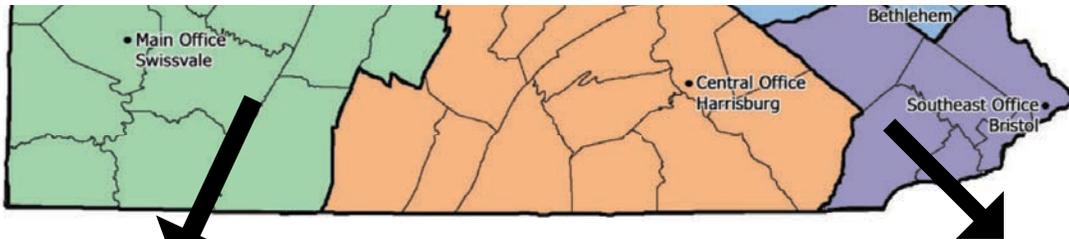
SEWN worked to develop Value Stream Mapping and a reduction project to expedite changeovers. **23 JOBS SAVED**

Steel Products, Northeast PA
SEWN worked with management to setup a cash forecasting system.

13 JOBS SAVED



SEWN provided thousands of free consulting hours during this past year



Paper Product Manufacturer, Western PA

SEWN provided market research to influence packaging and marketing for targeted demographics.

12 JOBS SAVED

Machinery Manufacturer, Southeast PA

SEWN worked with the company to create a short-term cash preservation strategy. **46 JOBS SAVED**

Flannel and Hammer Take Center Stage



When Coronavirus hit, it appeared the curtain had come down and the lights had gone out for a local company, Flannel and Hammer (“F&H”). F&H was famous for constructing grand scenery for theaters along the east coast, including The Wilma, Pig Iron, Fringe Arts, and InterAct Theater. F&H was thriving, employing 16 people from technical directors to carpenters, painters and plumbers. When theaters went dark due to COVID, revenues plunged to zero.

Founding partners, Lauren Tracy and Joe Daniels, had to reinvent their business. Surveying their expertise, they found their niche: decorative safety screens. Their designs can be customized for restaurants using accommodating both outdoor and indoor dining while being customized to fit a range of customer needs. The products are manufactured using both steel and wood frames with FDA approved polymer screens.

Saba Tedla, owner of **Bookers Restaurant and Bar** in Philadelphia, was their first customer. She worked with Lauren and Joe to design, build and install four custom double units. Saba noted the screens are not only beautiful, they help make customers feel more comfortable. The extra revenue from having more tables in use, justifies the added expense of custom-made screens. Business at Bookers has been booming.

When asked how they decided to pivot the company, Lauren and Joe knew they could rely on their foundational skills. “At the end of the day, we’re a wood shop. For us it was about developing a product that uses the skills we have in a way that could help the community,” said Tracey. But with their shop not being sterile enough to make masks or face shields, they needed to look elsewhere for inspiration.

Enter SEWN! F&H connected with SEWN Director Greg Olson and Consultant Joel Steiker through a referral from PA Rapid Response. Joel had already been working with another local manufacturer who specialized in fabrics for industrial and building uses. When COVID hit, they too were looking at alternative uses for their product giving Joel some foresight into what F&H could potentially do.

For F&H, designing is their wheelhouse.

While set design and developing temporary safety screens have a surprising amount in common, becoming an efficient manufacturer, as well as marketing to a wide variety of restaurant customers, is another matter. Steiker had pushed F&H to dramatically cut production costs which was done quickly. Lauren and Joe, however, had a much tougher time with marketing.

When help was needed in sales, their head carpenter, AJ Garrigus, rose to the occasion. “We were developing products, doing custom work, fine tuning production, and working with clients. We needed help if we were going to expand into sales, and it turned out our master carpenter (AJ Garrigus) had the most experience,” said Daniels. Currently, F&H is putting Garrigus to work expanding the market for their products.



Now that F&H has installed the safety screens in a few locations, Joel has been coaching them through marketing. “You have to focus on the top of the funnel, pound the pavement, and develop an email campaign to reach hundreds of potential customers.” he notes. “And, by the way, get used to rejection. It happens more than 90% of the time.”

SVA and the SEWN program published several pieces throughout the year with a focus on the pandemic and providing assistance to small business. Additionally, SVA and our Executive Director Tom Croft were featured in articles nationally.

[A New Administration & Small Business](#)

By: Anita Prizio, SEWN Outreach

[Staying on Top of Your COVID Safety Processes](#)

By: Carrie Mihalko, SVA/SEWN Development Director

[Suddenly ABL](#)

By: Mike Perfetti, SEWN SW Director

[How Local Manufacturers Maneuvered During COVID 19 \(Survey Results\)](#)

By: Greg Olson, SEWN SE Regional Director

[NWIRC - Driving Impact for Manufacturers](#)

By: Deb Lutz, SEWN Erie Director

[COVID Recovery Program](#)

By: Deb Lutz, SEWN Erie Regional Director

[The Ongoing Worker Shortage](#)

By: Carrie Mihalko, SVA/SEWN Development Director

[A No-Cost Effort to Push Manufacturing Through Coronavirus](#)

By: Carrie Mihalko, SVA/SEWN Development Director

[Alexa, Find Me Some Employees](#)

By: Carrie Mihalko, SVA/SEWN Development Director

[Payroll Protection Program - Advisory](#)

By: Joel Steiker, SEWN Consultant

[Manufacturing Diversification](#)

By: Patrick Meese, SEWN Central Director

[SEWN Advisory on benefits & limitations of the PA Shared Work Program](#)

By: Joel Steiker, SEWN Consultant

[The State of Manufacturing in Pennsylvania](#)

By: Bob Value, SVA/SEWN Deputy Director and Carrie Mihalko, SVA/SEWN Development Director

[Preparing Your Company for the Potential Pandemic](#)

By: Carrie Mihalko, SVA/SEWN Development Director

[Why Cash Is King](#)

By: Bob Value, SVA/SEWN Deputy Director

[Adjusting to a Post-Coronavirus Economy Requires Just Transitional Workforce Strategies](#)

By: Tom Croft, SVA and Livia Lam, Center for American Progress

[Innovative State Manufacturing Policies in the Great Lakes Region](#)

By: Amanda Novello & Christopher Ibeling, The Century Foundation

[SVA: Breathing New Life into Manufacturers](#)

By: Pittsburgh Technology Council

[As Reshoring Interest Rises, Consultants Offer Assistance - an One PA Manufacturer Offers a Warning](#)

By: Ethan Simmons, Pittsburgh Post-Gazette

When the SVA was originally commissioned to write the original *Layoff Aversion Guidebook* by the U.S. Department of Labor, the term layoff aversion was barely a Google blip. Today, we can proudly say that we see our work being shared on a national basis.

Over the years SVA's Layoff Aversion Technical and Training Expertise (LATTE) has provided consulting and training to North Carolina, Los Angeles, Colorado, New York, and numerous other cities/states. With the 2015 DOL changes strongly advising states to implement layoff aversion (which SVA contributed language to), we updated the manual to a Layoff Aversion Playbook in 2018.



Selene Diaz, Program Director
Manufacturing Renaissance

"On behalf of the Manufacturing Renaissance team, we express our sincere gratitude to Tom Croft, Bob Value, and Carrie Mihalko for their support in our launch of Cook County Illinois' Early Warning Network.

We share our pilot program success with the Steel Valley Authority (SVA) who generously shared their national model for layoff aversion, Strategic Early Warning Network (SEWN), training us on their best practices and innovative approach towards workforce and economic development. Thank you for your dedicated support to impacting communities."

The Heartland Network fosters a Community of Practice for responsible investments (RI). Heartland's advocates are working in a united front to rebuild our cities, renew our industrial commons, grow the clean economy and make the "boss" more accountable. Established in 1995 by the SVA, Steelworkers, and AFL-CIO to explore and promote capital strategies for labor's capital, Heartland is, today, a leader in responsible investing. Heartland's members are, themselves, investment aviators in innovative capital stewardship and corporate governance.

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

National Responsible Investment Policies

Congressman Andy Levin reached out to Heartland and some key stakeholders a year ago. He asked a simple question: "How can we make our financial system better protect workers and the environment?" The push to better align US financial regulations with addressing worker rights, power, climate change, and other essential concerns for investors isn't new, but it's picked up a lot of steam recently. In the US, the Labor Department has been going in the opposite direction, discouraging ESG integration and consideration.

Heartland worked with Congressman Levin over the past year to explore the development of a national responsible investment bill. In addition to Heartland's Leadership Team, advisors included SVA/Heartland Board Member Tyler Gellasch and reps from the Center for American Progress (CAP) and the Principles for Responsible Investment (PRI). Andy introduced the bill at Heartland's Sustainable Finance Convening.



Our Heartland Governing Board marshalled a national response to the Department of Labor's (DOL) unreasonable rule proposal that threatened to severely limit responsible/ESG investing. With the help of Network member David Keto, we submitted a letter in opposition to the DOL, encouraged Congressional leaders to submit letters (40 did), and worked on a pending Op Ed.

Heartland Capital Col(labor)atory

In January, 2021, Heartland convened a distinguished group of consultants, asset managers, labor and policy leaders to launch a new research working group on private asset monitoring. Heartland seeks to:

- Rationalize guidelines to navigate the multitude of RI frameworks in the marketplace, and push on a labor standard that strengthens the “S” in ESG.
- Provide answers to responsible investors who wish to determine the extent of the attention given to the “L,” or Labor, in the “S” in investment products that are labeled ESG or Responsible.

In November, the Network began distributing a test field survey to gather information and gauge interest. Thanks to all of the supporters of the Col(Labor)atory initiative; we hope to have a full report on prospective directions soon.

New Heartland Literature

Temple University Press will publish, in 2021, a new book on corporate governance that includes, from HCS authors, Investing in the Commonwealth Company, a chapter on U.S. co-determination and the stakeholder economy, a topic that has exploded. We also released our sixth mini-book on responsible investment—focused on implementing and measuring ESG--and will package the series for national distribution.

HEARTLAND EDUCATIONAL PLATFORM

Heartland-Georgetown Fellowship

Heartland and Georgetown's Kalmanovitz Initiative for Labor and the Working Poor (KI) announced the Labor-Capital Strategies Fellowship (LCS) will resume in 2021. This will be the fourth remarkable fellowship “class” wherein responsible investors and unions are working with a diverse group of students to “pay it forward” in the responsible finance world. The mission of the LCS is to identify and educate a new generation of capital stewards and responsible investors, and to construct a new, diverse talent pipeline.

In 2019, we graduated our third class of eleven (11) Labor-Capital Summer Fellows from ten (10) hosts. We have graduated 24 talented young people over the last three years from numerous colleges across the U.S. Past Fellowship hosts and sponsors have included AFL-CIO Housing Investment Trust, LiUNA, Ullico, KPS Capital Partners, Blue Wolf Capital Partners, Meketa, Segal Marco, Change to Win, Hamilton Lane, Teamsters, Stellex and GCM Grosvenor.

Presentations on Responsible Investment

The Heartland Network and our investment partners are engaging with city mayors, state treasurers, pension funds, the labor movement, sustainable businesses, environmental, and community stakeholders. Here are notable educational events in 2020:

- Education Program for Bloomberg-financed C40 Cities
- Presentation to City of Pittsburgh pension managers/trustees
- Presentation to Mayors in the Ohio Valleys
- Participation in presentation to Climate Mayors

FIELD WORK

Sustainable Investment Hub for Industrial Appalachia

In 2020, the Heinz Endowments commissioned Heartland to convene a four-state gathering in Industrial Appalachia to mobilize responsible investments for Western Pennsylvania, Southern Ohio, West Virginia, and Kentucky. Building on our 2019 Steel Cities Capital Roundtable, we assembled sustainable investment and responsible contractor policies, models, and practices for this region, long impacted by boom-bust deindustrialization, resource depletion, and high levels of poverty, both rural and urban.



On October 7, 2020, Heartland was the lead conductor for the Sustainable Finance Hub with the Reimagine Appalachia (RA) Campaign and the Center for Sustainable Business at the University of Pittsburgh. Congressman Andy Levin, five mayors, a dozen investment, manufacturing, energy, development, and union speakers, and 200 participants took part of this virtual event.

During the convening, Congressman Levin announced his 2020 Sustainable Investment Policy Act. The Act would provide guidance to America’s pension funds to invest responsibly. The Hub’s goal is to establish a clearinghouse for clean economy manufacturing, energy, transportation, and affordable housing projects. Heartland’s capital partners engaged with city mayors, state treasurers, pension funds, the labor and sustainable business leaders, environmental and community stakeholders.



Pittsburgh Mayor Bill Peduto joined mayors from cities in Kentucky, Ohio and West Virginia in November to call for federal support in a plan that would provide more climate-friendly industrial growth – including jobs – across the upper Appalachian region and the Ohio River Valley. Heartland participated in the task force to bring eight mayors together and also contributed pension and labor standards content for the “Marshall Plan for Middle America,” which is being submitted to the Biden Transition Team.

BROADCASTING

Heartland Thursday Expresso

The Heartland Thursday Expresso, along with its companion Double Expresso) has broadcast in one form or another since 1998. In 2020, we broadcast articles on Heartland partners, financial and economic problems, and responsible capital strategies. This includes *Heartland 7 Questions* feature stories on Responsible Investor Aviators.

National & Local News Coverage

Heartland's work with the Marshall Plan and Congressman Levin's bill has been mentioned in articles from coast to coast including:

- ThinkAdvisor.com
- KDKA Radio
- Pittsburgh Post-Gazette
- Yahoo Finance
- Lexology
- Investment News



Tom Croft, MPA
Executive Director



Michael Perfetti
Southwest Regional
Director



Bob Value, CTP
Deputy Director



Gary Wickham
Northeast Regional
Director



Carrie Mihalko, MPR
Chief of Staff



Nancy Sweeney
Staff Accountant



Deb Lutz, MBA, CTA
Erie Regional Director



Anita Prizio
Outreach Specialist



Patrick Meese
Central Regional
Director



Kristen Estell
Heartland Outreach
Specialist



Greg Olson, MBA
Southeast Regional
Director

CONSULTANTS

Jack Bardol, MBA, CPA
Donita Rudy, CTP
Joel Steiker, MBA

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!

SVA Board of Directors/Western PA SEWN Advisory Board

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Kenetha Hansen	Yanimer Serrano
Steve Herzenberg	John Sygielski
Dan Kuba	Brent Vernon
Russ Lawrence	Thomas Werstler
Tom Matthews	Susan Whisler
	Leigh Ann Wilson

We sincerely thank and wish to acknowledge a number of important people and organizations that contribute to our success:

Special appreciation to Governor Tom Wolf and the PA Department of Labor & Industry for their sponsorship of the SEWN program, especially Secretary Jerry Oleksiak; Executive Deputy Secretary Robert O'Brien; Deputy Secretary Sheila Ireland; BWPO Director Ruben Pachay; BWDA Director Dan Kuba; BWPO Division Chief Steve Wolf; and Rapid Response Coordinator Bev Rapp.

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.

Pittsburgh Mayor Bill Peduto and the Pittsburgh City Council along with Grant Ervin, Sustainability Director; Allegheny County Executive Rich Fitzgerald and the Allegheny County Council; and the Mayors and Council Members of our eleven municipal towns.

David Mayernik from Eckert Seamans for his outstanding public relations work. Dr. Elizabeth Stork, Robert Morris University, for her professional evaluation services. Dan Telep, Crossroads, for his project consulting. Deane Patterson, Patterson Consulting, for his communications advice. Professor Joe Mistick and the remarkable students from the Duquesne University Urban Law Clinic.

Thanks also to Bob Vernick, Senior Vice President at Farmers National Bank for his continued service and support. Special acknowledgement to our auditing team at Holsinger.

Thanks to Heartland Strategic Researcher Annie Malhotra, CFA & co-author of the Responsible Investor Handbook and our friends at Routledge Publishing.

Sincere thanks to our Heartland Capital Strategies Governing Board Officers: Deborah Nisson, CRE, Consultant, Representing Ullico Investment Advisors; Steve Sleigh, Owner, Sleigh Strategy; Ted Chandler, Managing Partner, AFL-CIO HIT; David Keto, President, SRI Group; and Thalia Lankin, Chief Strategy Officer, AFL-CIO ITC. Special thanks to David Blitzstein, Blitzstein Consulting LLC, and the HCS Governing and Fellowship Advisory Board members.

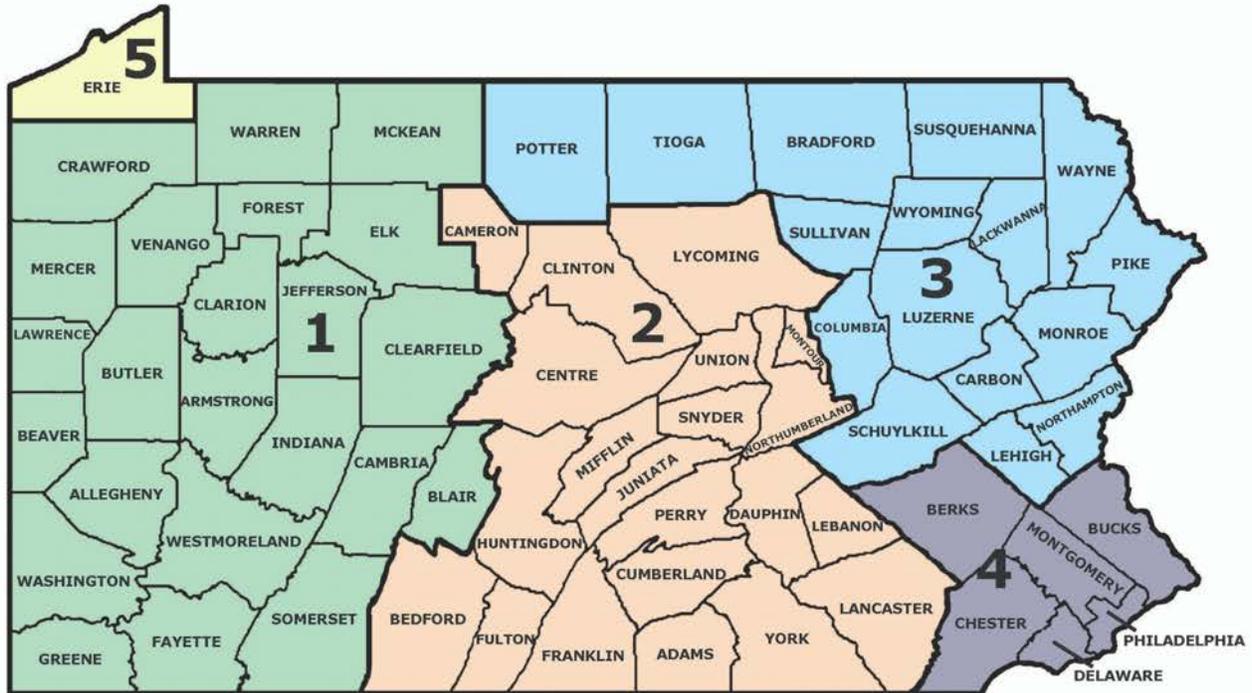
Thank you to our colleagues at the Georgetown University-Kalmanovitz Initiative for Labor and the Working Poor including Dr. Joseph McCartin, Dawn Carpenter, Jessica Chilin, and Juan Belman.

Thanks to Steve Herzenberg, Keystone Research Center, and Amanda Woodruff, Ohio Policy Matters for their leadership in Reimagine Appalachia.

Finally, thanks to Grant Oliphant, President, Andrew McElwane, Vice President Sustainability, and Philip Johnson, Senior Program Director all of the Heinz Endowment and Mike Kane, President and Executive Director of the Community Foundation for the Alleghenies.



SVA provides SEWN locations to serve all 67 counties across Pennsylvania



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SEWN

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