Partnership: The HIRE Path by OIC

Synopsis:

- Continued capacity and network development
- Solidify client and business referral channels
- Pilot ‘small batch’ training models with eye toward expansion and permanency
Mission Statement - The mission of the Opportunities Industrialization Center (OIC) of Rhode Island is to provide training, employment, minority business enterprise, and urban policy development services to underserved urban populations through strategic planning and collaboration with Rhode Island's public and private sectors and community-based organizations.

Introduction
The purpose of this comprehensive plan is to guide the development of an inclusive workforce development system related to the Governor’s Job Ready Initiative that efficiently and effectively connects OIC’s job ready clients to career pathways with employers who can hire them and further their career development. A living wage opportunity is the primary objective.

The primary objectives for the 2017 comprehensive plan is to build: the required staff management and planning capacity to support the program outcomes; the financial integrity of the organization; the systems development enhancement of the Job Ready initiative; and the OIC/IntraCity Geeks pilot project. A funding request of $109,755 is being made to support these objectives.

History
The OIC of Rhode Island served the Rhode Island community well in responding to the pressing urban needs from 1967 to its closure in 1992. Thousands of underserved Rhode Islanders were provided comprehensive employment, youth, and community development services. The organization founded and developed The Omni Development Company, Peerless Precision Company (Banneker Industries), The Langston Hughes Center for Arts, the RI Black Heritage Society, and built the facility that now houses the Community College of RI in Providence.

Need
Today’s economic conditions of high unemployment rates in urban neighborhoods, alarming incarceration trends for Black youth, housing foreclosures, homelessness, the demographic trends, and the growing anxiety in Rhode Island’s depressed neighborhoods gives rise to the need to restore this mission driven institution. The planning and development of the OIC of Rhode Island is underway with the mission – to create opportunity, provide hope, and to become a partner with the public and private sector in strategic workforce development planning.

Services
OIC provides not only access to potential employees in the target communities, but it also screens them, assists them with intensive case management for job readiness skills, training courses specific to the needs of
employers, job referral skills (resume building, interview techniques, etc.) and follow-up to assure stable long term employment. The OIC model is uniquely premised on five interrelated activities: Recruitment; Intake and Assessment; Training; Job Readiness and Wrap-Around Services; Job Placement and Post Placement Services. Additionally, OIC with its background and experience in minority business development, provides job creation technical assistance to minority business enterprises. There exists a natural fit for OIC’s workforce development services to “feed” into planned MBE business growth.

**Collaboration**

OIC collaborates as a strategic urban workforce development organization in support of the Brookings Report recommendations adopted by the State of Rhode Island and the workforce development planning of the City of Providence. Additionally, we co-create and engage in the management and planning of valuable programs including:

- RIDLT’s “Hire Path” initiative that provides work-ready trainees from distressed communities to the Governor’s Real Jobs program and its industry and training partners;
- Community engagement planning w/community based organizations in support of program recruitment
- Adult training at the Providence Career & Technical Academy
- Project management of the Ex-Offender Employment Center at the ACI;
- Diversity inclusion IT training program with industry partners;
- RI Builders Association workforce development program planning;
- Stepping Up: Health Care Talent Network Development;
- Providence Working Cities/Federal Reserve Board initiative;
- Apprenticeship RI: joint planning;
- Joint training and employment planning with Amos House
- Minority Business Enterprise job creation planning and development support;
- OIC’s Urban Policy Institute in partnership with Brown University
- RIMA/ CCRI, Providence: advanced manufacturing training
- Adult training at PCTA – connecting to the CTE system – Prov. School Department
- RIPTA – transportation, training, and employment matters

**Demographic Trends & Diversity**

We prioritize the inclusion of the State’s demographic trends into living wage jobs related to the new economy. Strategic workforce development planning that factors demographics and diversity is an essential component to State of Rhode Island’s economic development plans and underscored in the Brookings Report.

**2016 Results to Date**

- **System Development:**
  - Established formal partnerships through 18 Memorandums of Understandings with industry groups, employers and community based organizations.
16 service partnership agreements are currently pending to provide more job opportunities, training options and complete wrap around services for our clients.

Successful training placement have been made with NEIT (SAMI), RIMTA, Building Futures, NetWorkRI CDL & CNA and the Thielsch Welding School.

Greater leverage of program resources underway and proposed:
- Engaged with the City of Providence Federal Reserve Board’s Working Cities initiative that has the intent to leverage blended funding.
- Submission of proposal in response the RIDHS’s TANF request for proposals in partnership with FedCap to become a service provider.
- Community engagement mobilization planning underway to support the “pathway” from distressed neighborhoods to employment opportunities.
- Connecting with the State’s Career & Technical Education (CTE) Training system - PCTA

**Hire Path Program Services:**
- OIC Work Readiness Program has designed and developed an intake orientation questionnaire, employment assessments and individual employment service plan.
- Engaged 190 clients. Completed 124 intakes / assessments.
- Referred 92 clients for medical, housing, clothing, food, child care, legal, and financial assistance services.
- Provided work readiness training to 44 clients, of which 39 completed the OIC Work Readiness Program.
- Provided career coaching to 39 clients, of which 16 completed an industry specific training program.
- Assisted 34 clients with job search / placement services. To date, 25 have secured employment.

**Value Propositions**
- The key added values to our job-seeking clients are:
  - Work Readiness Workshops and Job Training Programs
  - Group Support, One-on-One Coaching, and Networking Support
  - Job Leads and Job Search Support.
  - People Value our Passion and Caring
  - Our Action Orientation, Focus on Work Readiness and Job Placement Services are Vital Success Factors.

- The key added values to our community include:
  - Our capabilities and capacity to serve people of color and communities in distress from high unemployment and other low-income issues.
  - We solve the network connections and skills gap problems that constrain economic and business development. We enhance our clients’ job skills and match those skills with respective job opportunities to create win-win opportunities for the employer and new employee.
**SWOT Analysis**

**Strengths:**
- Michael Van Leesten’s legacy as civic leader, business entrepreneur and change agent provides for the “speed of trust” needed to connect leaders, employers, community and government to achieve common goals.
- Strong Leadership Team (see Appendix 1: OIC Board of Directors)
- Strong Management Team: Michael Van Leesten, CEO; John Cronin, COO, Stephen Celico, Workforce Engagement Manager and Leah Metts, Community Outreach Manager (see Appendix 2: Job Descriptions and Resumes.)
- Financial management and planning provided by ALSD – Rhode Island’s foremost not-for-profit accounting firm
- System Development: formal MOU service partnerships in place with 18 entities and pending MOU service partnerships with another 16. (See Appendix 3: Strategic Partners)
- Program Management: “State of the Art” assets: community outreach to underserved community; assessment tools; work readiness workshops; one-on-one case management; job development and placement.
- Gift of Inspiration: keeping community hope and personal determination alive. (See Appendix 3: Core Values)
- Affiliated with a national organization- OIC of America -one of 38 affiliates in 22 states sharing best practices.
- Location – excellent proximity to clientele with headquarters at 461 Pine Street, Providence, RI.

**Weaknesses:**
- Financial Constraints: cash flow challenges for grant programs are primary source of current revenue that are structured on a cost reimbursement basis.
- Staff turnover due to financial constraints weakens continuity, sustainability and succession planning.
- Perception of OIC to the business community is limited and not yet highly valued.
- Limited number of employers in the OIC’s Job Bank to hire our trainees.

**Opportunities:**
- Transforming partnerships on paper to robust job development engines through more intensive collaboration.
- First Annual $150,000 Fund Raising Campaign underway with $65K identified to date.
- Job Bank membership campaign to be initiated in collaboration with Job Club RI, the Providence Foundation, the Greater Providence Chamber of Commerce, and RI Skills for the Future.
- Winning new contracts under TANF, DOC, Working Cities, Workforce Solutions, Providence Schools, Real Jobs, Providence CDBG, and the RI Department of Education.
- Sustaining funding partner relationships with RI Foundation & RIDLT.
- Collaborating with the Providence Foundation’s diversity initiative.
- Going to scale with pilot initiatives: IntraCity Geeks, Ex-offender Services, Adult Education, Brown University, CCRI, and RI College, Unified Solutions, Amos House, RI Department of Transportation, and United Way.
Threats:
- Inadequate capacity to build employer driven system, manage exemplary programs and gain the confidence of potential funding partners to award new contracts.
- Increased grant funding competition by established educational and social service agencies and institutions in the face of shrinking resources.
- Lack of consistent commitment on the part of Employers to hire our trainees.
- Poor rates of living wage job creation in Rhode Island.

Strategic Goals

Goal One: Build capacity to sustain inclusive workforce development system building and continuously improve OIC services.

Strategy: Secure 2017 system development funding from The Rhode Island Foundation, RI Department of Labor & Training Real Jobs Initiative and OIC’s Fund Development Campaign.

Tasks:
1. Design and submit $95K system development proposal to the Governor’s Real Jobs Initiative by December 7, 2016
2. Design and submit $100K capacity building / system development proposal to The Rhode Island Foundation by December 7, 2016.
3. Ramp up OIC’s fund development campaign to raise $150K from private donors in 2017.
4. Engage John Cronin as the OIC Chief Operating Officer.
5. Engage Staff and Board to sustain continuous improvement.
6. Establish Succession Plan. Go to scale increasing community impacts and earned income to enable the Board to recruit a CEO of high caliber and allow Michael Van Leesten to transition as Rainmaker within two to three years.

Goal Two: Strengthen collaborations to achieve desired client outcomes.

Strategy: Follow through with established partners and increase partnership network to improve OIC’s interrelated services: Recruitment; Intake and Assessment; Training; Job Readiness and Wrap-Around Services; Job Placement and Post Placement Services.

Tasks:
1. Improve recruitment through professional management and coordination of OIC’s community engagement program.
   - Hire full-time Community Outreach Manager through the Real Jobs - RI Foundation initiative
   - Complete community engagement plan early December.
   - Execute an aggressive plan to double the pace of referrals, trainees, and job placements.
   - Build-up relationships with key businesses, industry partners, community based organizations and educational institutions.
2. Improve wrap-around services through warm referrals of clients to social services and training network provider partners.
   - Hire full-time Case Manager as soon as budget allows.
   - Build-up relationships with provider network to enable full-service delivery. (See Appendix 5: System Mapping of Service Partnerships)

3. Improve job placement services.
   - Develop trustworthy relationships with employers.
   - Reinforce relationships with industry partners.
   - Initiate partnership with Job Club RI to:
     - Refer clients for additional job search and placement services
     - Introduce OIC to Job Club’s Job Bank of 77 employers in RI & MA
   - Initiate partnerships with RI Skills for the Future and YearUp.

Goal Three: Pitch and manage workforce development projects aligned with OIC’s mission.

Strategy: Utilize lessons learned from initiatives and partnerships that build on OIC’s strengths and capabilities to secure funding and manage mission-based projects.

Tasks:
1. Build on the strength of OIC’s Workforce Readiness training, coaching and job placement services:
   - Celebrate the personal stories of those inspiring people we serve whom have moved up their career ladder.
   - Continually improve customer service processes, tracking and follow-ups.
   - Continually improve curriculums, job-ready workshops, facilitations, coaching and case management.
2. Make Real Jobs pitch in collaboration with IntraCity Geeks to manage computer science, coding and career-building boot camp.
3. Encourage one of OIC’s senior leaders to submit proposal to the RI Foundation’s Innovation Fellowship for civic engagement support.
4. Go to scale with OIC’s re-entry services by building synergy with OIC’s project management of the prison-based employment center.
5. Generate new contracts under TANF, Working Cities, the One-Stop re-design, Providence CDBG., and RI Dept. of Education.
2017 Outcomes

Achieve the following training and job placement goals in 2017:

<table>
<thead>
<tr>
<th>OIC Program Services</th>
<th>2016 Results to Date</th>
<th>2017 Projections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Engagements</td>
<td>190</td>
<td>380</td>
</tr>
<tr>
<td>Intakes / Assessments</td>
<td>124</td>
<td>250</td>
</tr>
<tr>
<td>Wrap-Around Service Referrals</td>
<td>92</td>
<td>184</td>
</tr>
<tr>
<td>Work Readiness Training Completions</td>
<td>39</td>
<td>106</td>
</tr>
<tr>
<td>One-on-One Career Coaching</td>
<td>39</td>
<td>78</td>
</tr>
<tr>
<td>Industry Specific Training Completions</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td><strong>Job Placements</strong></td>
<td><strong>25</strong></td>
<td><strong>145</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partner / Program</th>
<th>2017 Projected Placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stepping Up – Health Care</td>
<td>30</td>
</tr>
<tr>
<td>RI Manufacturing Assn.</td>
<td>15</td>
</tr>
<tr>
<td>RI Builders Assn.</td>
<td>15</td>
</tr>
<tr>
<td>Apprenticeship RI</td>
<td>15</td>
</tr>
<tr>
<td>Information Technology</td>
<td>15</td>
</tr>
<tr>
<td>OIC’s Workforce Readiness</td>
<td>30</td>
</tr>
<tr>
<td>OIC’s Direct Job Placement</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
</tr>
</tbody>
</table>

**OIC - IntraCity Geeks Pilot Project**

**How the partnership identified the need for additional funding:** The OIC’s comprehensive plan is focused on the diversity inclusion of individuals in high need urban communities into the workforce across all sectors. The opportunities in the IT sector are vast and ideal for high potential individuals from various backgrounds regardless of barriers they can overcome with OIC support. As a Real Jobs RI partner, the OIC has gained deep knowledge and relationships into key industries and skills essential to the growth of Rhode Island’s economy. One of our key findings is that Computer Science (CS) skills are now required in all sectors.

Additionally, minorities have traditionally lacked access to the computer science career pathway. The OIC IntraCity Geeks partnership pilot project will build on the partners’ respective strengths to give training participants the IT skills needed for high income potential as well as the supportive career preparedness, job search training and placement needed for accelerated career paths.

**What role the industry partners played in identifying this need:** The OIC’s partnerships with Launch Code, Tech Hire RI and the Tech Collective have been crucial to identifying the growing opportunities in the
tech sector and seeking out the OIC’s connection to diverse populations within the community to outreach and train high potential individuals with gaining entry to this sector. Given the role IntraCity Geeks has played in shaping the training and collaboration around providing individuals with the training and skills to enter the IT sector, the OIC identified them as the most suitable partners for this collaboration. IntraCity Geeks’s background in training as well as connection to employers in the IT field posit their organization to be ideal partners to develop this pipeline.

Over the past year, IntraCity Geeks has been instrumental in several high-tech career-building programs and initiatives launched within Rhode Island. IntraCity Geeks has facilitated computer science education in more than 100 students alongside various sponsors; created and managed HackPVD, the city-based hackathon endorsed by Mayor Elorza; been tasked with managing HackRI for the State of Rhode Island in support of Governor Raimondo’s CS4RI initiative; taught more than 300 students in 6 schools during Providence Computer Science Education Week (including getting sponsorship and volunteers from leading companies and tech organizations); has provided lead instruction to over 120 Rhode Islanders in the LaunchCode / Harvard CS50x course; co-designed and co-organized the Tech Hire HackerRank Code Sprint and Hackathon; has mentored and provided career coaching to LaunchCode Job seeking candidates; and maintained PASA-sanctioned programs in a network of primary schools.

IntraCity Geeks has developed an innovative CS education model that transcends the approach of traditional coding boot camps. Our model focuses on career development throughout the entire computer science and coding bootcamp. CS Learning with IntraCity Geeks is greater than typical textbook, online learning or boot. It’s more than simply learning from a CS lecturer. It is learning from entrepreneurially driven instructors whose curriculum facilitates “How is what I’m learning relevant to me finding work or maybe even creating jobs?” In all aspects of the program, students are motivated to synthesize their own ideas; this is critical to the lasting value of the boot camp.

A list of quantitative or qualitative outcomes that will result from the additional funds:

- OIC/IntraCity Geeks outreach to 300 potential applicants
- 100 potential participants assessed
- 10 participants successfully complete program; receive the following certifications; and experience the following career advantages:
  - Front End Developer Certification
  - Back-End Developer Certification
  - Full-Stack Developer Certification
  - Real-world project experience
  - Knowledge of algorithms and data structures
  - Part-time job as software developer during training
  - Full-time career preparedness
- 8 participants employed within 3 months of program completion
- Remaining 2 participants employed within 6 months of program completion

For more information, see Appendix 6: Full Stack Web Developer & Computer Science Certification (With Career Preparedness, Job Search Training & Placement)
### 2017 Budget

**Revenue Generation**: OIC must build capacity to seize the following revenue generating opportunities aligned to our core mission. The first list of revenue is required for OIC to manage a high-performance operation. Revenue from Real Jobs RI, The RI Foundation and the OIC Fund Development Campaign is critical to OIC’s seizing the opportunities in progress listed below.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2017</th>
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<tbody>
<tr>
<td>RI DLT Real Jobs Hire Path Partnership</td>
<td>190,000</td>
</tr>
<tr>
<td>The RI Foundation: Capacity Building</td>
<td>100,000</td>
</tr>
<tr>
<td>OIC Fund Development Campaign</td>
<td>150,000</td>
</tr>
<tr>
<td>Providence School Department.</td>
<td>47,000</td>
</tr>
<tr>
<td><strong>Revenue Total</strong></td>
<td><strong>$487,000</strong></td>
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</tbody>
</table>

**Other Revenue Generation Opportunities in Progress**

<table>
<thead>
<tr>
<th>Other Revenue Opportunities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Solutions - Job Training &amp; Placement</td>
<td>110,000</td>
</tr>
<tr>
<td>Workforce Solutions: Ex-Offender Employment Center Program Management</td>
<td>110,000</td>
</tr>
<tr>
<td>City of Providence Working Cities</td>
<td>25,000</td>
</tr>
<tr>
<td>City of Providence CDBG</td>
<td>45,000</td>
</tr>
<tr>
<td>RI Dept. of Transportation Infrastructure Projects</td>
<td>50,000</td>
</tr>
<tr>
<td>RI Dept. of Education Adult Training</td>
<td>75,000</td>
</tr>
<tr>
<td>FedCap - OIC Temporary Assistance for Needy Families</td>
<td>500,000</td>
</tr>
<tr>
<td>RI Dept. of Corrections</td>
<td>75,000</td>
</tr>
<tr>
<td>Blackstone Valley Community Action Program / YouthBuild proposal</td>
<td>40,000</td>
</tr>
<tr>
<td>Brown U. - OIC Urban Research &amp; Planning Support</td>
<td>25,000</td>
</tr>
<tr>
<td>Corporate Incumbent Worker Training )</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Potential Projects Total</strong></td>
<td><strong>$1,070,000</strong></td>
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</table>

**Grand Total**

| Grand Total | $1,557,000 |

<table>
<thead>
<tr>
<th>Expense</th>
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<tbody>
<tr>
<td>Personnel: Salaries &amp; Wages</td>
</tr>
<tr>
<td>Taxes, Benefits, Workers Comp Insurance</td>
</tr>
<tr>
<td>Contract Services</td>
</tr>
<tr>
<td>Administrative</td>
</tr>
<tr>
<td>Program Supplies, Tuition Stipends, Software / Database</td>
</tr>
<tr>
<td>Facilities and Operations</td>
</tr>
<tr>
<td>Fundraising</td>
</tr>
<tr>
<td><strong>Expense Total</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,340</td>
</tr>
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</table>
Real Jobs RI Budget Request

<table>
<thead>
<tr>
<th>Hire Path Partnership Program / Project</th>
<th>Expense</th>
<th>Hire Path Partnership: Jan - Jun GWB 2017 Request</th>
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</thead>
<tbody>
<tr>
<td>CEO</td>
<td>11,250</td>
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<tr>
<td>Operations Manager</td>
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<tr>
<td>Work Engagement Manager</td>
<td>10,500</td>
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<tr>
<td>Community Outreach Manager</td>
<td>10,500</td>
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<tr>
<td><strong>Personnel Salaries Total</strong></td>
<td>47,250</td>
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<tr>
<td>Personnel Taxes &amp; Benefits (18% of Salaries)</td>
<td>8,505</td>
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<tr>
<td>IntraCity Geeks Coding Careers Pilot Project</td>
<td>54,000</td>
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<tr>
<td><strong>Real Jobs Total</strong></td>
<td><strong>$109,755</strong></td>
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</table>

Conclusion
This Comprehensive Plan demonstrates the solid foundation that has been built by OIC. The organization is well positioned to build a diverse community of talent. With inspiring leadership and professional management in place, we can keep building trustworthy relationships that help us develop robust talent in the community. The City of Providence and State of Rhode Island can be a true leader in workplace diversity, job placement and employee engagement initiatives.

Despite significant progress in system development, the OIC remains vulnerable to cash flow crises that stop the momentum towards a stable high performing organization. With capacity building financial support, OIC will be fully capable to leverage project resources; to sustain strong partnerships; execute impactful programs; and perform the servant leadership required to assure equal opportunity for all job seekers in Rhode Island. Real Jobs RI and The Rhode Island Foundation support will sustain OIC’s continuous improvement toward the development of an efficient and effective workforce development system for the people of Providence and the State of Rhode Island.
APPENDIX 1: BOARD OF DIRECTORS

Khamden Soch - Chairman  
khamden_soch@brown.edu  
Khamden Soch is the grant and academic program coordinator at the Brown University Department of Education. He formerly served as an educational specialist with the Providence Career and Technical Academy. A graduate of Boston University and engaged in the local development of the Cambodian community. Khamden is fluent in Khmer the language of the Cambodian people.

Eileen Hayes - Secretary  
ehayes@amoshouse.com  
Eileen Hayes is the President and CEO of the Amos House is responsible for the overall planning and management of the most comprehensive service center for the homeless and re-entry clients. National subject matter expert on prison reform.

Richardson Ogidan  
rdogidan@cox.net  
Richardson Ogidan is the former Chairman of the SWAP, a non-profit community development corporation, Executive Director of Trinity Restoration, Inc. MBA – Bryant University, Chairman of the Community Preparatory School, Corporate technology experience.

Clifford Montiero  
cliffmontiero@gmail.com  
Clifford Montiero is the former President of the Providence Branch of the NAACP, former Sheriff in the State Court System, Co-Founder of the OIC of Rhode Island, and a member of the RI Civil Rights Roundtable.

Edward J. Quinlan  
edwardq1@cox.net  
Ed Quinlan is the CEO of the Hospital Association of Rhode Island since 1995. Mr. Quinlan’ served as press secretary to U.S. Senator John H. Chafee (R-RI) and director of public relations at Gilbane Building Company in Providence, RI.

Sheila Conway, Esq.  
sheila.conway88@gmail.com  
Sheila Conway is a graduate of the Roger Williams Law School; a master’s degree in library studies at the University of Rhode Island, and presently employed as a Library Media Specialist with the Providence School Department. She is licensed to practice law in Massachusetts. She also served as a case manager with OIC or RI from 1981-1985.

David Logan  
dlogan@rwu.edu  
David Logan served as Dean at Roger Williams School of Law from 2003 to 2014, making him one of the nation's longest-serving law deans. In 2014, he returned to full-time teaching and research.

Christine Cardoza  
staff@bellfuneralhome.net  
Christine graduated from Mount Ida College in Newton, MA with an Associate in Science and a Bachelor of Arts Degree in Bereavement Counseling. She joined her father at their family business, the renowned Bell Funeral Home in Providence, Rhode Island.

Malcolm Farmer, III Esq. – Legal Advisor  
mfarmer@haslaw.com  
Malcolm Farmer is a partner in the Hinckley Allen law firm in Providence, Rhode Island and Chairman of the Board of Family Services of Rhode Island.

Aaronson Lavoie Streitfeld Diaz & CO., PC – Accounting Firm
Position Title: Chief Executive Officer
Reports to: Board of Directors
Reporting to this position: Director of Operations

Job Summary: The Board delegates responsibility for management and day-to-day operations to the CEO, and he has the authority to carry out these responsibilities, in accordance with the direction and policies established by the Board. The CEO provides program direction to the Board as it carries out its governance functions.

Accountabilities:
1. Legal Compliance: Assures the filing of all legal and regulatory documents and monitors compliance with relevant laws and regulations.

2. Mission, Policy and Planning a) Helps the Board determine OIC’s values, mission, vision, and short- and long-term goals. b) Helps the Board monitor and evaluate OIC’s relevancy to the community, its effectiveness, and its results. c) Keeps the Board fully informed on the condition of OIC. • Identifies problems and opportunities and addresses them; brings those which are appropriate to the Board and/or its committees; and, facilitates discussion and deliberation. • Informs the Board and its committees about trends, issues, problems and activities to facilitate policy-making. Recommends policy positions. d) Keeps informed of developments in human services, not-for-profit management and governance, philanthropy and fund development.

3. Management and Administration a) Provides general oversight of all OIC activities, manages the day-to-day operations, and assures a smoothly functioning, efficient organization. b) Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation. c) Assures a work environment that recruits, retains and supports quality staff and volunteers. Assures process for selecting, development, motivating, and evaluating staff and volunteers. d) Recommends staffing and financing to the Board of Directors. In accordance with Board action, recruits personnel, negotiates professional contracts, and sees that appropriate salary structures are developed and maintained. e) Specifies accountabilities for management personnel (whether paid or volunteer) and evaluates performance regularly.

4. Governance a) Helps the Board articulate its own role and accountabilities and that of its committees and individual members, and helps evaluate performance regularly. b) Works with the Board President / Chair to enable the Board to fulfill its governance functions and facilitates the optimum performance by the Board, its committees and individual Board members. c) With the Board President / Chair, focuses Board attention on long-range strategic issues. d) Manages the Board’s due diligence process to assure timely attention to core issues. e) Works with the Board officers and committee chairs to get the
best thinking and involvement of each Board member and to stimulate each Board member to give his or her best. f) Recommends volunteers to participate in the Board and its committees.

5. **Financing**

a) Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality. 
b) Oversees the fiscal activities of the organization including budgeting, reporting and audit. 
c) Works with Board to ensure financing to support short- and long-term goals. 
d) Assures an effective fund development program by serving as the chief development officer or hiring and supervising an individual responsible for this activity. • Helps guide and enable the Board, its fund development committee(s) and its individual Board members to participate actively in the fund development process. • Helps the Board and its development committee design, implement and monitor a viable fundraising plan, policies and procedures. • Participates actively in identifying, cultivating and soliciting donor prospects. • Assures the availability of materials to support solicitation. • Assures the development and operation of gift management systems and reports for quality decision-making.

6. **Community Relations**

a) Facilitates the integration of Oconto the fabric of the community by using effective marketing and communications activities. 
b) Acts as an advocate, within the public and private sectors, for issues relevant to ABC, its services and constituencies. 
c) Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of ABC’s response to community needs. 
d) Serves as chief spokesperson for ABC, assuring proper representation of ABC to the community. 
e) Initiates, develops, and maintains cooperative relationships with key constituencies. 
f) Works with legislators, regulatory agencies, volunteers and representatives of the not-for-profit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of OIC’s constituencies.

**Physical Demands/Working Conditions**: This is a high-stress position based on full responsibility for OIC operations. Handles detailed, complex concepts and problems, balances multiple tasks simultaneously, and makes rapid decisions regarding administrative issues. Plans and implements programs. Establishes strong and appropriate relationships with Board, committees, volunteers, staff, donors and clients. Develops smooth and constructive relationships with executive colleagues, outside agencies, organizations and individuals. Plans and meets deadlines. Maintains a flexible work schedule to meet the demands of executive management. Hours may be long and irregular. Conveys a professional and positive image and attitude regarding ABC and the not-for-profit and for-profit sectors. Demonstrates commitment to continued professional growth and development.

**Qualifications**: A Bachelor’s Degree is required with a minimum of 3 years’ experience in a senior management position. As chief executive officer, this individual demonstrates critical competencies in four broad categories: commitment to results, business savvy, leading change, and motivating. Commitment to results: The CEO is a systems thinker who is client focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. The chief executive is action oriented and innovative. S/he translates broad goals into achievable steps. S/he anticipates and solves problems and takes advantage of opportunities, is a self-starter and team player.
**Business Savvy:** As OIC’s leader, this position requires an individual with knowledge of and experience in management and administration. The position requires demonstrated experience in integrating and coordinating diverse areas of management. • Knowledge in the following areas is required: human services, finance and personnel; oral and written communications; planning and evaluation; and governance. • Some experience in the field of philanthropy, not-for-profit management and governance, and community relations is preferred. Some general knowledge of fund development is also preferred. • A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community. • The individual must be comfortable with diversity and respectful of a wide range of faiths, beliefs and experiences.

**Leading Change:** The chief executive possesses the skills and implements the functions of a leader. S/he shares OIC’s values, mission and vision. S/he consistently displays integrity, models behavior, develops people, and builds teams. This individual deals effectively with demanding situations and designs and implements interventions. Provides advocacy as required.

**Motivating:** The chief executive officers manages continuity, change and transition.
# RESUME

Michael S. Van Leesten  
75 Beacon Avenue  
Providence, RI 02906  
401-331-0787  
www.vanleestengroup.com

## Employment

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Company</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 to Present</td>
<td>Van Leesten Group, LLC – President</td>
<td>A community development and construction management company</td>
<td></td>
</tr>
<tr>
<td>2007 to Present</td>
<td>OIC of Rhode Island – CEO</td>
<td>A non-profit community development organization that provides training, employment, and minority business development services</td>
<td></td>
</tr>
<tr>
<td>1994 to 2007</td>
<td>Mashantucket Pequot Tribal Nation -</td>
<td>Executive to Tribal Chairman – strategic planning, policy development, and governmental and community relations</td>
<td></td>
</tr>
<tr>
<td>1991 to 1994</td>
<td>Prov. Dept. of Planning &amp; Development – Executive Director</td>
<td>Provided executive planning and management of the community and economic development mandates of the City of Providence</td>
<td></td>
</tr>
<tr>
<td>1986 to 1991</td>
<td>Van Leesten Associates, Inc. - President</td>
<td>An urban consulting firm that specialized in CRA planning, professional minority search, and affirmative action training.</td>
<td></td>
</tr>
<tr>
<td>1968 to 1986</td>
<td>OIC of Rhode Island – Executive Director</td>
<td>A community development corporation that provided comprehensive education, training, and minority business development services</td>
<td></td>
</tr>
</tbody>
</table>

## Education

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1965</td>
<td>Rhode Island College</td>
<td>Bachelor of Education</td>
</tr>
<tr>
<td>1969</td>
<td>University of Pennsylvania</td>
<td>Executive Management</td>
</tr>
<tr>
<td>1974</td>
<td>University of Rhode Island</td>
<td>Community Planning</td>
</tr>
</tbody>
</table>

## Business (past)

<table>
<thead>
<tr>
<th>Role</th>
<th>Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>Rhode Island Housing and Mortgage Finance Corp</td>
</tr>
<tr>
<td>Director</td>
<td>Fleet Bank of Rhode Island</td>
</tr>
<tr>
<td>Chairman</td>
<td>Omni Development Company</td>
</tr>
<tr>
<td>Chairman</td>
<td>Peerless Precision Company</td>
</tr>
</tbody>
</table>
Community

Chairman  Commission to Study Tax Exempt Institutions
Regent  RI Board of Regents for Education
Chairman  Rhode Island Black Heritage Society
Chairman  International Coalition for Children & the Environment
Chairman  John Hope Settlement House Capital Campaign
Chairman  Mt. Hope Neighborhood Association
Commissioner  I-195 Development Commission – Gubernatorial appointment
Chairman  Mayor Angel Taveras’s MBE/WBE Task Force

Awards

Honorary Doctorate  University of Rhode Island
Honorary Doctorate  Roger Williams University
Honorary Doctorate  Rhode Island College
Roberto Clemente Award  Center for Hispanic Advocacy
RI Heritage Hall of Fame
NE Basketball Hall of Fame
RI College Basketball Hall of Fame
Martin Luther King, Jr. Hall of Fame
Position Title: Chief Operating Officer
Reports to: Chief Executive Officer
Reporting to this Position: Workforce Engagement Manager, Community Outreach Manager, Administrative Assistant

Job Summary: The position requires a mission-focused, seasoned, strategic, and process-minded leader with experience scaling an organization, leading an executive management team, and developing a performance culture among a group of diverse, talented individuals. The COO must be a leader who is able to help others at OIC deliver measurable, cost-effective results that make the vision a reality. Importantly, the successful COO will have the skills, sensitivity, and personal confidence to tap into the power that each member of the team brings to this mission. While it is essential that the COO bring efficient and effective systems to increase the productivity of the organization, it is also critical that the team retain the servant leadership and community spirit that drives OIC.

Responsibilities:
The COO will lead all internal operations and will have the following responsibilities:
- Working in partnership with the CEO, create the strategic three-year plan and implement new processes and approaches to achieve it
- Serve as the internal leader of the organization:
  - Coordinate the annual operations plan and budget
  - Lead the performance management process that measures and evaluates progress against goals for the organization
  - Provide for all staff a strong day-to-day leadership presence; bridge national and regional operations and support an open-door policy among all staff
- Manage fund raising campaign.
- Increase fee-for-service contracts
- Communicate the branded message internally and externally
- Increase key impact measurements
- Ensure that all programmatic partners renew their contracts
- Support development of curriculum, tools, and training that meet cost guidelines and impact goals.
- Produce and implement a Balanced Scorecard metric.
- Cultivate the values of ABC within the organization
- Instill a human capital development and “coaching” culture within OIC; upgrade human resources functions including: training, development, compensation and benefits, employee relations, performance evaluation and recruiting.
- Improve systems for accounting, reporting, measurement and revenue generation
- Prepare proposals and write grants.
- Work with the board of directors: present to the board and serve on several board committees.

Key Qualifications:
The COO must believe in the core values of OIC and be driven by the mission. He / She should demonstrate a passion for breaking new ground to lead social change. The COO must have proven
experience in scaling a workforce development organization and a demonstrated ability to both lead and build the capabilities of a driven, bright, diverse team.

Additional requirements are:

- **Results**—proven track record of exceeding goals and a bottom-line orientation; evidence of the ability to consistently make good decisions through a combination of analysis, wisdom, experience, and judgment; high level of business acumen including successful P&L management; the ability to balance the delivery of programs against the realities of a budget; and problem solving, project management, and creative resourcefulness.

- **Strategic Vision and Agility**—ability to think strategically, anticipate future consequences and trends, and incorporate them into the organizational plan.

- **Capacity Building**—ability to effectively build organization and staff capacity, developing a top-notch workforce and the processes that ensure the organization runs smoothly.

- **Leadership and Organization**—exceptional capacity for managing and leading people; a team builder who has experience in scaling up organizations; ability to connect staff both on an individual level and in large groups; capacity to enforce accountability, develop and empower top-notch leaders from the bottom up, lead from the top down, cultivate entrepreneurship, and learn the strengths and weaknesses of the team so as to put people in a position to succeed.

- **Action Oriented**—enjoys working hard and looks for challenges; able to act and react as necessary, even if limited information is available; not afraid to take charge of a situation; can overcome resistance to leadership and take unpopular stands when necessary.

- **General Management**—thorough understanding of finance, systems, and HR; broad experience with the full range of business functions and systems, including strategic development and planning, budgeting, business analysis, finance, information systems, human resources, and marketing.

- **Solid educational background**—undergraduate degree required; MBA or similar advanced degree highly desired.
RESUME OF JOHN C. CRONIN
john.cronin@rocketmail.com

Career Objective: To develop leaders who create successful businesses, organizations and communities.

Leadership and Management
Built nationally accredited Small Business Development Center (SBDC). Co-facilitated annual economic summit.
Linked Johnson & Wales University’s world class experiential education model with business development service.
Transformed RIMES from federal probationary status to world-class recognition in high performance.
Aligned RI with 5 New England states and elected Consortium President to procure $12MM of federal investments.
Launched venture from idea, to plan, to patent approval, to capital development and sustainable profitable growth.
Grew training board from start-up to industry leader within 3 years generating $1.5MM in annual revenue.
Negotiated successfully with Teamsters and UPS to secure first-time health care benefits for part-time workers.
Coached RI state championship soccer teams and captained NY metropolitan area championship football team.

Economic Development Key Result Areas
Facilitated RISBDC training & counseling programs to start-up 156 businesses and improve 2,317 businesses.
Annual RISBDC impacts include $27.7MM capital formation, 1,908 jobs, and 376 student-client engagements.
Annual RIMES impacts include $34MM sales, $3MM cost savings, $23MM investments and 644 jobs.
Executed 603 contracts generating $4MM in client fees and $6MM in grant revenue over 8 year RIMES operation.
Generated $12MM in new defense business awards to RI clients. Captured 73% of New England sales impacts.
Enabled region to double its business participation in state’s Competitiveness Improvement Initiative.
Served 58 companies and 245 workers reporting 98% satisfaction in various skill upgrade training programs.
Revitalized machine trades connecting 21 firms & 60 workers to 10 trainers. Tripled participation within 2 years.
Managed career transition center for 168 dislocated professionals attaining 88% job placement success.

Community Planning and Development Key Result Areas
Protected municipal water supplies through completion of EPA Sole Source Aquifer Petition, the NK Watershed Protection Plan, the Aquidneck Island Watershed Protection Plan, and creation of a volunteer monitoring program.
Wrote municipal recreation, conservation and open space plan and followed through with procurement of $2.84MM in state grants to preserve open space and to develop the North Kingstown parks system.
Organizational Development Key Result Areas

RISBDC @ JWU  
Lead resource team of business advisors, professors, and students to support the business and career development needs of 2,317 business clients, 8,380 training attendees and 1,505 student projects. Key results include $77.2M in capital formation, 1,250 jobs created & 4,181 jobs retained.

RIMES  
Transformed fledgling technical assistance provider to thriving enterprise-wide service supported by loyal clientele of over 600 manufacturers and the sustained alliance of federal, regional, state and local funding partners.

Greater RI RETB, Inc.  
Organized 15 industry training consortia, facilitated over 105 business training programs, administered 3 regional school-to-career partnerships and planned the development of a one-stop career center system known as NetWorkRI.

Economic Innovation Center  
Enabled 3 communities to manage their growth and coordinate economic development. Managed international technology transfer operation, entrepreneurial training program, career transition center, and business opportunities network.

Employment History

- **CHIEF OPERATING OFFICER**  
  Global Transformation Strategies, Warwick, RI  
  2012 - present
- **CHIEF OPERATING OFFICER**  
  Rhode Island EB-5 Regional Center, Inc.  
  2014 – 2016
- **STATE DIRECTOR**  
  RI Small Business Development Center @ Johnson & Wales University  
  2006-2011
- **CHIEF EXECUTIVE OFFICER**  
  RI Manufacturing Extension Services (RIMES), Davisville, RI  
  1998-2006
- **EXECUTIVE DIRECTOR**  
  Greater RI Regional Employment & Training Board (RETB), Quonset, RI  
  1994-1998
- **DIRECTOR OF OPERATIONS**  
  Economic Innovation Center, Middletown, RI  
  1990-1994
- **EXECUTIVE DIRECTOR**  
  Aquidneck Foundation, Middletown, RI  
  1989-1990
- **PRINCIPAL PLANNER**  
  Town of North Kingstown, North Kingstown, RI  
  1987-1989
- **TRUCK LOADER / UNION STEWARD**  
  United Parcel Service, Warwick, RI  
  1974-1987

Education

- **University of Rhode Island**, Kingston, RI  
  Masters of Community Planning, 1981
- **Brown University**, Providence, RI  
  B.A. Economics, 1976

Servant Leadership

- Chairman, Job Club RI, 2012 – present
- Co-founder /Director, Rhode Island Manufacturing Institute, dba MakeRI, 2012 - present
- Director, Smaller Business Association of New England (SBANE), 2011 - 2013
- Director, South Eastern Economic Development (SEED) Corporation, 2010 – 2011
- Director, Progreso Latino, 2009 - 2010
- Director, Rhode Island Mentoring Partnership, 2006 – 2008
Position Title: **Workforce Engagement Manager**  
Reports to: Chief Operating Officer  
Reporting to this Position: Work Readiness Instructors, Case Managers and Volunteers

**Job Summary:** The Workforce Engagement Manager (WEM) provides oversight of participant-facing work readiness programming that includes training and case management services; delivery of work readiness programming (some of which are contextualized to specific industries and/or geared toward individuals with particular barriers to employment such as a criminal background).

This position is responsible for ensuring the quality of case management and training services and other barrier-removal related programming, developing and implementing program enhancements and continuous quality improvement. In addition, the WEM serves as the program manager for specific set of grants and contracts related to older youth, reentry programming and community partnerships. Responsible for supervising a team that includes Training staff, Case Management staff, and several staff serving off-site at partner organizations under collaborative agreements.

**General Duties:** Provides oversight to the program staff focused on participant job readiness to ensure our case management services and in-house and external training programs are of the highest quality and that participants obtain the supports and achieve key skills and behaviors needed to be successful in the workplace.

Develops new curriculum, works with COO on development of new assessment tools or resources to remove barriers and build skills, identifies and tracks key performance metrics, coordinates with key personnel and managers to ensure that participants have the tools they need to successfully transition through each stage of the comprehensive program.

Works closely with the employer-facing staff to ensure that the case management and training focuses on the skills and competencies required by local employers.

In coordination with the CEO and COO, s/he will work to develop external relationships and collaborations related to work readiness and training for individuals with barriers to employment. S/he will work closely with the Coordinator of Case Management services on outreach to the criminal justice community.

**Key Responsibilities**

- Coordinates one or more programs/projects for OIC, including Work Readiness Programming, Employer Engagement activities, Partner development/retention and Community Outreach.
- Develops and implements programs/services that align with the organization’s mission and support the organization’s comprehensive plan.
- Coordinate the planning and implementation of assigned projects, special events and other activities as assigned by COO.
- Direct and supervise the work of Work Readiness Instructor(s), Case Manager(s), and Volunteer Staff.
- Assist in the development of grant applications or proposals.
- Assist in data collection, preparation of program activity reports, record-keeping as required related to overall administration or programs/projects.
Qualifications:

**Education and Experience Required:**
At least five years’ experience managing activities related to services for disadvantaged populations. At least two years of adult education/training experience. Previous supervisory experience, preferably for staff in programming related to workforce development. Previous experience working with reentry population is essential.

**Skill Level/Knowledge of Field:**
Outstanding communications skills; proven leadership abilities; proven experience building and managing successful collaborative efforts; proven ability to manage people and programs to accomplish outcomes within given timeframe and budget.

**Additionally:**
- Experience in serving challenged populations, specifically re-entry individuals.
- Demonstrated case management skills/experience.
- Experience developing curriculum and training other trainers in new techniques.
- Commitment to OIC mission and values.
- Excellent relationship building skills as well as customer service skills.
- Good written and verbal communication skills.
- Attention to detail, strong organizational, time management and problem solving skills.
- Ability to work independently, be flexible and dependable, and demonstrate initiative.

**Computer Skills**
Proficient with computers, including Word, Excel, Power Point, Publisher, Outlook, and Internet.

**Position Title:** **Community Outreach Manager**
**Reports to:** Chief Operating Officer
**Reporting to this Position:** AmeriCorps Intern and Volunteers

**Summary:**
The Community Outreach Manager works closely with OIC leadership to design and organize events, workshops and event related resources and materials to promote OIC to an expanding segment of the public. Additionally, the Community Outreach Manager will represent the organization to various populations as needed to further expand the awareness of our organization’s mission.

This position is also responsible for the improvement and promotion of current OIC workshops and the development and implementation of new workshops and events based on the needs and requirements of the organization and the community. This position requires an ability to work well with a variety of individuals, departments and organizations, as well as volunteers, to create and manage workshops and events. Additional requirements include strong communication, presentation and public speaking skills.
Responsibilities:
- Identify locations and coordinate services with off-site service partners.
- Manage logistics for all OIC training and outreach.
- Work with OIC staff to develop and implement plans to enhance and broaden the selection and content of OIC offered workshops, based on community and client needs.
- Speak on behalf of and provide representation of OIC at a variety of events.
- Work with OIC staff to create and enhance metrics and feedback mechanisms to evaluate success of workshops, events and related activities.
- Work with other departments to appropriately promote events and workshops.
- Create documented procedures for events and workshops activities.
- Oversee volunteer coordination and supervision for events.
- Responsible for all promotion of OIC services and events.
- Recruit, train and manage the OIC intern from AmeriCorps.

Requirements and Qualifications:
- Self-motivated; comfortable working independently.
- Both willing to and skilled at taking initiative in problem solving and programming improvements.
- Ability to communicate effectively one on one and in group settings.
- Proven ability to form and implement lasting partnerships in the community
- Events planning or related experience.
- Strong communication, especially public speaking, and organizational skills.
- Flexible schedule, including some nights and weekends and ability to travel
- Excellent computer skills including Microsoft Office Professional Suite and databases.
- Excellent customer service skills.
- Demonstrated experience with planning and managing.
- Excellent interpersonal, problem solving and time management skills, with the ability to manage multiple and shifting priorities and projects.
- 3-5 years of experience or combination of education and experience
- Bi-lingual preferred
APPENDIX 3: CORE VALUES

Self Help: We provide access to the tools, skills, and information that an individual needs to become self-sufficient. We help people help themselves. Our definition of self-help is the development and use of character, spirit, and capabilities for attainment of citizenship, family life, civility, gainful employment, self-reliance, and interdependence with their community.

Citizenship: We train the whole person: we recognize that our participants need more than basic job skills in order to succeed. We prepare our clients to develop all of the life and work skills necessary for successful personal and professional lives. We foster and nurture a sense of self-pride which gives our clients confidence in themselves and prepares them to participate with dignity in the total society. We encourage our participants to become active, engaged citizens of their communities and our nation: to vote, to mobilize in response to emerging issues, and to speak with leaders about important issues.

Grassroots: We believe that success comes when local communities mobilize to address local needs. We involve the total community in our work to stimulate loyalty and pride in the community and a sense of goodwill involving all religious, racial, cultural, economic, political and other groups.

Effectiveness: We are committed to identifying and using what has proven to be effective in helping our participants become productive, fulfilled members of their communities.

Innovation: We search for new opportunities and business models that will increase our ability to help our participants become contributing members of their communities.

Highest Standards of Integrity: We believe that our work is a moral imperative and must be fulfilled with the highest standards of integrity. We have a culture of accountability to do the right work in the right way throughout the entire organization. We honor the public’s trust in us in all ways, conducting our work honestly, legally, fairly, morally, respectfu;ly, and in accordance with OIC-RI policies.
APPENDIX 4: STRATEGIC PARTNERS

<table>
<thead>
<tr>
<th>Service Partners</th>
<th>Purpose/Expected Outcomes</th>
</tr>
</thead>
</table>
| **BROWN**        | - Collect, analysis and compile data on issues affecting RI’s urban communities.  
                  - $25,000.00 for grant identification, planning and research |
|                  | - Provide referrals, outreach and promotion of OIC and BVCAP programs and services.  
                  - Memorandum of Agreement between Blackstone Valley Community Action Program (BVCAP) and OIC is in support of BVCAP’s submission of a YouthBuild proposal to the U.S. Department of Labor.  
                  - OIC responsible for Outreach/Recruitment & Transition Services ($20,000 per cohort x 2 = $40,000.00) |
| **BVCAP**        | - OIC will provide Building Futures with recruitment, work readiness, case management, and referral services. |
| **BUILDING FUTURES** | - Martin Israelite, President of Coldmasters Temperature Control, Inc. serves on the Innovation Partnership subcommittee of the OIC/PCTA Advisory Committee.  
                  - Mr Israelite makes recommendations on HVAC curriculum content and seeks to hire qualified participants. |
<table>
<thead>
<tr>
<th>Reciprocal training and job search &amp; placement referrals made to better serve mutual clients &amp; students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaboration with the Federal TRIO Programs (TRIO): designed to identify and provide services for individuals from disadvantaged backgrounds.</td>
</tr>
<tr>
<td>Coordination of services with the RI Educational Opportunity Center located at CCRI.</td>
</tr>
<tr>
<td>OIC of Rhode Island has been awarded the contract for Project Management of the America Job Center to be located at the ACI.</td>
</tr>
<tr>
<td>Project Management Services contract $80,000.00.</td>
</tr>
<tr>
<td>Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
</tr>
<tr>
<td>Provide referrals to ESL Program.</td>
</tr>
<tr>
<td>OIC and FedCap have jointly submitted a RI Dept. of Human Services TANF RFP proposal to the State of Rhode Island to provide wrap-around services to TANF participants.</td>
</tr>
<tr>
<td>Potential $500,000 contract.</td>
</tr>
<tr>
<td>Entity 1</td>
</tr>
<tr>
<td>---------</td>
</tr>
<tr>
<td><img src="image1" alt="Family Service of Rhode Island" /></td>
</tr>
</tbody>
</table>
| ![ICG](image2) | <IntraCity> Geeks & OIC have developed a service delivery model to provide Full Stack Web Developer and Computer Science Certification with career preparedness, job search training and placement program to urban residents.  
Pilot project proposal pending approval by Real Job RI evaluators. |
| ![The Institute for the Study & Practice of Nonviolence](image3) | Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide. |
| ![Job Club RI](image4) | Job Club RI provides OIC client access to 77 employers in JCRI Job Bank and additional network support.  
Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.  
Identify potential funding opportunities for joint program development |
| **OIC and NEIT** | **Provided in collaboration with the Providence CTE Director to develop Adult Education/Training Programs.**  
**Developed training curriculum for Introduction to Construction, Computer Literacy and ESL.**  
**OIC/PCTA funding 2016: $47,619.**  
**Submitted renewal OIC/PCTA funding for 2017 Training Program: $47,000.00** |
<table>
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<tbody>
<tr>
<td><strong>Provide PCHC with potential applicants for positions in the Health Care Industry.</strong></td>
<td></td>
</tr>
</tbody>
</table>
- Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.

- RIBA has included OIC Work Readiness Program on their website.

- RIBA has included OIC Work Readiness Program on their website.

| RI Builders Association | - Hire Path Partnership funding support  
<table>
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<tbody>
<tr>
<td></td>
<td>- Employment services coordination</td>
</tr>
<tr>
<td></td>
<td>- NetWork RI collaboration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department of Labor and Training</th>
</tr>
</thead>
</table>
| - OIC and RIMA entered into a MOU for OIC to provide recruitment, Work Readiness, case management, and referral services.  
| - Funding for 2016: $30,300.00 |

<table>
<thead>
<tr>
<th>Manufacturers Association</th>
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</thead>
<tbody>
<tr>
<td>- Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RIMTA</th>
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<tbody>
<tr>
<td>- Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
</tr>
</tbody>
</table>
- OIC and RWU collaborated to develop vocational and job skills training in Emergency Medical Technician; Introduction to IT Security and Legal Assistant Program.

- Program Funding 2015: $10,241.00

<table>
<thead>
<tr>
<th>Organization</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Enterprise Greenhouse</strong></td>
<td>Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
</tr>
<tr>
<td><strong>The Steel Yard</strong></td>
<td>Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
</tr>
<tr>
<td><strong>STEPPING UP Health Care Talent Network</strong></td>
<td>Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.</td>
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</tbody>
</table>
OIC and Thielsch entered into a MOU that Thielsch would be the Training Provider for the OIC Welding Participants.

Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.

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Potential program development
Both entities will provide referrals of participants from their respective organizations that are seeking services either organization can provide.

APPENDIX 5: SYSTEMS MAPPING OF PARTNERSHIPS
See attached PowerPoint.

APPENDIX 6: OIC<INTRACITY GEEKS PILOT PROJECT
See attached: IntraCity Geeks Full Stack Web Developer Certification & Career Training pdf.