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## Message from the Director

Last year at this time, I opened the Workforce Investment Act Program Year 2005 Annual Report with a call to action:

*All workforce investment resources must be strategically realigned to ensure that the upgrading of skills of the existing and emerging workforce is guided by industry demand and the need to prepare all workers for competition in the new global economy.*

Now, I am delighted to share with you this testament to the positive benefits of strategic alignment and collaboration in action—the WIA Program Year 2006 Annual Report.

In Program Year 2006, the RI Department of Labor and Training as well as state and local workforce investment boards to create and activate a Youth Workforce System that articulates youth resources, beginning from assessment to career planning to education and employment. This roadmap allowed WIA to invest in quality specialists at each juncture of youth services. This new philosophy has allowed WIA to take advantage of best practices among differing vendors, rather than rely on generalists for all service delivery.

Working with the Governor's Workforce Board Rhode Island and the RI DLT Employer Services Unit has given WIA a front-row seat in the development of the Industry Partnership Initiative, which elicits critical research, communication and advocacy among the state's high-growth, high-demand sectors. Soliciting input from industry on education and job training, WIA has been able to align its programming to meet the true needs of RI's existing and future workforce, and as such, should improve its already laudable performance in job placement.

These programs leveraged resources to maximize WIA's positive impact on the neediest Rhode Islanders. The ripple effect of this investment will continue to be felt by area

businesses big and small who rely on a skilled workforce to compete in a 21st-century economy and by individuals and families throughout Rhode Island whose personal economic picture has been improved through WIA's involvement in their lives.

This impact is real and measurable. Strict performance standards track the effectiveness of WIA investments in the areas of skill attainment, employment placements, client retention and earning increases, comparing negotiated goals with real outcomes. I am pleased to report that for this past year, Rhode Island achieved or exceeded all 17 negotiated WIA performance standards.

On behalf of Governor Donald Carcieri, the Governor's Workforce Board Rhode Island, the RI Department of Labor and Training, Workforce Solutions of Providence/Cranston, the Workforce Partnership of Greater Rhode Island and the dedicated professionals of many other agencies who work in partnership to deliver high quality services across the state, I am pleased to present the RI Workforce Investment Act (WIA) Title I Annual Report for Program Year 2006.



## Governor's Workforce Board RI

Governor Donald Carcieri established the Governor's Workforce Board Rhode Island by Executive Order on September 22, 2005. The board is charged with assessing the state's workforce, education, and economic development systems.

Governed by the federal Workforce Investment Act (WIA), Executive Order (05-18) and State Human Resource Investment Council (HRIC) legislation (RIGL 42-102), the Governor's Workforce Board RI is comprised of 17 members led by a business majority including public agency directors and officials as well as labor and education representatives. The diversity of the membership requirements maintains the board's focus on key business interests while ensuring systems are strategically aligned and "demand driven."

In its role as the state's workforce investment board, the Governor's Workforce Board oversees WIA programming, the majority of which is administered by Rhode Island's two local workforce investment boards. State HRIC legislation provides funding from the Job Development Fund (JDF), derived from a 0.21 percent assessment of the employer's payroll tax. Reducing the regular unemployment payroll tax liability by the same amount offsets the cost to the taxpayer. Consequently, the JDF is revenue neutral, providing more than \$10 million annually to finance and leverage an array of workforce-related initiatives to meet RI's business, education, and economic development needs.

A cornerstone of the board's activities for Program Year 2006 was the decision to develop a **unified state plan**. This decision was made in cooperation with the Workforce Cabinet, an operational arm of the board that is comprised of directors of all state agencies involved with workforce development.

The board launched a strategic planning effort at a two-day retreat held for leaders from business, economic development, education, government and the community. Realizing that no single board, agency or sector of government can create a competitive Rhode Island alone, the group expects to continue to work collaboratively in Program Year 2007, providing on-going reflection and input as RI's strategic vision evolves.

With the development of the **unified state plan** as a backdrop, the board's five standing committees continued their work, summarized in the following:

Today's Vision... Tomorrow's Opportunity.

### Governor's Workforce Board Rhode Island



#### Strategic Investment Committee

While the board's "Demand-Driven Workforce Agenda" for Program Year 2006 was built upon the foundations and success of the accomplishments of Program Year 2005, it focused the board's efforts and priorities on key growth sectors that impact the regional economy. Examples of priority areas included:

##### 1. Comprehensive Workforce Training Grants

The competitive nature of operating in a global and regional economy requires that companies continually develop the skills and knowledge of their workforce. Improving systemic and operational capacities in addition to increasing employee productivity helps companies maintain the needed edge to grow and prosper. Funds in this category provide opportunities for companies to provide and co-fund training that addresses in-

dividualized needs to meet these demands. A Request for Proposals issued in January 2007 resulted in the following:

- \$1.3 million was awarded to 70 organizations;
- 4,156 incumbent workers were selected by their employers to participate in the training;
- 50 awards were made to organizations representative of sectors identified by RI Labor Market Information as high wage industries;
- 42 awards were made to small employers (less than 100 employees); and
- 54 awards were made to for-profit companies while 16 were made to non-profit organizations.

## 2. Workforce Expansion

Increasing existing jobs and opening new business opportunities are key components in developing the workforce. Assisting in the state's economic development process enabled the board to co-fund employee training for both new and existing businesses. To support the effort to grow employment and increase the number of high-wage jobs in the state, the board awarded the following funds:

- 13 companies were awarded grants totaling \$1.5 million to hire and train 633 Rhode Islanders; and
- Participating companies provided a match of at least 50 percent, bringing the total investment to over \$3 million.

## 3. Partnership Grants

This category of funding provides the board with opportunities to collaborate with key system stakeholders on various initiatives, most notably the Industry Partnership program. In Program Year 2006, the Governor's Workforce Board awarded eight grants to industry organizations in order to address workforce issues, advance the demand-driven workforce development agenda and engage the existing and emerging workforce. Activi-

Governor Donald L. Carcieri addressed a packed meeting room at the kickoff to the GWB Annual Meeting.



ties conducted include the identification of skill gaps, the alignment of curriculum and training to industry demand, collaboration among state and local workforce agencies, partnership development and sustainability planning.

## 4. Youth Strategies

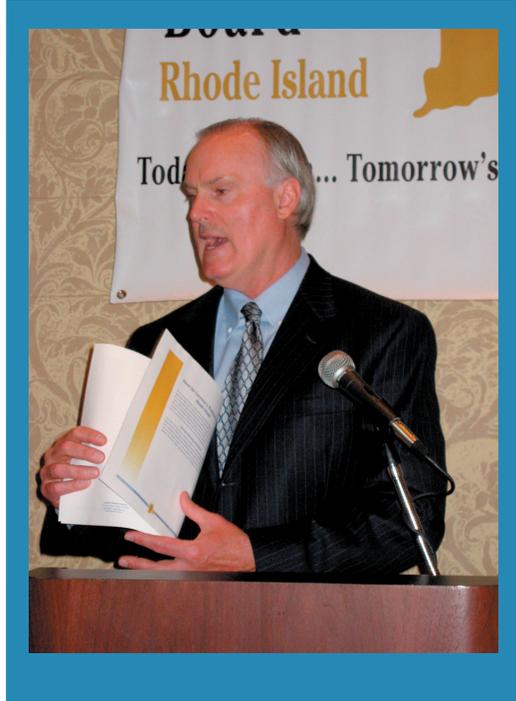
Recognizing that RI youth represent the future workforce, the board allocated \$2 million of state dollars to augment the \$2.3 million in federal WIA youth funding. The additional state support provided both the flexibility and opportunity to expand WIA modeled services to greater numbers of youth over longer periods of time. This effort is consistent with the board's all-youth agenda and required unified strategies.

## 5. Adult Education / Literacy

The board has identified adult education and literacy as an integral part of its agenda. In order for Rhode Island to be established as a world-class competitor in the 21st century, the board determined that a significant portion of its available funds should be directed toward increasing the workplace-connected basic skills of Rhode Islanders. To that end, the board allocated \$2.5 million dollars not only to provide adult education services but also to increase the capacity and quality of the system.

## 6. Business Retention

These funds are part of a proactive approach to assist companies that may be facing worker shortages and/or skill deficiencies that could potentially result in layoffs, downsizing or closure. Funds



Chairman Joseph MarcAurele discussed “The Rhode Island Advantage” at the GWB Annual Meeting.

can be used collaboratively among agencies to provide training that may be necessary to sustain the company’s workforce, competitiveness and viability.

#### 7. Rhode Island Jobs Training Tax Credit

In concert with its mission to support RI businesses, the board continued to support the tax incentives offered through the RI Jobs Training Tax Credit Act. Enacted by the General Assembly in August 1996, the act provides for employer tax credits of 50 percent for qualified expenses, limited to a \$5,000 credit per employee over a three-year period. Only \$1,000 of qualified expenses may be wages earned in training. In Program Year 2006, 42 companies invested in excess of \$4.4 million to train approximately 4,347 employees, thus resulting in tax credits of over \$2.2 million.

## Adult Education Committee

In Program Year 2006, the board continued to provide guidance and direction to the adult education community. Highlights of the year’s activities included the development of **content/learning standards for adult education**, establishment of a web-based, student-level information system and the formation of a professional development center to train teachers in the newly created standards. However, possibly the most innovative and long-reaching accomplishment was the issuance of the **consolidated Request for Proposals for adult education**. The Governor’s Workforce Board, working in concert with the Workforce Cabinet, charged the Office of Adult Education at the RI Department of Education with developing and issuing a consolidated, multi-year, outcome driven Call for Investment Proposals. Funding from various state and federal sources was pooled; the methodology involved a single RFP that made invisible to the bidder the disparate nature of the funds. The result was an unprecedented investment in adult education for activities beginning July 1, 2007; nearly \$9 million awarded with an estimated impact on 6,000 – 8,000 working men and women of Rhode Island.

## Youth Development Committee

In 2005 the Youth Development Committee of the Governor’s Workforce Board charged Rhode Island’s two local workforce investment boards to work collaboratively on a statewide Youth Vision (*see pages 16-17*) that would serve all youth in the most effective and efficient manner. Through that vision, the Youth Development Committee supported a summer work pilot project in Program Year 2006 that provided training and employment to over 600 youth across the state. Expanding on the success of the pilot, the committee further grew their investment in RI youth by leveraging the local workforce investment board’s federal youth allocation with an additional \$2 million. In return, each local work-

force investment board agreed to align with the youth vision as well as create and implement a joint RFP for Program Year 2007.

The results of the newly combined RFP and leveraged youth dollars yielded a 40 percent increase in the number of proposals received, an additional \$700,000 investment from the RI Office of Adult Basic Education and a new youth delivery system. As a result, in Program Year 2007 RI's local workforce investment boards will experience a net gain of 2,100 youth to be served, with 50 percent to be directed toward youth in foster care, youth offenders, disabled youth, pregnant and parenting teens and homeless and/or runaway youth.

## Planning and Evaluation Committee

Program Year 2006 required the submission of a modification to the **WIA State Workforce Development Plan** for Program Years 2007 and 2008. The Planning and Evaluation Committee was charged with developing a plan that incorporated the priorities identified by the Department of Labor. These priorities included building a demand-driven system with a regional context; implementing system reform; enhancing an integrated service delivery system that focuses on services rather than programs; serving youth most in need; expanding workforce information as the basis of strategic planning and career guidance; strengthening partnerships between community and faith-based organizations; increasing the use of WIA flexibility to design innovative systems; and utilizing an enhanced performance accountability system. The committee worked diligently with staff, partners and the community at large to develop a plan that incorporated these themes. The plan was approved by the full board on April 19, 2007 and subsequently signed by Governor Carcieri for submission to the Department of Labor.

The two local workforce investment boards also vetted their plan modifications to the committee and were recommended for approval to the full board. Approval to both local boards was granted on May 17, 2007.

## Board Development Committee

The Board Development Committee is charged with recruitment of potential members and the retention and education of existing members. Program Year 2006 focused on two main events: a retreat for board members held in February and the annual meeting held in June.

Chairman Joseph MarcAurele kicked off the **board member retreat** by articulating the primary goal for the session: to establish a solid basis for the work associated with the upcoming development of the unified state workforce plan. Team-building and collaboration activities were conducted, and the day ended with a networking session for members. All agreed that the retreat left the members poised to begin a serious strategy session for the state's first ever unified workforce plan.

Then on June 21, 2007, the members, along with dignitaries and invited guests, celebrated the board's many accomplishments at the **annual meeting**, entitled "The Rhode Island Advantage." Governor Donald Carcieri spoke to this theme, highlighting the strengths of Rhode Island, stressing the importance of workforce development and congratulating the board on its efforts to align the state's workforce-related programs.

Richard Kazis, senior vice president for Jobs for the Future, delivered the **keynote address**. Kazis explored the current state of the workforce, showing trends in the job skills and articulating the educational needs necessary for the U.S. to compete in a global economy. He concluded his presentation by encouraging the board to continue its efforts to implement system change by aligning resources and creating opportunities for all citizens.

Representing the **Industry Partnership** program, a valuable component of the board's demand-driven workforce development agenda, was Quality Partners of Rhode Island, one of the first recipients of an Industry Partnership grant. Gail Patry, RN, spoke on behalf of the group which represents the long-term health care sector. With the help of the grant, Quality Partners produced an in-depth skill gap study, along with strategies designed to bridge those gaps.

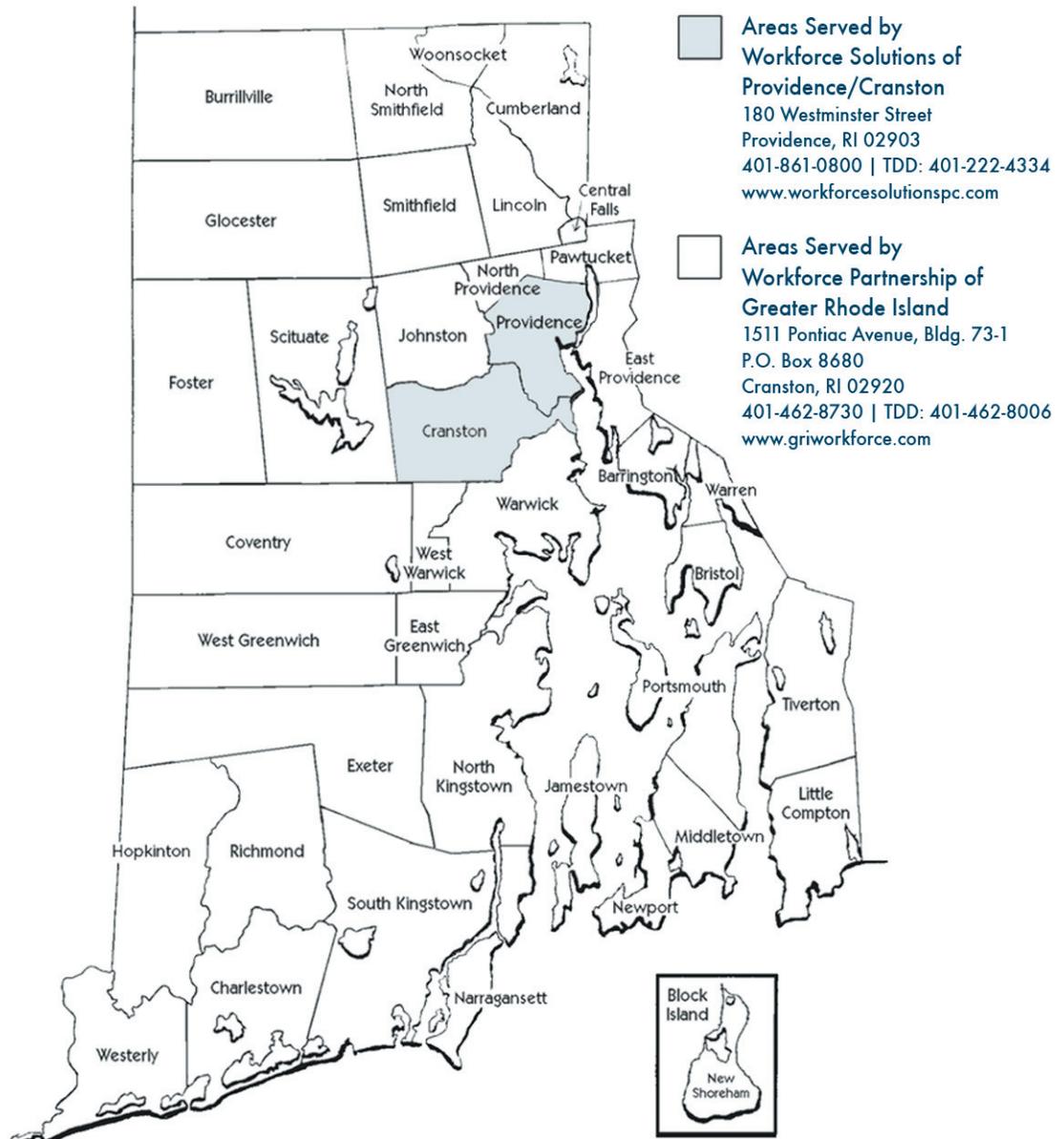
Lastly, Chairman MarcAurele introduced AAA of Southern New England as the **2007 Workforce Innovation Award** recipient. The award, given annually to an organization that has invested GWBRI funding to improve operational systems, training on new technologies or customer service, was accepted on behalf of AAA by Peter Stipe, director of Human Resources Development and Training. Stipe explained that the funding was used to train road crews to get motorists' cars running on the spot, thereby reducing the number of tows. The training was such a success that the RI program will now be modeled in other states.

# GOVERNOR'S WORKFORCE BOARD RI

## Governor's Workforce Board RI members PY 2006

<b>Chairman</b> Joseph MarcAurele	President and CEO Citizens Bank of RI and CT
Mario Bueno	Adult Education Director, Progreso Latino
Mia Caetano-Johnson	Senior Counsel, Duffy, Sweeney & Scott
Armeather Gibbs	Chief Operating Officer , United Way of RI
Paul MacDonald	President, Providence Central Federated Council
William McGowan	Business Manager, IBEW Local 2323
(Appointment pending)	Director , RI Economic Development Corporation
Brandon Melton Sr.	Senior Vice President of Human Resources, Lifespan
Sharon Moylan	President , Emerge, Inc.
Robert Nangle	President , Meridian Printing
George Nee	Secretary-Treasurer, RI AFL-CIO
Adelita Orefice	Director, RI Department of Labor and Training
Sgt. Robert Paniccia	President, Providence Fraternal Order of Police
Lorna Ricci	Executive Director, Ocean State Center for Independent Living
Martin Trueb Sr.	Senior Vice President and Treasurer, Hasbro
Dr. Jack Warner	Commissioner, RI Office of Higher Education
(Appointment pending)	Business Representative

# Workforce Investment Areas



Both workforce boards are led by the  
**Governor's Workforce Board RI**  
 511 Pontiac Avenue, Bldg. 72-2  
 Cranston, RI 02920  
 401-462-8714 | TDD: 401-462-8006  
[www.rihric.com](http://www.rihric.com)

Oversight, monitoring and policy are provided by the  
**State Workforce Investment Office**  
 1511 Pontiac Avenue, Bldg. 72-3  
 P.O. Box 20157, Cranston, RI 02920  
 401-462-8780 | TDD: 401-462-8006  
[www.dlt.ri.gov/WIO](http://www.dlt.ri.gov/WIO)

# Workforce Partnership of Greater Rhode Island

The Workforce Partnership of Greater Rhode Island (WPGRI) serves as the local Workforce Investment Board to the largest geographic area of RI, including 37 of the state's 39 cities and towns. Its Program Year 2006 Workforce Investment Act allocation totaled nearly \$3.5 million, which provided the means to offer a variety of programs and services to 700 adults and 130 youth. The WPGRI Board of Directors has consistently maintained a strong, business-led majority membership that has willingly committed both their time and expertise to the mission and vision of the organization. Utilizing an active and focused committee structure, the board has successfully directed its members' commitment and energy to ensuring the success of both its federal- and state-funded programs.

The Executive Committee remains the driving force of the WPGRI. Composed of elected officers and all committee chairs, this committee ensures that the board remains focused on the mission at hand, while anticipating the future needs of Rhode Island's economy. This proactive approach has ensured the organization's readiness and response to meet our state's diverse workforce needs.

During Program Year 2006, board members and staff examined how best to realign committee structure and other resources in order to maximize the organization's efficiency and effectiveness in meeting the demands of RI workers and the employer community. It was determined that the **demand-driven philosophy** guiding program outcomes should also be integrated throughout the board's program development process. This allows the board to align itself more effectively with the state's current workforce needs, while enhancing its ability to adapt to changing economic conditions.

As part of this plan, the board agreed to reconstitute its existing Program Development and Evaluation Committee into a re-energized

**Strategic Development Committee** with its private sector members representing



BUILDING TOMORROW'S WORKFORCE TODAY

the state's identified high-growth industries. This committee will remain focused on program strategies, workforce development priorities, and new programs/projects. With the successful collaboration of board members and industry cooperation, the **Strategic Development Committee** will enhance the organization's ability to deliver demand-driven workforce development solutions, while improving program performance and achieving new levels of success for the WPGRI's customers, employees and employers alike.

The cornerstone of the WPGRI's federal WIA service delivery is netWORKri, Rhode Island's One-Stop Career Center System. During Program Year 2006, the organization's **Program Quality and Performance Committee** continued to focus on tracking and improving performance through continued support of the five netWORKri Centers in the WPGRI region. This committee ensures that the system strives for and achieves excellence in both service delivery and overall customer satisfaction. The committee collaborates closely with the management of netWORKri to monitor customer data and demographic information, assess the quality and effectiveness of the various services, and recommend strategies for continual improvement. In addition, the committee oversees the search for award nominations to recognize successful

## The Mission

The mission of the Workforce Partnership of Greater Rhode Island is to provide strategic leadership to meet the current and future human resource needs of RI's employers and to ensure a well-trained, self-sufficient and adaptable workforce.

## The Vision

The Workforce Partnership of Greater Rhode Island will collaborate with business, labor, education leaders and community-based organizations to establish a dynamic, outcome-driven, visible resource providing measurable and comprehensive market-based employment and training services. These services will include the provision of information, technical assistance and life-long training opportunities to customers. Employers will have access to a well-trained, dependable workforce.

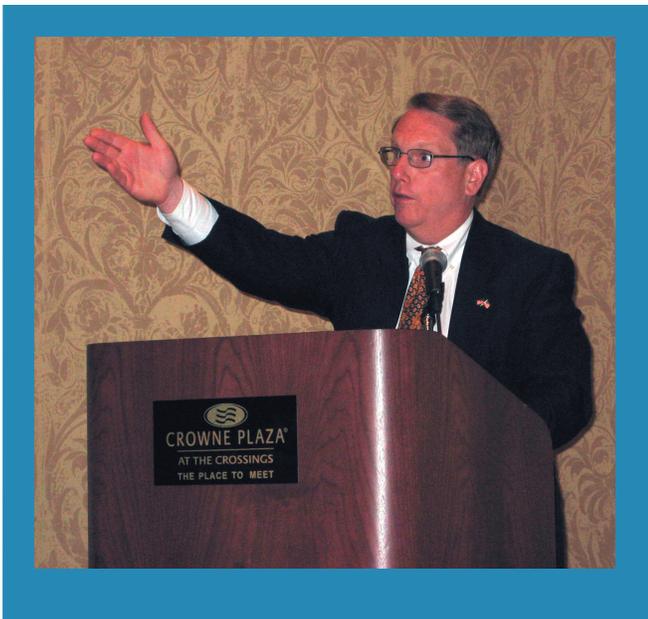
programs and collaborations, as well as the hard work of netWORKri staff, at the WPGRI's Annual Meeting.

During Program Year 2006, the **Rhode Island Biomanufacturing/Biotechnology Training Initiative (RIBBTI) DOL H1-B Grant** continued activities designed to support the growth of the state's Biomanufacturing/Biotechnology industry by developing the skills of the current and future labor force, and by encouraging the development of biotech training and educational resources in Rhode Island.

In the summer of 2006, Biotech Grant funds paid for 29 high school teachers to attend a six-credit, masters-level **Introduction to Biotech** program at the University of Rhode Island (URI). This initiative, developed through a dynamic partnership with the RI Department of Education (RIDE), included the development of a high school biotechnology curriculum by a small team of participating teachers. The grant also allowed for additional masters-level teacher training programs to be offered during the summer of 2007. This included an advanced second-level course for the 2006 graduates and a new introductory course for 26 additional educators. Building upon strong partnerships and additional investments of time and funding through the RIDE, this project will ensure the development of biotech career paths for Ocean State workers.

Sixteen company partners participated in the grant activities during the Program Year 2006, the fourth and last full year of the grant period. As of June 30, 2007, more than 700 **incumbent workers** were trained through this project. In addition, unemployed and transitioning workers participated in grant-funded programs at RI post-secondary institutions, including nine students in advanced graduate programs at Brown University, 70 students in the URI Biomanufacturing Certificate Program, and 63 students in the Community College of Rhode Island's (CCRI) biotech programs.

Throughout Program Year 2006, staff from the Workforce Partnership of Greater Rhode Island (WPGRI) worked jointly with Workforce Solutions of Providence/Cranston and the Governor's Workforce Board to plan a statewide strategy for youth services. This collaborative effort led to the development of a comprehensive youth



Chairman Steven H. Kitchin engaged the crowd at a meeting of the Workforce Partnership of Greater Rhode Island.

services delivery system model (see pages 16-17) and the issuance of a statewide Youth Workforce Services Request For Proposals. In addition, the Governor's Workforce Board (GWBRI) Youth Development Committee awarded the local workforce boards \$2 million in RI Job Development Funds for youth services. This infusion of funding created a dynamic opportunity to expand program capacity and improve the quality and variety of services offered to Ocean State youth. The WPGRI was able to leverage its federal WIA youth allocation with over \$1 million in state funding to increase services for Greater Rhode Island-area youth.

As a result, the WPGRI anticipates serving nearly 1,000 youth in Program Year 2007, representing an over-the-year increase of more than 600 percent. Moreover, the organization was able to expand the number of local service providers from five in Program Year 2006 to 13 in Program Year 2007. This paradigm shift from the traditional program structure to a more innovative service model has expanded the WPGRI's outreach to all Ocean State Youth; reduced the stigma associated with services for the disadvantaged; established a sound partnership between the state's two local workforce boards; and increased collaboration and networking of service providers throughout Rhode Island.

The **WPGRI web site**, located at [www.griworkforce.com](http://www.griworkforce.com), continues to attract new and repeat visitors seeking to access information about the organization, research funding opportunities and identify program information, staff contacts and other customer services. Interested parties are also able to download copies of the various forms and reports used in conjunction with our youth



WPGRI Board member Ernie Vergano presented the Department of Corrections with the Employer Recognition Award. Pictured from left: Governor Donald L. Carcieri; Terry Couture, DOC Office Manager; Paul Gutowski, HR Analyst; Paul Mancini, Administrator HR; Jane Ryan, HR Technician; and DLT Director Adelita S. Orefice.

programs. The WPGRI anticipates expanding this convenient feature to other program components in the future.

On-going review and evaluation of programs and services at all levels will contribute to further successes and enhanced opportunities for collaboration and efficiencies. As the WPGRI continues to build on its long-established foundation of success, the overall vision of the board and organization has become increasingly diverse, both in direction and resource utilization. The need and ability to quickly respond to existing and emerging industries, economic conditions, literacy issues, labor shortages, population shifts and overall workforce trends continues to present challenges to the WPGRI. However, these challenges create unique opportunities for diversification, collaboration, growth and improvement.

## Workforce Partnership of Greater RI Board Members PY 2006

<b>Chairman</b> Steven H. Kitchin	Vice President, Corporate Education and Training New England Institute of Technology
<b>Vice Chairman</b> Paul Ouellette	Vice President, Community Development and Education, Northern RI Chamber of Commerce
Patricia Talin	Senior Vice President, Human Resources, Amica Mutual Insurance
Ernani Vergano, Treasurer	Vice President of Operations, VR Industries, Inc.
Vincent Balasco	Director of IT Career Center, Community College of Rhode Island
Jeanne Brockway	President, Local 5022, Visiting Nurses Services of Newport and Bristol
Joseph Cannon	President, CAS America
Michael Cassidy	Director of Planning and Development, Pawtucket Planning and Development Office
Diane Cook	Principal Human Service Policy and Systems Analyst, RI Department of Human Services
Vanessa Cooley	Director, Vocational Education, RI Department of Education
Joseph Crowley	Director, Warwick Career and Technical Center
Joseph DeSantis	Executive Director, Tri-Town Community Action Agency
Joseph DesRoches	Chief, Veteran Services, RI Department of Labor and Training
Joseph DiPina	Executive Director, Exeter Job Corps Academy
Raymond Filippone	Assistant Director, Unemployment Insurance, RI Department of Labor and Training
Dorothy Furlong	Resident Services Specialist, RI Housing and Mortgage Finance Corporation
Paul Harden	Assistant Director for Business Services, RI Economic Development Corporation
John Iaderosa	Director of Organization Development, CVS Corporation
Diane Karcz	Assistant Vice President, Human Resources, Bank Newport
Peter Koch	Chief Executive Director, Koch Eye Associates
Joan Lariviere	Human Resource Manager, United Parcel Services
Etelvina Leite	Senior Manager, Human Resources, Unicom
Dorothy Mattiello	Vice President of Human Resources, Hope Global
Muriel Morrissette	Senior Human Resource Specialist, Amgen, Inc.
Jane Nugent	Senior Vice President of Community Services, United Way of Rhode Island
Colleen O'Dell	Senior Job Developer, AFL-CIO Dislocated Worker Program
Fred Pendelbury	Supervisor of Human Resources, General Dynamics/Electric Boat
Betty Plecher	Executive Director, East Bay Chamber of Commerce
Fred Ricci	Franchise Owner, Todays Staffing
Paula Santos	President, Training and Consulting Associates
Scott Seaback	President, RI Temps, RI Personnel, Inc.
Edward Sneesby	Administrator, RI Department of Human Services
Marie Strauss	Assistant Administrator, RI Department of Elderly Affairs
Frank Sullivan	Vice President, Cameron Residential Mortgage Company
Johan Uvin	Director of Adult Education, RI Department of Education
Darrell Waldron	Executive Director, RI Indian Council
Kimberly Weiss	Coordinator, Adult and Dislocated Worker Unit, RI Department of Labor and Training
Richard Westlake	CEO, Independence, LLC
Steve Wilson	President, Polytop Corporation

# Workforce Solutions of Providence/Cranston

Workforce Solutions of Providence/Cranston, working in close partnership with government, business, labor, state and local education and community and faith-based organizations, oversees workforce development services for unemployed job seekers, the underemployed and the emerging workers of the cities of Providence and Cranston. From the Providence office of the netWORKri One-Stop Career Center, Workforce Solutions of Providence/Cranston is the source for labor market information, hiring incentives and training resources designed to help employers address their workforce needs and to connect dislocated and unemployed individuals to the workforce.

To accomplish these goals, Workforce Solutions of Providence/Cranston received more than \$2.8 million of federal funds in Program Year 2006. Seven-hundred fifteen adults and dislocated workers and 82 youth ages 14-21 received services with these funds. Workforce Solutions of Providence/Cranston also trained 288 adults and dislocated workers for high-demand occupations based upon labor market information provided by the RI Department of Labor and Training.

Workforce Solutions of Providence/Cranston continues to partner with state and local economic development leaders to meet the workforce needs of both **new and expanding businesses**. In the fall of 2006, Workforce Solutions of Providence/Cranston conducted a recruitment event for the newly opened Renaissance Hotel that resulted in 639 people being tested, 187 referred and 100 hired. In addition, Workforce Solutions of Providence/Cranston continues to recruit and train individuals in steel fabrication to meet the expanding workforce needs of Capco Steel. Over the past two years more than 150 individuals have been tested and 30 hired by

this fast-growing employer.

In response to new certification guidelines mandated by the **No Child Left Behind** legis-

lature, Workforce Solutions of Providence/Cranston partnered with Laborers Local 1033 and the

Providence School Department in the summer of 2006 to assess 339 teacher aide candidates. One-hundred twelve completed the training developed by the Community College of Rhode Island for this demand. Workforce Solutions of Providence/Cranston leveraged funds from Local 1033 to fund the cost of the training. As a result, the Providence School Department has employed 51 graduates as teacher aides and another 19 as substitute teacher aides. Most recent information indicates that 99.1% continued to be employed six months after placement.

Workforce Solutions of Providence/Cranston continues to address the skills shortage in the medical field with its partnership with Cranston Adult Education, our local education partner. Ongoing recruitment has resulted in 62 one-stop customers being trained in a high-demand area with a career ladder.

For the fourth year, Workforce Solutions of Providence/Cranston, in partnership with the Greater Providence Chamber of Commerce, the Rhode Island Commodores, (headed by Governor Carcieri), Junior Achievement of Rhode Island, and the Providence School Department, has conducted a **summer jobs program** for students at Hope High School in Providence. One hundred seventy-six Hope High students received Success Skills training at Hope as a part of their school day. This curriculum focuses on the skills needed



## The Mission

The mission of Workforce Solutions of Providence/Cranston is the continuous improvement of the Providence/Cranston workforce investment area's capacity to connect people, employers, jobs, education and service.

## The Vision

The vision of Workforce Solutions of Providence/Cranston is to create a rich, vibrant, competitive economy in the Providence/Cranston workforce investment area where people find good jobs, employers find the skilled workers they need and where all parties find the Providence/Cranston workforce investment area a place in which they want to live, work and invest.

to get and hold a job and was taught by Junior Achievement business volunteers. Fifty-eight of these students were then placed into summer employment at businesses recruited by the Greater Providence Chamber of Commerce. The Providence School Department provided a school-based coordinator funded with a Perkins Grant to coordinate the activity. With funds provided to Junior Achievement by the Governor's Workforce Board, this program will be expanded to the entire junior class at Hope High School and to develop a pilot program at Mt. Pleasant High School.

Workforce Solutions of Providence/Cranston continues operations at the **Providence Skills Center** located in the Providence Place Mall. In partnership with Comprehensive Community Action Program of Cranston, 60 participants received GEDs. An additional 55 enrolled in customer service training and 20 achieved a credential in customer service, based upon standards developed by the National Retail Federation and major retailers. Sixty-eight more students enrolled in Pharmacy Tech training developed with CVS Corporation. Forty-four received certification and were hired by CVS, satisfying an employer demand.

In this program year, **the National Retail Federation** has designated the Providence Skills Center as a regional hub for customer service training. As a hub, the Skills Center offers a full range of services to employers and potential and incumbent workers interested in customer service and related careers.

With funds from the RI Department of Education, Workforce Solutions has increased the level of **basic skills instruction** at its one-stop office. This \$50,000 grant gives Providence/Cranston the opportunity to address a major challenge in meeting employer workforce demands: low

basic skills of the entry-level workforce. These funds will enable Workforce Solutions to upgrade its customers' basic skills and allow them either to move directly into employment or to enter occupational skills training that leads to employment

In Program Year 2006, Workforce Solutions of Providence/Cranston received approximately \$1 million from the Governor's Workforce Board to augment **Youth WIA programs**. This represents a great opportunity for Workforce Solutions to increase its capacity and commitment to serving youth in the Workforce Investment area.

Last year, less than 100 in-school youth in our service area received much-needed WIA services during the summer. Now, the Governor's Workforce Board funds will enable Workforce Solutions of Providence/Cranston to serve over 1,000 youth at 23 youth service providers.

Workforce Solutions of Providence/Cranston remains committed to developing a public/private partnership that meets the demands of both the employers and residents of the workforce area.

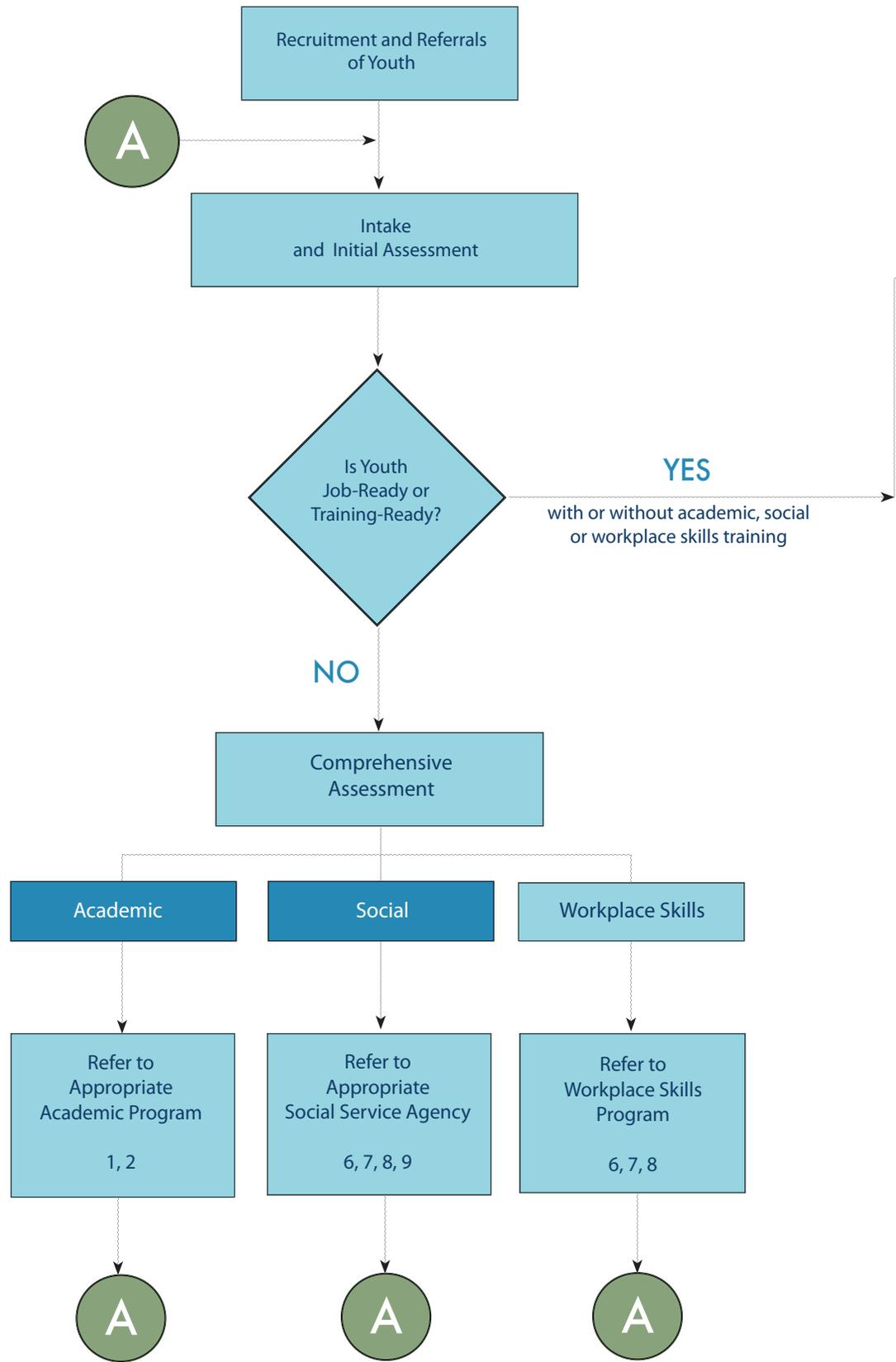
Workforce Solutions of Providence Cranston Board Members PY 2006

<b>Chairman</b> Larry Davidson	Principal Kahn, Litwin, Renza and Co.
<b>Vice Chairman</b> Janet Raymond	Senior Vice President Greater Providence Chamber of Commerce
<b>Secretary</b> Kenneth Kirsch	Vice President, Corporate Education and Training New England Institute of Technology
Victor Barros	Urban Development Manager, RI Economic Development Corporation
Lynn Bentley	Organization Transitions
Cliff Boyle	Vice President, Academic Affairs, Johnson and Wales University
Wendy Caputo	Job Developer, RI AFL/CIO Dislocated Worker Program
Donalda Carlson	Administrator, Center for Children and Family Support, RI Department of Human Services
John Charters	Coordinator Career and Technical Education, RI Department of Education
Vanessa Cooley	Coordinator Career and Technical Education, RI Department of Education
Frank Corbishley	Executive Director, ProCAP, Inc.
Joan D'Agostino	Chief, Program Development, RI Department of Elderly Affairs
Alec Dawson	President, Central Tools Inc.
Joseph DesRoches	Chief, Veteran Services, RI Department of Labor and Training
Alexis Devine	Youth Development Coordinator, Lifespan
Joseph DiPina	Executive Director, Exeter Job Corps Academy
Monica Dzialo	Workforce Development Supervisor, Office of Rehabilitation Services
Raymond Filippone	Assistant Director of Unemployment Insurance, RI Department of Labor and Training
Paul Fioravanti	Vice President and Chief Operating Officer, The LJ Companies
Hy Goldman	Sales Manager, Greylawn Food, Inc.
Ann Gooding	Director of Administration, Planning and Development, City of Providence
Brian Jordan	Assistant Vice President, Legislative Ops., Blue Cross and Blue Shield of RI
Chris Lombardi	Secretary-Treasurer, Laborers Local 226
Jeffery Machado	Chief Executive Officer, Goodwill Ind.
David Maher	Director, (Economic Development), Building Inspectors, City of Cranston
Jim McCarty	Chief Financial Officer, Manufacturing, Jewelers and Suppliers Assoc.
Lillian McGee	Regional Director, Public Relations, Verizon
Joanne McGunagle	Executive Director, Comprehensive Community Action
Geoffrey Millsom	Partner, Adler, Pollock and Sheehan
Lori Norris	Chief, Statewide Youth Services, RI Department of Labor and Training
Susan Pagnozzi	President, Greater Cranston Chamber of Commerce
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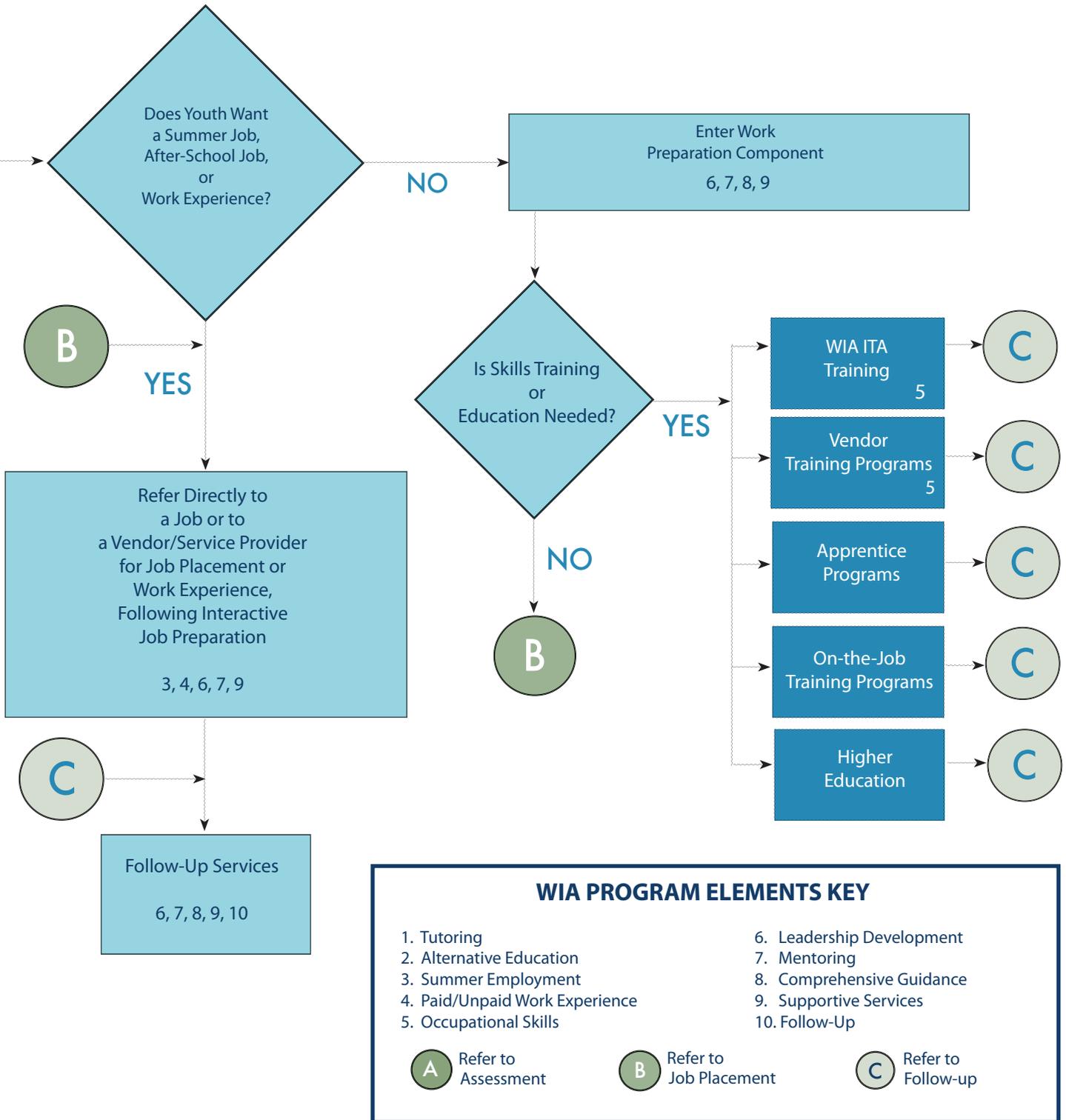
## Workforce Solutions Board Members PY 2006, continued

Michael Paruta	Associate Vice President, Women's and Infants' Hospital
Sandra Powell	Assistant Director-Workforce Development, RI Department of Labor and Training
Tomas Ramirez	Assistant Superintendent of Schools, Providence School Department
Leslie Reis	CVS Corp., Manager, Government Hiring Program
Sherrie Ryan	Chief Operating Officer, AAA of Southern New England
Raymond B. Sepe	President, Electro Standards Laboratory, Inc.
Heather Singleton	Vice President of Operations, RI Hospitality and Tourism Association
Richard Smith	Senior Vice President, Sovereign Bank
Robin Smith	Dean, Lifelong Learning, Community College of RI
Marcia Sullivan	Director of Resident Services, Providence Housing Authority
Patti Thibeault	Vice President, Regional Recruitment, Citizens Bank
Johan Uvin	Director, Adult Education, RI Department of Education
Darrell Waldron	Executive Director, RI Indian Council
Norris Waldron	Owner, Waldron Properties

# YOUTH WORKFORCE SYSTEM



# Youth Workforce System Flow Chart



# Workforce Development

## Rhode Island's One-Stop System Highlights

Rhode Island's One-Stop Career Center System, known as netWORKri, is the center of the workforce development system.

A partnership of professional labor, training and education organizations, netWORKri operates six centers, conveniently located throughout the state, where job seekers and employers are matched through quality employment programs and services. The RI Department of Labor and Training (DLT) is the operator of the One-Stop Career Center System, and there are two comprehensive centers, one in each workforce development area. Each center provides access to state-of-the-art technology, resources and programs—as well as professional employment and training staff to help customers make the best possible employment and training choices. Customers with disabilities will find netWORKri welcoming and accessible. Each netWORKri Career Center has staff from DLT that specializes in employer services. They offer a rich array of services to meet the workforce development needs of RI employers. Both job seekers and employers can access information and services through a toll-free line, 1-888-616-JOBS or through the netWORKri web site, [www.networkri.org](http://www.networkri.org).

The One-Stop Career Center System is supported by a variety of funding streams including Wagner-Peyser, Trade Adjustment Assistance Act, the Workforce Investment Act, and various partner agencies. Wagner-Peyser is the primary funding source, providing universal access to one-stop services for both job seekers and employers.

Job seekers and employers utilized netWORKri services and resources in record numbers in Program Year 2006. Over 34,000 job seekers accessed workforce development programs and services, including: training, job fairs, résumé assistance, job search workshops, as well as the guidance and counsel of

professional employment and training interviewers. During this same period, repeat business of over 61,000 job seekers is evidence of the quality of services and resources received by netWORKri customers.

During Program Year 2006, management staff in the Administrative Workforce Development Services Division continued to work



strategically with the Governor's Workforce Board (GWBRI) and partner agencies to implement a plan guiding the efforts, resources and services delivered through the workforce development system over the next several years.

The RI Department of Labor and Training Administrative Workforce Development Division, under new leadership, conducted a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the division. A **strategic plan** with a vision to strengthen and improve RI's workforce development system through the One-Stop Career Center system was developed. The following four goals were identified, all of which impact the one-stop system and provide a real focus for the utilization of resources on demand-driven initiatives and strategies:

- Mandated by the Governor, One-Stop Career Centers are to be recognized as the primary deliverer for workforce development services for all state agencies.
- One-Stop Career Centers are demand-driven.
- One-Stop Career Centers are focused on strategic populations, such as Limited English Proficiency, Youth and Unemployment Insurance recipients.
- The system is financially self-sustaining.

A subcommittee of the GWBRI—the netWORKri **Restructuring Committee**—conducted an in-depth analysis of RI’s One-Stop Career Center system. The subcommittee considered several options to strengthen the system, choosing to refocus program delivery and to allocate resources accordingly.

In June 2007, the representatives of the GWBRI and RIDLT presented the Governor with these recommendations which were subsequently approved. Plans are underway to begin **Phase I** of the transition in September 2007. Phase I includes the transition of staff and hours of operation in Warren, Wakefield and Newport. **Phase II** will include a redesign of service delivery in both the comprehensive one-stops and the RIDLT reemployment center.

Critical to this reorganization are the strategic investments made by the GWBRI in Adult Education, Youth, Industry Partnerships and Business Retention. While the one-stop system is in the midst of change, these investments demonstrate the commitment of the GWBRI, local workforce investment boards and member agencies of the Workforce Cabinet to support the Governor’s Executive Order, making the one-stops the primary deliverer of workforce development programs in the state.

## Adult and Dislocated Worker Unit

The Adult and Dislocated Worker Unit (ADWU) administers a broad range of federally-funded programs that assist workers experiencing permanent job loss due to layoffs, company downsizing or plant closings. These federally-funded programs include:

- Trade Adjustment Assistance (TAA) Act;
- Workforce Investment Act (WIA); and
- National Emergency Grants.

The ADWU also coordinates statewide Rapid Response services for companies experiencing permanent layoffs. Finally, the unit provides administrative oversight for adult and dislocated worker services under WIA in various netWORKri One-Stop Career Centers throughout the state.

**The Trade Adjustment Assistance Act**, established in 1974, is a federal program that assists trade-affected workers who have lost their jobs due to increased imports or shifts in production out of the United States. Fourteen RI companies applied for TAA certification in 2006 and 10 were approved, identifying 638 potential TAA-eligible employees. Performance goals for TAA are set at the national level. In 2006, RI met and exceeded the nationally set performance goals for reemployment, retention and wage replacement.

TAA Performance PY 2006		
Performance Measure	National Goal	RI Outcome
Reemployment Rate	70%	75%
Retention Rate	85%	89%
Wage Replacement	80%	91%

The TAA program provides an array of reemployment and retraining services including:

- Job search allowances, for when suitable employment is not available in the workers’ normal commuting area;
- Relocation allowances, for when the workers obtain permanent employment outside the commuting area;
- Access to training opportunities to improve the workers’ skill sets and increase marketability in the job market;
- Extended income support for workers participating in full-time training.

In an effort to maximize services and benefits, TAA participants are often co-enrolled with WIA. Core, Intensive, and Training services are often leveraged for TAA-eligible participants.

Additional benefits of the TAA program include a Health Coverage Tax Credit (HCTC) program and the Alternative Trade Adjustment Assistance program.

**TAA Program PY 2006**

Total Participants	773
Participants Who Received Training	522
Funds Expended	\$ 1,762,651

The **Health Coverage Tax Credit (HCTC)** program provides 65 percent reimbursement of monthly health care premiums for qualified workers. The latest quarterly report from the Internal Revenue Service, the agency responsible for administering this benefit, shows a total of 58 Rhode Islanders are currently enrolled in HCTC.

The **Alternative Trade Adjustment Assistance (ATAA)** program, implemented in 2002 as a pilot program, offers an alternative benefit to the regular TAA program. Participation in ATAA allows workers 50 years and older, for whom retraining may not be appropriate, the option of accepting reemployment at a lower wage, while receiving a wage subsidy of 50 percent of the difference between pre- and post-separation wages. Twenty-six individuals supplemented their income with ATAA benefits in 2006 of which nine have returned to full-time employment. Fifteen individuals are still participating in this program.

**Rapid Response** is a pro-active, business-focused and flexible strategy designed to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. The Rapid Response Unit works quickly with employers and any employee representative(s) to quickly maximize public and private resources, thereby minimizing disruptions associated with job loss. The unit provides customized services on-site at an affected company, accommodates any work schedule, and assists companies and workers through the often painful transition associated with job loss. Rapid Response orientations for worker groups provide an opportunity to disseminate information about Unemployment Insurance benefits, One-Stop Career Center re-employment services and training

opportunities. In 2006, Rapid Response orientations were provided to 1,709 workers at 45 RI businesses. In addition, 16 companies were counseled on how to apply for benefits under TAA.

Rapid Response, in collaboration with the Employer Service Unit and the Governor's Workforce Board, has embarked on a new, pro-active **Business Retention Initiative** designed to provide layoff aversion and business retention services to RI companies. Funding, provided by the GWBRI, may be used toward a variety of services, including:

- Consulting services, to identify new markets of profitability;
- Incumbent worker training, to upgrade worker skill sets in order to compete in a demand-driven economy; and
- Recruitment, assessment and screening for new hires.

**Rapid Response PY 2006**

RI Companies Served	45
Rapid Response Orientation Participants	1,709
Trade Orientations	32
Trade Orientation Participants	638

**Employer Service Unit**

Employer Service Representatives (ESRs) serve as the department's liaisons to the employer community, developing job openings and providing information about DLT services, grant opportunities and state and federal tax credits. In today's marketplace, a primary challenge for the employer community is a lack of job-ready employees. The Employer Service Unit (ESU) meets that challenge head on, connecting qualified job seekers with unfilled job vacancies.

The ten ESRs are stationed at the department's six netWORKri One-Stop Career Centers but often, for the convenience of the business community, make themselves available where business leaders congregate. All are active participants in area Chambers of Commerce and use networking sessions to

keep employers abreast of DLT services and programs, grants and tax credits. ESRs are responsive and customize services to simplify doing business in Rhode Island.

During Program Year 2006, ESU organized or assisted in **539 recruitment and job fair events** for customers both off site and in our netWORKri One-Stop Centers for a full-range of customers, from family-owned businesses to international businesses and federal and city governments. Industries represented included retail, manufacturing, agriculture, shipping, banking, food, medical, airline and publishing. Jobseekers had the opportunity to have their résumés professionally evaluated and were made aware of the wide range of services available from netWORKri.

ESRs also collaborated with internal units, including the Rapid Response Team of the Adult and Dislocated Worker Unit, hosting recruitment sessions and job fairs for diverse groups of employers looking to hire highly trained but dislocated workers.

A new initiative in which the Employer Service Unit participated in Program Year 2006 was the **Employer Education Seminar Series**. The department ran a series of informational seminars on such topics as Unemployment Insurance, Temporary Disability Insurance, labor market information, employer services and state and federal tax credits. This series will continue in 2007, adding other new topics.

The mission and work of the RI Department of Labor and Training Employer Service Unit has been realigned with the **Industry Partnerships** and the **Business Retention initiatives**. An ESR has been assigned to each of the Industry Partnerships and is developing an expertise in the workforce development needs of each industry. As workforce liaisons to each partnership, ESRs will understand and be able to identify the human resource challenges, the occupations, the needed skills, the necessary credentials, and the available career paths within each of the Industry Partnerships. In addition, the Employer Service Unit will focus on business retention strategies within each of these industry sectors. The goal is to move beyond “employer services” to improving the quality and skills of the RI workforce.

Finally, the **Jobs Network**, 1-888-616-JOBS (5627), is a valuable resource for both jobseekers and employers. Employer Service Representatives staffed the telephones and provided expert advice and referrals to 1,211 jobseeker customers and 1,901 employer customers,

## Service Recognition

Employer Service Representative Bill Cummings received the Workforce Partnership of Greater Rhode Island’s 2007 Annual Recognition Award.

Cummings has consistently demonstrated exemplary work in all his duties and responsibilities and is respected by the business community and his colleagues through the agency.

Gail Patry of Quality Partners of Rhode Island recently praised his work as a valued team member and DLT liaison, stating:

*Quality Partners of RI’s Long Term Care team raves about Bill. We have had the wonderful opportunity of joining forces on several health care/DLT projects. Throughout this work, Bill has served as a faithful guide to the Long-Term Care team helping them to understand the Department of Labor and Training, how the Long-Term Care industry can benefit from the programs and services offered at DLT and connecting health care partners with DLT partners. Bill’s soft touch, his genuine interest and enthusiasm and his ability to connect people has forged new partnerships that have had enormous benefit for everyone. He is a careful listener, a quick learner and is the first person to arrive at every meeting. Quality Partners not only salutes Bill but wants to be sure he knows how much we appreciate his hard work and faithful service.*

bringing the total number of customers served since the inception of the toll-free telephone number in August 1999 to 27,191. During this time, the toll-free line enabled employers to place 3,109 job postings with the RI Department of Labor and Training.

More information on employer-friendly programs, tax credits, and recruitment efforts may be found at [www.dlt.ri.gov/esu](http://www.dlt.ri.gov/esu) or by calling 1-888-616-JOBS.

## Youth Initiatives

The RI Department of Labor and Training, in collaboration with the Governor’s Workforce Board, the Governor’s Workforce Cabinet and the local workforce investment boards, embedded the youth vision within the workforce delivery system as part of the department’s

# RHODE ISLAND'S ONE-STOP SYSTEM

strategic investment in the development of youth and their preparedness for the contemporary labor market. Consequently, the state plans to increase the number of youth centers from one to six spanning from Woonsocket to Westerly and to work with over 30 organizations providing services to youth ages 14 – 21 years.

This unprecedented approach is a first for RI state agencies committed to meeting the needs of the state's most precious resource and future workforce. Through this collaborative effort, the strategic direction for youth development calls for the cross-departmental leveraging of funds, the expansion of effective and efficient services for all youth, multiple points of entry into the youth service delivery system, input from those served and successful outcomes for multiple stakeholders.

In Program Year 2006, the RI Department of Labor and Training's strategic investment in youth required the coordinated efforts of all state agencies serving youth. A **chief of Statewide Youth Services** was added to the Workforce Development Services Unit in the Department. Because the youth service delivery areas have had wholesale changes, three key areas are focal points for the chief. Those areas are:

- Developing and implementing a statewide training plan for youth service providers to build capacity and increase professional development;
- Engaging business to support training and employment of all youth;
- Improving universal access for all youth in need of workforce development services, e.g. web portal.

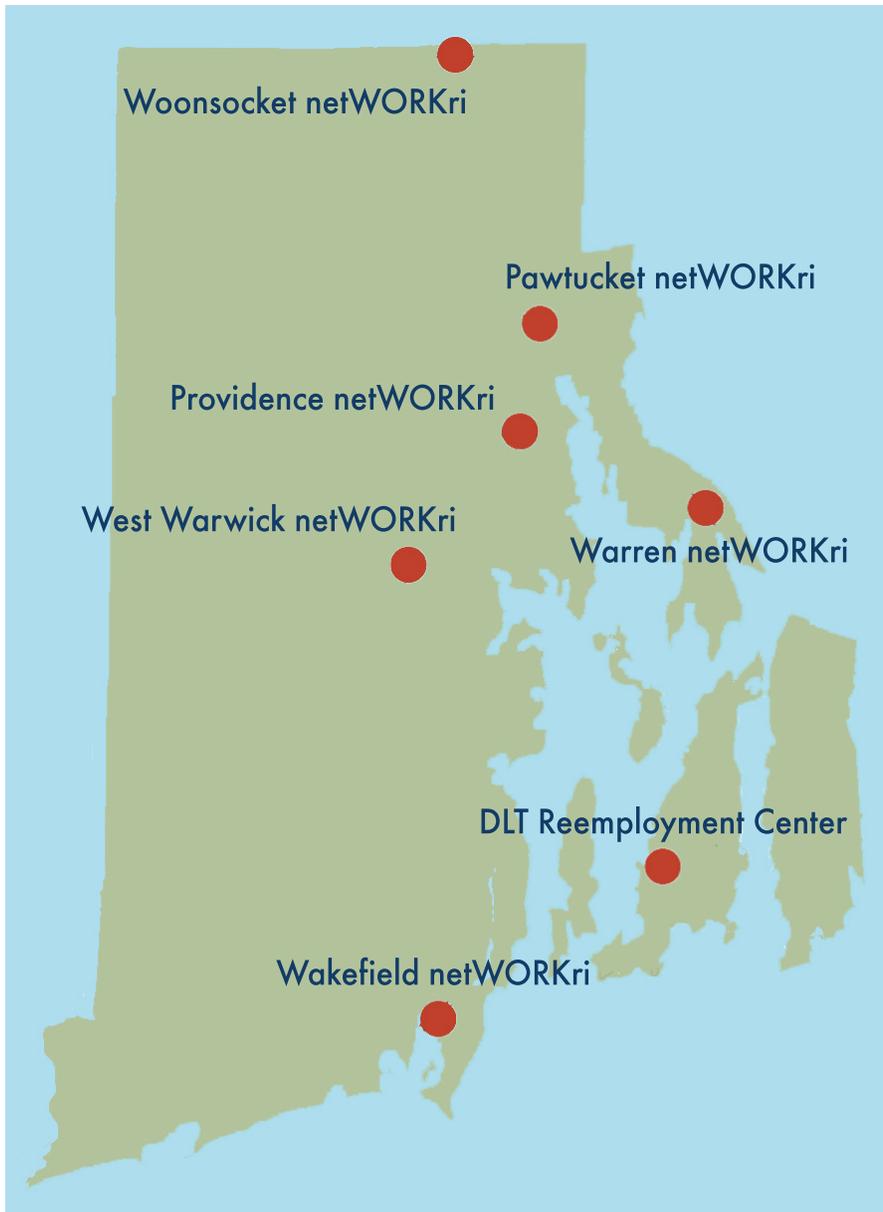
In November 2004, Rhode Island participated in the first Shared Youth Vision Federal Collaborative Partnership (SYVFCP) and in September 2006, was selected to participate in their Advanced Shared Youth Vision Initiative. In Program Year 2006, RI was chosen as one of 16 states to serve as a catalyst in the

SYVFCP through a DOL/ETA award totaling \$116,000. Through that award, Rhode Island is charged with conducting a pilot project to demonstrate the effectiveness of state-level partnerships and programmatic outcomes as well as develop an overall technical assistance plan so that the collaborative vision may be infused throughout the country.

The RI Youth Vision Team is currently developing an integrated system to impact RI's neediest youth. The team plans to leverage resources and create a streamlined and integrated service delivery model that will also result in service strategies for the state's highest risk youth. These strategies will result in the implementation of a shared youth accountability framework, and the documenting of project replicability guidelines. The team will establish state and local training protocols, develop a comprehensive risk assessment and test the initiatives with integrated strategies for a pilot serving up to 50 highest risk youth. In addition, the RI team will formalize interagency collaborative agreements, integrate a statewide strategic vision and incorporate policies and strategies for the highest risk youth to align with RI's first Unified Workforce Development Plan.



## Career Centers



# WIA System Review and Evaluation

The RI State Workforce Investment Office is responsible for the oversight, monitoring and policy of the Workforce Investment Act.

During the process of developing the new Two-Year State Plan, members of the Governor's Workforce Board became very interested in the results and performance of all programs and systems under their purview. To this end, the state office established a **Policy and Compliance Team**. The team has intensified monitoring efforts and provided increased technical assistance to the local areas as well as to service providers. It is the expectation that these revamped and expanded activities will ensure the policies are in place to achieve the program quality and outcomes that are necessary to establish Rhode Island as a world-class competitor in the 21st century as described in the Two-Year Plan. One of the first activities undertaken by the team was to conduct selected evaluations by program type and vendor. As an example, the on-the-job training program performance was reviewed in a vacuum to determine the true value of results.

This program year, **data element validation monitoring** reports were issued to the local areas based on the performance data submitted on our Program Year 2005 federal reports. The evaluation process consisted of state staff's verifying the accuracy of data entered into a computerized data base with source documentation. Again, in an attempt to improve system-wide activities, selected data elements were chosen for more intensive evaluation. These elements, such as exit dates, were reviewed individually as well as part of the whole, to measure and communicate to the system the effect that inaccuracies have on performance.

Another significant step leading to a greater ability to gather and evaluate data was the is-

suance of a **Request for Proposals (RFP) for a new One-Stop Operating System**. The responses to the RFP went through a rigorous review by a committee comprised of distinct and various users of the system, from information technology experts to state office personnel to local workforce investment board staff. The system selected will be fully compliant with all reporting requirements of Common Measures and the Workforce Investment Streamlined Performance Reporting (WISPR). The entire workforce development system looks forward to its implementation.

During Program Year 2006, considerable energy was directed toward the requirements of USDOL's **Common Measures** Policy. The Common Measures System Integration Workgroup continues to review the policy and facilitate its comprehensive integration via affected programs within the netWORKri one-stop career center system – Wagner Peyer, WIA, Trade Act and Veterans' Services.

Since a significant portion of evaluation focuses on achievement of performance goals, quarterly monitoring reports were issued or discussed with the local areas to provide analysis of reported performance data. Written responses were required along with documentation to support projections for subsequent quarters. This allowed state and local staff to assess progress toward meeting negotiated performance goals.

Evaluations by the local workforce investment boards come in a variety of methods covering all aspects of the act. Periodically scheduled staff meetings with one-stop managers and counselors are held to efficiently manage participant case loads. Local area monitoring staff members conduct reviews of adult, dislocated worker and youth activities while board members provide oversight of the netWORKri One-Stop Centers. Any findings

are addressed by corrective action plans with all reports and plans subsequently submitted to the state office.

Analyzing **customer service feedback** is the key component of Rhode Island's contract with RKM Research and Communications, Inc. The firm conducts customer satisfaction follow-up for employers and participants who have utilized the services of netWORKri. This information is shared with the workforce investment system to improve WIA service delivery within the netWORKri system. The RKM evaluation continues to be an important tool in ensuring that the needs of our customers are met.

Finally, in furthering the Governor's Math and Science Initiative, Central Falls High School completed year two of the three-year demonstration project called "**I Can Learn.**" The program incorporates technology in teaching the algebra curriculum to a select group of students, and compares the results to those of a group of students who are instructed in the traditional manner. All of the "I Can Learn" participants are provided linkages to the world of work including summer jobs; job shadowing and guest speakers focused on careers in math related occupations; group meetings to discuss educational or career options; adult mentors; and training activities such as financial literacy. A complete assessment by the RIDLT and the RI Department of Education will determine if the program should be expanded and implemented in the other five distressed RI communities.

# WIA Cost Benefit Analysis

As Rhode Island completes its seventh year of WIA services, the state is in a better position to analyze and compare data from previous years and use this data to develop more effective and efficient program elements and service delivery systems.

Rhode Island served 1,416 participants under the WIA Program of which 830 were adults, 588 were dislocated workers and 323 were considered youth.

In Program Year 2006, youth participation levels included 88 older youth and 235 younger youth. The two local workforce investment boards increased the number of youth served by 27 percent. A review of retention data showed that older youth retained for 12 months in employment increased by 20 percent compared with last year. This was accomplished through improved management practices, strong partnerships with community organizations and redesigned older youth programs, while decreasing the average cost per participant by over 120 percent.

For Program Year 2006, the average cost per participant by funding stream is as follows:

- Adults: \$2,139
- Dislocated Workers \$2,945
- Youth \$4,182

## Lack of WRIS Data Impact

Because Rhode Island has traditionally relied on both its own unemployment insurance wage record data and use of the National Association of State Workforce Agencies (NASWA) Wage Record Interchange System (WRIS) data sharing agreement to report WIA performance, supplemental data sources have not been utilized in previous years. During Program Year 2006 it became apparent that with the termination of the NASWA agreement on October 25, 2006 and with no access to out-of-state wages, Rhode Island's performance was being severely affected. The State Workforce Investment Office contacted both LWIBs and requested supplemental data be obtained in order to meet negotiated performance standards which resulted in all performance measures being met. Rhode Island has recently executed a regional Interstate Data Sharing Agreement with Connecticut, Massachusetts and New York which will alleviate this issue.

## WIA Financial Statement PY 2006

Total Funds All Sources	Available	Expended	% Expended	Balance Remaining
Total Funds All Sources	\$10,549,243	\$7,710,445	73%	\$2,838,798
Adult Program Funds PY06/FY07	\$1,877,442	\$1,170,356	62%	\$707,086
<i>Carry-in Monies</i>	\$604,985	\$604,985	100%	\$0
Dislocated Worker Program Funds PY06/FY07	\$1,673,483	\$1,272,551	76%	\$400,932
<i>Carry-in Monies</i>	\$458,904	\$458,904	100%	\$0
Youth Program Funds PY06	\$2,096,170	\$1,283,072	61%	\$813,098
<i>Carry-in Monies</i>	\$67,824	\$67,824	100%	\$0
Local Administration Funds PY06/FY07	\$627,456	\$592,660	94%	\$34,796
<i>Carry-in Monies</i>	\$35,594	\$35,594	100%	\$0
Rapid Response Funds PY06/FY07	\$853,326	\$611,209	72%	\$242,117
<i>Carry-in Monies</i>	\$586,232	\$586,232	100%	\$0
Statewide Activity Funds PY06/FY07	\$1,257,862	\$617,093	49%	\$640,769
<i>Carry-in Monies</i>	\$409,965	\$409,965	100%	\$0
<b>Cost-Effectiveness</b>				
Total		\$2,790		
Adult Programs		\$2,139		
Dislocated Worker Programs		\$2,945		
Youth Programs		\$4,182		

## PY 2006 Time Periods Reported

Reporting Item	Dates
Total Participants	July 2006 to June 2007
Total Exiters	April 2006 to March 2007
Customer Satisfaction	January 2006 to December 2006
Entered Employment and Credential Rates	October 2005 to September 2006
Retention and Earnings Rates	April 2005 to March 2006
Diploma/Equivalent and Skill Attainment Rates	April 2006 to March 2007

Table A - Workforce Investment Act Customer Satisfaction Results

Customer Satisfaction	Negotiated Performance Level	Actual Performance Level: American Customer Satisfaction Index	Number of Surveys Completed	Number of Customers Eligible for Survey	Number of Customers Included in the Sample	Response Rate
Participants	80%	76%	655	935	931	70.4%
Employers	75%	70%	693	1,798	918	75.5%

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82%	81.7%	357
			437
Employment Retention Rate	85%	81.3%	266
			327
Average Earnings	\$10,866	\$11,213	\$2,848,181
			254
Employment and Credential Rate	66%	71.6%	249
			348

Table C - Outcomes for Adult Special Populations

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals with Disabilities		Older Individuals	
Entered Employment Rate	78.3%	47	76.9%	20	78.9%	15	80.8%	21
		60		26		19		26
Employment Retention Rate	75.5%	40	72.2%	13	94.7%	18	70%	14
		53		18		19		20
Average Earnings Rate	\$7,696	\$300,138	\$14,228	\$156,507	\$8,894	\$160,091	\$13,946	\$181,300
		39		11		18		13
Employment and Credential Rate	59.6%	31	72%	18	75%	12	69.6%	16
		52		25		16		23

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	79.1%	246	88.1%	111
		311		126
Employment Retention Rate	80.6%	179	82.9%	87
		222		105
Average Earnings	\$11,486	\$1,975,631	\$10,641	\$872,549
		172		82

**Table E - Dislocated Worker Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	89%	84.6%	390
			461
Employment Retention Rate	92%	85.7%	341
			398
Average Earnings	\$13,650	\$13,273	\$4,114,600
			310
Employment and Credential Rate	78.5%	78%	256
			328

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	77.8%	21	90%	9	82%	50	0%	0
		27		10		61		0
Employment Retention Rate	75%	18	80%	8	85.3%	29	100%	2
		24		10		34		2
Average Earnings Rate	\$14,882	\$208,352	\$12,048	\$96,380	\$12,781	\$357,859	\$17,688	\$35,376
		14		8		28		2
Employment and Credential Rate	81%	17	88.9%	8	88.2%	30	0%	0
		21		9		34		0

**Table G - Other Outcome for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	86%	271	81.5%	119
		315		146
Employment Retention Rate	82.6%	204	90.7%	137
		247		151
Average Earnings	\$13,148	\$2,366,684	\$13,446	\$1,747,916
		180		130

**Table H.1 - Youth (aged 14-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	0%	41.6%	92
			221
Attainment of Degree or Certificate	0%	15.1%	21
			139
Literacy and Numeracy Gains	0%	48.1%	25
			52

**Table H.2 - Older Youth (aged 19-21) Program Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	71%	70%	42
			60
Employment Retention Rate	81%	75%	18
			24
Average Earnings	\$2,830	\$3,225	\$64,505
			20
Credential Rate	58%	50.7%	35
			69

**Table I - Outcomes for Older Youth Special Populations**

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	57.1%	12	0%	0	42.9%	3	70%	42
		21		0		7		60
Employment Retention Rate	75%	3	100%	1	60%	3	73.9%	17
		4		1		5		23
Average Earnings Rate	\$5,237	\$20,949	\$5,475.	\$5,475	\$863	\$3,451	\$3,107	\$59,030
		4		1		4		19
Credential Rate	34.8%	8	0%	0	50%	4	50.7%	35
		23		0		8		69

**Table J - Younger Youth (aged 14-18) Results**

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	91%	93.5%	217
			232
Youth Diploma or Equivalent Rate	64%	72.9%	43
			59
Retention Rate	62%	76.7%	46
			60

**Table K - Outcomes for Younger Youth Special Populations**

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	91.5%	75	94.1%	16	85.1%	57
		82		17		67
Youth Diploma or Equivalent	65.2%	15	60%	3	63.2%	24
		23		5		38
Retention Rate	67.9%	19	75%	6	72%	18
		28		8		25

**Table L - Other Reported Information**

Reported Information	12-Month Employment Retention Rate	12-Month Earning Increase (Adults and Older Youth) or 12-Month Earning Replacement (Dislocated Workers)		Non-Traditional Employment		Placement in Wages at Entry into Employment for Those Individuals Who Entered Unsubsidized Employment		Entry into Unsubsidized Employment Related to Training Received by Those Who Completed Training Services	
		231	\$3,650	0.8%	3	\$4,924	\$1,659,534	63.7%	156
Adults	75.5%	231	\$3,650	0.8%	3	\$4,924	\$1,659,534	63.7%	156
		306			357		337	245	
Dislocated Workers	82.8%	303	81.6%	1%	4	\$5,846	\$2,110,483	63.9%	172
		366			391		361	269	
Older Youths	64.7%	11	\$2,237	0%	0	\$2,557	\$99,735		
		17			42		39		

**Table M - Participation Levels**

Reported Information	Total Participants Served	Total Exiters
<b>Total Adult Customers</b>	1,418	1,009
Total Adult, Self-Service <i>Only</i>	33,911	31,193
WIA Adult	830	604
WIA Dislocated Worker	588	405
<b>Total Youth (14-21)</b>	323	209
Younger Youth (14-18)	235	154
Older Youth (19-21)	88	55
Out-of-School Youth	166	95
In-School Youth	157	114

**Table N - Cost of Program Activities**

Program Activity	Total Federal Spending
Local Adults	\$1,775,431
Local Dislocated Workers	\$1,731,455
Local Youth	\$1,350,896
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$1,197,441
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$1,027,058
Program Activity Description	
Statewide Allowable Activities WIA Section 134(a)(3)	
Industry Partnerships	\$49,268 (non-add)
Miscellaneous	\$645,388 (non-add)
Total Statewide	\$694,656 (non-add)
Total of All Federal Spending Listed Above	\$7,082,191

**Table O - Local Performance**

Local Area Name: Greater Rhode Island	Total Participants Served	Adults	354
		Dislocated Workers	350
		Older Youth (19-21)	64
		Younger Youth (14-18)	162
ETA Assigned #: 44015	Total Exiters	Adults	244
		Dislocated Workers	254
		Older Youth (19-21)	42
		Younger Youth (14-18)	94

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	77.5%
	Employers	75%	69.4%
Entered Employment Rate	Adults	82%	77.9%
	Dislocated Workers	89%	82.3%
	Older Youth	71%	64.7%
Retention Rates	Adults	85%	81.7%
	Dislocated Workers	92%	85.4%
	Older Youth	81%	72.7%
	Younger Youth	62%	75%
	Adults	\$10,866	\$12,466
	Dislocated Workers	\$13,650	\$13,888
	Older Youth	\$2,830	\$2,719
Credential/Diploma Rates	Adults	66%	72.6%
	Dislocated Workers	78.5%	78.1%
	Older Youth	58%	47.4%
	Younger Youth	64%	69.6%
Skill Attainment Rate	Younger Youth	91%	97.9%
Placement in Employment or Education	Youth (14-21)	0%	34.9%
Attainment of Degree or Certificate	Youth (14-21)	0%	4.3%
Literacy of Numeracy Gains	Youth (14-21)	0%	48.9%

**Description of Other State Indicators of Performance (WIA Section 136(d)(1))**

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Overall Status of Local Performance	Not Met	Met	Exceeded
	0	11	6

**Table O - Local Performance**

Local Area Name: Providence/Cranston	Total Participants Served	Adults	476
		Dislocated Workers	238
		Older Youth (19-21)	24
		Younger Youth (14-18)	73
ETA Assigned #: 44005	Total Exiters	Adults	360
		Dislocated Workers	151
		Older Youth (19-21)	13
		Younger Youth (14-18)	60

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	80%	74.8%
	Employers	75%	70.6%
Entered Employment Rate	Adults	82%	85.3%
	Dislocated Workers	89%	89.6%
	Older Youth	71%	100%
Retention Rates	Adults	85%	81%
	Dislocated Workers	92%	86.5%
	Older Youth	81%	100%
	Younger Youth	62%	77.5%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$10,866	\$9,599
	Dislocated Workers	\$13,650	\$11,379
	Older Youth	\$2,830	\$7,786
Credential/Diploma Rates	Adults	66%	70.2%
	Dislocated Workers	78.5%	78%
	Older Youth	58%	66.7%
	Younger Youth	64%	75%
Skill Attainment Rate	Younger Youth	91%	90.4%
Placement in Employment or Education	Youth (14-21)	0%	54.7%
Attainment of Degree or Certificate	Youth (14-21)	0%	37.8%

<b>Description of Other State Indicators of Performance (WIA Section 136(d)(1))</b>		

Overall Status of Local Performance	Not Met	Met	Exceeded
	0	8	9



## Rhode Island Department of Labor and Training

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