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MESSAGE FROM THE DIRECTOR

Economic changes affecting the nation have made strategic and actionable workforce development initiatives crucial for all state workforce investment boards. With some foresight, Rhode Island workforce development agencies and workforce investment boards have combined their efforts over the past several years to align their investments for maximum positive impact on the labor force.



As a result, our state has many workforce development success stories to share, including:

Capacity building: In Program Year 2007, our Youth Workforce Development System, conceived to nurture Rhode Island's emerging workforce, grew from one to seven youth centers across the state while it simultaneously lowered its cost per client from \$8,483 to \$1,260.

Investments in technology: Also in Program Year 2007, the Governor's Workforce Board RI funded \$1 million in hardware and software improvements to the netWORKri One-Stop Career Centers. In an age of wired com-

munications, this investment has provided the public with updated technology to research careers and job opportunities.

Rapid response: Coordinated efforts among the RI Department of Labor and Training's Workforce Development and Income Support Divisions, the state's One-Stop Career Center system and other strategic partners have allowed an intervention team to respond onsite to an increasing number of mass layoff situations, helping customers access services swiftly and reconnecting them to the workforce quickly.

Business retention: In a collaboration among the Governor's Workforce Board Rhode Island, the RI Department of Labor and Training and the RI Economic Development Corporation, the state's first business retention matching grant program helped a RI manufacturer of long-standing reposition itself in the global marketing place and retain RI-based jobs.

Aligned priorities: After conducting extensive analysis over the course of Program Year 2007, the Governor's Workforce Board RI and more than 30 private and public partners will unveil a five-year strategic plan for the Rhode Island workforce during Program Year 2008. Simultaneously, all government agencies involved in workforce development are in the process of creating a companion

Unified Plan that provides clear direction to state workforce development efforts.

Alignment with industry: By continuing its multi-year Industry Partnership initiative, the Governor's Workforce Board RI has not only strengthened the Workforce Investment Boards' connections to high-growth, high-demand industries in the state; more importantly, it has helped illuminate specific skill gaps in the Rhode Island workforce that serve as barriers to success.

In Program Year 2008, four of these Industry Partnerships will participate in the Industry Skills Development Initiative, a multifaceted program of actionable, industry-devised strategies to fill these gaps and ensure a viable workforce for the future.

On behalf of Governor Donald L. 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 our other partner agencies, I am pleased to present the RI Workforce Investment Act (WIA) Title I Annual Report for Program Year 2007.



Sandra M. Powell
State WIA Liaison
Department of Labor and Training Director

GOVERNOR'S WORKFORCE BOARD RI

Governor's Workforce Board

Rhode Island



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

The Governor's Workforce Board oversees WIA programs, administered by GWB and local WIBs.

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 Rhode Island 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.

Work continued in Program Year 2007 on the development of a statewide workforce development plan. Under the guidance of the Corporation for a Skilled Workforce, hired by the board to assist in this initiative, the board continued to convene partners and stakeholders throughout the year to review data, collaborate on potential strategies, and develop overarching goals and objectives. With the continued cooperation and support of the Workforce Cabinet, efforts to develop a Unified State Plan began. 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 2008, providing on-going reflection and input as the state's strategic vision for workforce, education and economic development evolves.

With the development of the state's strategic plan as a backdrop, the board's five standing committees continued their work, summarized on the following pages.

Strategic Investments Committee

The Strategic Investments Committee implements the board's annual demand-driven agenda and focuses on addressing the board's priorities regarding budgets, grants and investments in key initiatives and growth sectors that impact the state's economy. Examples of priority areas have 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 base of their workforce. Improving systemic and operational capacities help companies maintain the needed edge to grow and prosper, in addition to increasing employee productivity. Funds in this category provide opportunities for companies to provide and co-fund training to address individualized needs. Request for Proposals issued in June and October 2007 resulted in:

- \$2,046,841 awarded to 105 companies
- 4,419 incumbent workers selected by their employers to participate in the training;
- 70 awards made to organizations representative of sectors identified by RI Labor Market Information as high-wage industries;
- 75 awards made to small employers (less than 100 employees); and
- 87 awards made to for-profit companies while 18 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 11 grants totaling \$710,000 to hire and train 481 Rhode Islanders. Participating companies provided a match of at least 50 percent, bringing the total investment to more than \$1.42 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 2007, the Governor's Workforce Board continued its support by awarding \$600,000 of second-year funding to the original industry organizations as they began to address workforce issues identified in the first year, such as advancing the demand-driven workforce development agenda and engaging the existing and emerging workforce. Accomplishments included identification of existing and future skill gaps, inventories of current curricula and training programs aligned to industry demand, and potential areas of collaboration among state and local workforce agencies for continued partnership development and long-term sustainability.

In response to the board's strong support of Rhode Island's one-stop career centers, netWORKri, \$1,000,000 was awarded to upgrade the outmoded technology which has been in the centers since 2000. The board recognized that the technology used by job seekers and businesses alike has changed considerably since it was included in the initial design of the career centers. Plans for this new technology include quicker access to career information, labor market data, and software tools to facilitate job search activities.

This investment represents the first year of support for a planned three year Industry Skills Development Initiative (ISDI). The ISDI is a collaborative approach that connects job seekers with several of Rhode Island's high-growth industries, to improve the skills of new and existing workers in those industries, and to build interest and awareness among the next generation of workers. Targeted industries include marine trades, hospitality, construction and information technology. This innovative partnership includes the two local Workforce Investment Boards, the RI Department of Labor and Training and the Industry Partnerships representing the targeted growth sectors.

4. Youth Strategies

Recognizing that RI youth represent the future workforce, the board allocated \$3 million of state dollars to augment the \$2.9 million in federal WIA youth funding. The additional state support provided both the flexibility and the

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. Keeping with the all Youth Vision, the board also allocated \$120,000 in funding to the Department of Labor and Training's youth provider statewide training plan, which addresses the training and development needs of youth-serving agencies, youth workers and local workforce investment board grant recipients. This pilot training program for Program Years 2007-2009 is designed to further develop youth workers' skills and abilities, achieve their expected outcomes, align them with the state's strategic direction and result in a successful "all youth" service delivery system model that is effective and efficient for all youth.

5. Adult Education / Literacy

The board's continued support of adult education and literacy is integral to its broader policy agenda.

In order for Rhode Island to successfully continue as a world-class competitor in the 21st century, the board increased its funding in Program Year 2007 to \$4.5 million dollars. The added investment continued to increase not only the capacity of the provider system, but the standards of quality, professional development and technological enhancements.

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, closure or relocation. Funds can be used collaboratively among agencies to provide training that may be necessary to sustain the company's workforce, competitiveness and viability through innovative business practices, new products and markets.

In Program Year 2007, the Governor's Workforce Board provided a \$50,000 matching grant to Hope Global, Inc. The grant assisted this

long-standing RI-based company in realigning their business plan, developing new product lines and redefining and seeking new markets. As a result, the company is succeeding by growing its workforce and remaining economically viable and profitable.

7. RI 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 2007, 34 companies invested in excess of \$3.6 million to train approximately 4,774 employees, thus resulting in tax credits of over \$700,000.

Adult Education Committee

In Program Year 2007, the board's continued guidance and direction to the adult education community resulted in the development and implementation of content/learning standards for adult education, establishment of a web-based, student-level information system and the opening of a professional development

center at Rhode Island College to train teachers and staff in new methodologies, best practices and achieving outcome standards. The agreements executed as a result of the consolidated Request for Proposals for adult education have had a profound effect on raising the quality and consistency among adult education providers. These

multi-year, performance-driven agreements also included leveraged funding from various state and federal sources. 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 to 8,000 Rhode Island residents.

Youth Development Committee

The Youth Development Committee of the Governor's Workforce Board continued its

charge to Rhode Island's two local workforce investment boards to work collaboratively on a

statewide Youth Vision serving all youth in the most effective and efficient manner. Through its

early vision and success in creating a summer work pilot project in 2006, 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, the local workforce investment boards aligned with the youth vision as well as implemented a joint RFP for Program Year 2007.

The combined RFP and leveraged youth dollars for Program Year 2007 resulted in a newly formed Youth Workforce System that fosters a collaborative approach

among state agencies, combining community-based organization's expertise to assess the current status of a youth's workforce development and training needs at a single point of entry into the system. The new Youth Workforce System allows the youth to be active participants throughout the process, making choices about their employment and training possibilities along the way. Program Year 2007 has served approximately 2,240 youth with an age range from 14 to 24, 36.5 percent of whom have self-reported as being at risk.

The committee furthered its commitment to the Youth Workforce System by allocating \$3 million in leveraged funds to support the two local workforce investment board's combined RFP for Program Year 2008. As a result, 73 agencies responded to the RFP for Program Year 2008, a 14 percent increase from Program Year 2007 and a 900 percent increase from Program Year 2006, demonstrating an increased capacity. It is expected that upwards of 3,500 youth will be served in Program Year 2008.

Planning and Evaluation Committee

The Planning and Evaluation Committee assumed the oversight of the board's efforts to develop the state's strategic workforce development plan. Progress reports on the efforts and work of the plan steering groups were brought before the committee for comment and endorsement throughout the ongoing development process.

In addition, the committee focused on plans to incorporate RI's Senior Community Service Program into the RI Department of

Labor and Training. This process included reviewing and approving the planned transfer of authority and its impact on the service and funding level of this federal initiative.

The committee is also the first stop in the board's approval process for those state agencies with workforce, education and economic development plans. As a result, the RI Department of Education presented the committee an overview of the state's Carl D. Perkins Plan.

Of notable importance in Program Year 2007, the committee spearheaded the first Workforce Development Day at the Rhode Island State House. Collaborating with the Department of Labor and Training and a number of other agencies, businesses and industry sector groups, the effort resulted in a successful event that showcased best practices and raised the awareness of workforce development within the legislature. It is expected that event will continue on an annual basis.

Board Development Committee

The Board Development Committee is charged with the recruitment of potential members and the education of existing members. Responding to the research conducted by the board in its strategic plan development, the committee focused on planning as a key part of the annual meeting.

On June 26, 2008, board members, along with over 200 invited

dignitaries and guests, celebrated the board's accomplishments at the annual meeting, entitled "Embracing A Skill-Based Economy." The Governor's address to the audience highlighted the need for Rhode Island to be competitive in the 21st century through developing a skilled and educated workforce. He stressed the importance of the board's efforts in aligning

the state's workforce-related programs and assisting businesses raise the skills of their workforce.

Ed Barlow, a nationally renowned futurist and president of Creating the Future, delivered the keynote address. Barlow explored the current state of Rhode Island's economy, contrasting it with national trends and forecasting future scenarios. His approach included ac-

tively engaging the audience in his presentation, which made for an interesting and unique experience. Barlow stressed the need to develop 21st-century competencies in order for businesses to innovate and create wealth and prosperity. He concluded his presentation by congratulating the board on its efforts to drive systemic change and encouraged them to prepare Rhode Islanders for a very different future by aligning resources and creating opportunities for all citizens. Barlow also met with the board later in the day to debrief and provide board development strategies designed to facilitate the board's work.

Lastly, Chairman MarcAurele introduced VIBCO as the 2008 Workforce Innovation Award recipient. The award, given annually to a business or other organization that has invested GWBRI fund-



Opening ceremonies at the 2008 Annual Meeting, "Embracing a Skilled Workforce." (pictured from left: Director Michael Koback, futurist Ed Barlow, Governor Donald L. Carcieri, Chairman Joseph MarcAurele and Vice Chair William McGowan)

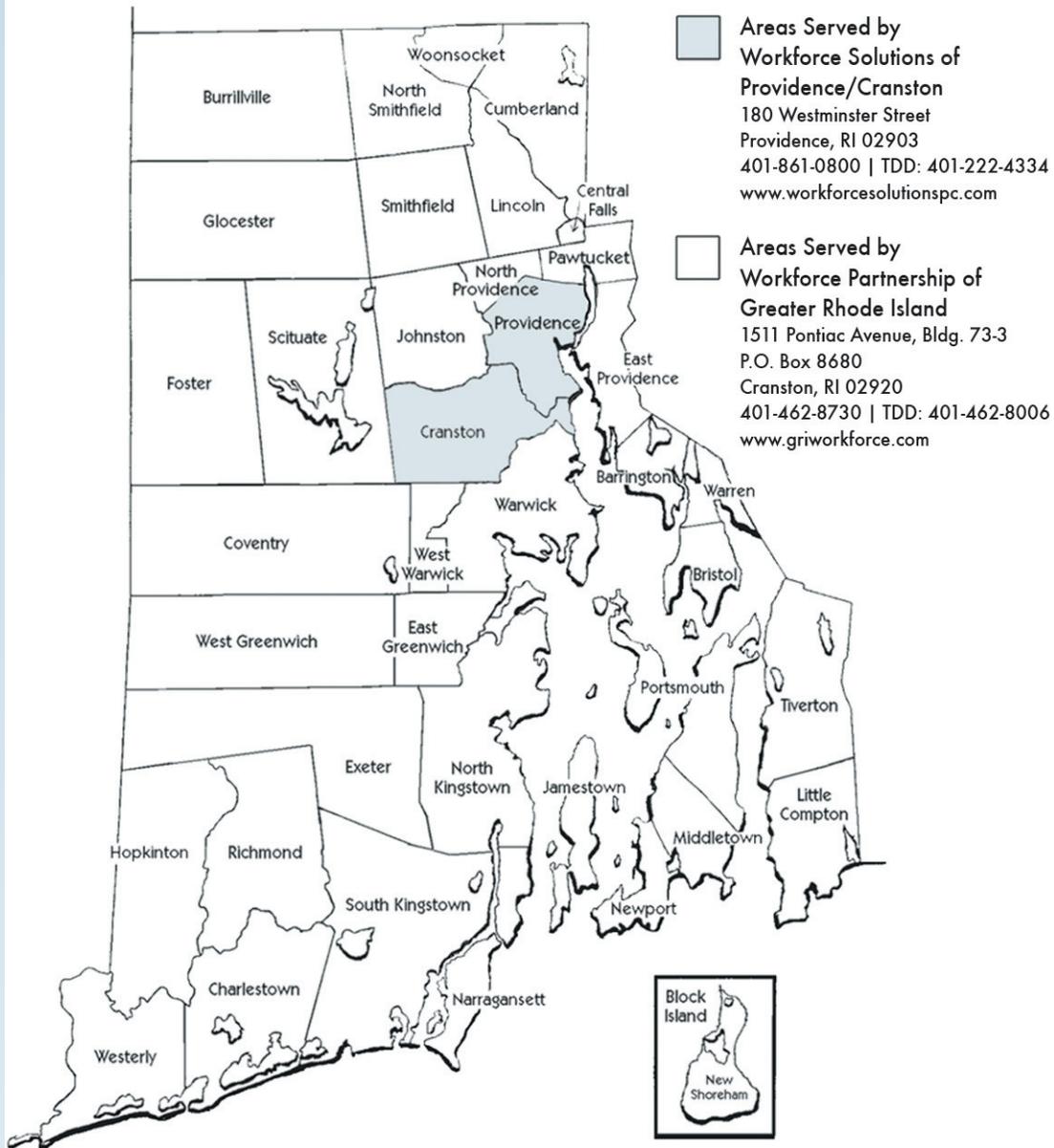
ing to improve operational systems, training, new technologies or customer service, was accepted by VIBCO CEO Karl Wadensten. Wadensten explained that the board's funding has helped VIBCO totally transform their business through the implementation

of lean manufacturing techniques, empowering employees to innovate and devoting time to ongoing employee training and development. In addition to the board's award, VIBCO was presented a gubernatorial citation by Governor Carcieri.

Governor's Workforce Board RI Members PY 2007

Chairman Joseph MarcAurele	President and CEO Citizens Bank of RI
Mario Bueno	Adult Education Director, Progreso Latino
Mia Caetano-Johnson	Attorney, Johnson Law Associates
Armeather Gibbs	Chief Operating Officer, United Way of RI
Saul Kaplan	Director, RI Economic Development Corporation
Paul MacDonald	President, Providence Central Federated Council
William McGowan	Business Manager, IBEW Local 2323
Brandon Melton	Senior Vice President of Human Resources, Lifespan
Sharon Moylan	Executive Director, Options for Working Families
Robert Nangle	President, Meridian Printing
George Nee	Secretary-Treasurer, RI AFL-CIO
Sandra Powell	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
Cathy Streker	Vice President, Human Resources and Benefits, Textron
Martin Trueb	Senior Vice President and Treasurer, Hasbro
Dr. Jack Warner	Commissioner, RI Office of Higher Education

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

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

WORKFORCE PARTNERSHIP OF GREATER RI



BUILDING TOMORROW'S WORKFORCE TODAY

The Workforce Partnership of Greater Rhode Island serves 37 of the state's 39 cities and towns.

The Workforce Partnership of Greater Rhode Island (WPGRI) serves as the local Workforce Investment Board to the largest geographic area of Rhode Island, including 37 of the state's 39 cities and towns. Its Program Year 2007 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.

Working through the WPGRI Board Development Committee, the Workforce Partnership continued to strengthen its membership in Program Year 2007 by aligning board member vacancies with the state's identified high-growth, high-demand industries, including healthcare, hospitality and tourism, and the marine trades. That same committee has also committed itself in the future to expanding board development activities that highlight local, regional and national topics of interest. For example, board members and staff, as well as workforce development personnel at the Rhode Island Department of Labor and Training, were invited to view the documentary *Two Million Minutes*, a film that compares and contrasts the educational systems of three major world economies: the United States, India and China. The board then discussed the implications of system differences on workforce development programs and our local economy.

The cornerstone of the WPGRI's federal WIA service delivery is netWORKri, RI's One-Stop Career Center System. During Program Year 2007, the organization's Quality Assurance Committee continued to focus on tracking and improving performance through support of the netWORKri One-Stop 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 programs and collaborations, as well as the hard work of netWORKri staff, at the WPGRI's annual meeting.

During Program Year 2007, the Rhode Island Biomanufacturing/Biotechnology Training Initiative, funded by a DOL H1-B Grant, continued activities designed to support industry growth by developing the skills of the current and future labor force. The project also encouraged the development of biotechnology training and educational resources in Rhode Island. By the end of the program year, as the project neared completion, an estimated 900 participants had received



photo courtesy of URI/Michael Salerno

biomanufacturing/biotechnology training through the grant, completing 1,300 training components and engaging 16 companies during the life of the initiative. Also, three Ocean State colleges and universities, as well as the Rhode Island Department of Education, had partnered with the WPGRI to develop and implement transitioning and future worker training programs in the biotechnology and biomanufacturing fields.

The Rhode Island Biomanufacturing/Biotechnology Training Initiative helped serve as a model for the WPGRI's latest innovative project, the Rhode Island Industry Skills Development Initiative (ISDI). This employer-driven initiative, in collaboration with the Governor's Workforce Board RI (GWBRI), the Rhode Island Department of Labor and Training, and Workforce Solutions of

Providence/Cranston, will foster Rhode Island's high-growth, high-demand sectors through the promotion of industry career opportunities, essential skills, and the alignment of training resources that respond to critical industry needs. Building upon the work of the GWBRI and its Industry Partnerships, the ISDI is an innovative approach to adult workforce training in a 21st century economy. It provides a dynamic and responsive vehicle to fulfill statewide objectives by connecting workforce development programs and leveraging federal and state funding streams in a meaningful way, ensuring that workers have the skills needed to succeed across industries and industries have the human capital assets to prosper.

The Industry Skills Development Initiative has four major

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.

programmatic components: training resources, a sector-based One-Stop Career Center presence, industry greenhouses, and career awareness strategies designed to achieve the following:

- Develop an industry-based, on-demand training resource system designed to effectively respond to the short- and long-term training needs of employer partners and industries as a whole;
- Strengthen the role of industry partners in the collaboration of training development and expansion of responsive and effective training resources;
- Develop an Adult Workforce Development System that fosters pathways to respond and adapt to the variety of industry workforce needs throughout the employer community;
- Establish “Industry Greenhouses” that grow our future workforce through the development and implementation of industry-based activities, such as internships and summer job banks, and connect them to the Youth Workforce Development and educational systems;
- Leverage federal workforce training dollars and programs and expand Individual Training Account (ITA) offerings for unemployed and dislocated workers through the netWORKri One-Stop Centers;
- Integrate technology to build sector-based “virtual” one-stops that are linked to and complement the netWORKri centers, and expand career

awareness in high-growth sectors;

- Build industry-based “clearinghouses” to recruit candidates for training and connect successfully-trained graduates to employment opportunities;
- Upgrade and continue to develop area training and educational resources that meet industry standards and occupational skill requirements.

A Request for Proposals (RFP) was issued in March 2008 by the state’s two Local Workforce Investment Boards (LWIBs) - the Workforce Partnership of Greater Rhode Island and Workforce Solutions of Providence/Cranston. As a result, the LWIBs will be funding ISDI work with four major growth sectors of the economy – hospitality and tourism; marine trades; information technology; and construction. Contract awards and services under the ISDI are anticipated to begin in Program Year 2008.

The Workforce Partnership has also been proud to collaborate with the Governor’s Workforce Board RI, the RI Department of Labor and Training, Workforce Solutions of Providence/Cranston, and the RI Department of Elementary and Secondary Education on the development of a statewide Youth Workforce Delivery System. The strategic leveraging of federal WIA dollars with state Job Development Funds (JDF) has led to an exponential increase in the number of youth served throughout our system, providing our emerging workforce with the skills and supportive services

necessary to succeed in the contemporary labor market. Accessed through one of 13 youth centers throughout the state, youth ages 14 to 24 can receive assistance with basic work skills, résumé development and work maturity skills, as well as register for other programs including adult mentoring, leadership development, work preparation and summer employment opportunities. Each youth participant has his/her own individual timeline, depending on his/her need for supportive services. By focusing on a young person’s assets, communicating high expectations, providing opportunities for leadership in safe surroundings, encouraging a young person’s perspective, and connecting him/her with caring adults, the Youth Workforce Delivery System is preparing our young people for bright and successful futures in a 21st century economy.

The WPGRI anticipates that it will serve more than 2,000 Greater Rhode Island youth in Program Year 2008, representing a 50 percent over-the-year increase in total youth served while driving down the cost to serve each youth considerably.

In addition, more than half of the youth served in the past year were categorized as “at-risk,” including youth who are pregnant or parenting; in foster care; homeless/runaway; and offenders. Programs funded by the WPGRI are giving these hard-to-reach youth alternative pathways to stability and lifelong success. In Program Year 2008, the Youth Workforce Delivery System as a whole will

strive to link 4,000 to 5,000 young people to our programs and services, an outstanding achievement that highlights the success of multi-agency collaboration with community-based organizations.

The WPGRI web site, located at www.griworkforce.com, continues to attract new and repeat visitors who are seeking information about the organization, researching funding opportunities and identifying 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 youth programs. The WPGRI anticipates expanding this convenient feature to other program components in the future.

Ongoing 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 continue 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 2007

Chairman Steven H. Kitchin	New England Institute of Technology
Vice Chairman Paul Ouellette	Northern RI Chamber of Commerce
Treasurer Ernie Vergano	VR Industries
Secretary Patricia Talin	Amica Insurance
Evaristo Amaral	Amaral Revite Corporation
Vincent Balasco	Community College of Rhode Island
Joseph Cannon	CAS America
Michael Cassidy	City of Pawtucket
Vanessa Cooley	RI Department of Education
Diane Cook	RI Office of Rehabilitative Services
Bob Cooper	Governor's Commission on Disabilities
Joseph Crowley	Warwick Career and Tech Center
Joseph DesRoches	RI Department Labor and Training
Joseph DeSantis	Tri-Town Community Action
Alexis Devine	Lifespan
Joseph DiPina	Exeter Job Corps Academy
Allen P. Durand	IBEW LU 99
Cynthia J. Farrell	Thundermist Health Center
Raymond Filippone	RI Department Labor and Training
Christine M. Grieco	RI Department Labor and Training
Paul Harden	RI Economic Development Corporation
John Iaderosa	CVS Corporation
Diane Karcz	Bank Newport
Peter Koch	Koch Eye Associates
Dorothy Mattiello	Hope Global
Jane Nugent	United Way of RI
Susan O'Donnell	The Hotel Viking
Fred Pendlebury	General Dynamics/Electric Boat
Raymond Pingitore	Teamsters Local 251
Betty Pleacher	East Bay Chamber of Commerce
Fred Ricci	Today's Office Staffing
Nancy Roderick	Concordia Manufacturing
Scott Seaback	RI Temps, RI Personnel Inc.
Edward Sneesby	RI Department of Human Services
Andrew T. Tyska	Bristol Marine
Johan Uvin	RI Department of Education
Darrell Waldron	RI Indian Council
Kim Weiss	RI Department Labor and Training
Steven Wilson	Polytop Corporation

WORKFORCE SOLUTIONS OF PROVIDENCE/CRANSTON

WORKFORCE
SOLUTIONS
of Providence/Cranston

Workforce Solutions of Providence/Cranston serves a metropolitan area of more than 250,000 Rhode Islanders.

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 the unemployed job seeker, the underemployed and the emerging workers, and the employers 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 \$5 million of federal and state funds. Nearly 600 adults and dislocated worker and an additional 1,000 youth ages 14-21 received services with these funds.

Workforce Solutions of Providence/Cranston trained 208 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 to meet the workforce needs of both new and expanding businesses. With a grant provided by the Providence Planning Department, Workforce Solutions of Providence/Cranston has conducted two customer service training modules for Providence residents on the First Source list, a compilation of residents that have registered with the city for employment opportunities with employers that have received city economic development incentives. These customer service training classes were conducted at the Providence Skills Center with curriculum supplied by the National Retail Federation and resulted in a certification that meets national industry standards.

For the past five years, Workforce Solutions of Providence/Cranston has partnered with the Greater Providence Chamber of Commerce and Junior Achievement to conduct a summer jobs program for juniors at Hope High School. Hope High School was chosen for this project because it was considered a failing school that required the appointment of a Special Master to oversee the operation of the school. While the summer jobs program has been successful in delivering work readiness skills and summer jobs, the career specialists at Hope reported that many of the seniors graduate with no educational or employment plans. Young adults not engaged in education or

employment do not learn the skills nor develop the work habits needed to succeed and break the cycle of poverty that engulfs many of the urban population. In addition, with the elimination of the H2-B visas for foreign workers, many of the area hotels and food service establishments have reported a shortage of workers. This shortage has had an adverse effect on businesses and may have a long-term effect on job growth and creation.

It was the intent of this grant to develop a pilot program to provide marketable skills to graduated Hope High School students. The Providence Skills Center, in partnership with the Rhode Island Hospitality Association, has developed a program to provide these recent graduates with customer service as well as food and alcohol handling training with the intent that these students will become employed and, by entering the working world, be exposed to many career opportunities while developing work habits that will serve them for a lifetime.

All program participants will be able to test for three nationally recognized credentials. These credentials meet the standards established by the industries and are recognized by employers everywhere.

- Customer Service – Awarded by the National Retail Association
- Serve Safe Alcohol Server Certification – Awarded by the National Hospitality Association

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.

- Serve Safe Food Safety Certification - Awarded by the National Hospitality Association

Another grant from the Providence Department of Planning has enabled Workforce Solutions of Providence/Cranston to partner with Capco Steel to provide training and employment in structural steel fabrication to Providence residents on the First Source list. This effort has served a dual purpose of providing employment opportunities to our residents and meeting the need of an employer for skilled workers.

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, 75 participants received GEDs. An additional 66 enrolled in customer service training and 26 achieved a credential in customer service, based upon

standards developed by the National Retail Federation and major retailers. One hundred fifteen more students enrolled in Pharmacy Tech training developed with CVS Corporation. Eighty-nine received certification and were hired by CVS, satisfying an employer demand.

With funds from the RI Department of Education, Workforce Solutions of Providence/Cranston 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 of Providence/Cranston to upgrade its customers' basic skills and allow them to enter employment or occupational skills training that leads to employment.

Workforce Solutions of Providence/Cranston has received a grant from the Governor's Workforce Board to support the state's efforts to develop high-growth/high-demand industries in the state. The Rhode Island Industry Skills Development Initiative will allow the state's two local workforce investment boards and their workforce development partners to align training resources and services with the short- and long-term labor market needs of high-growth, high-wage industries. It provides an innovative vehicle to fulfill the vision of the State Plan and the Governor's Workforce Board RI's (GWBRI) objectives by connecting programs, funding streams, and processes in a meaningful way that ensures workers have the skills to succeed in a 21st century economy. Working in partnership with the Rhode Island Department of Labor and Training, this dynamic, employer-driven initiative will expand upon the work of the Governor's Workforce Board and its Industry Partnerships to establish a comprehensive Adult Workforce Development System that will meet and remain respon-



photo courtesy of Providence Skills Center/Gary Littlefield

Students are challenged by Skills Tutor job readiness training in the Providence Skills Center computer lab.

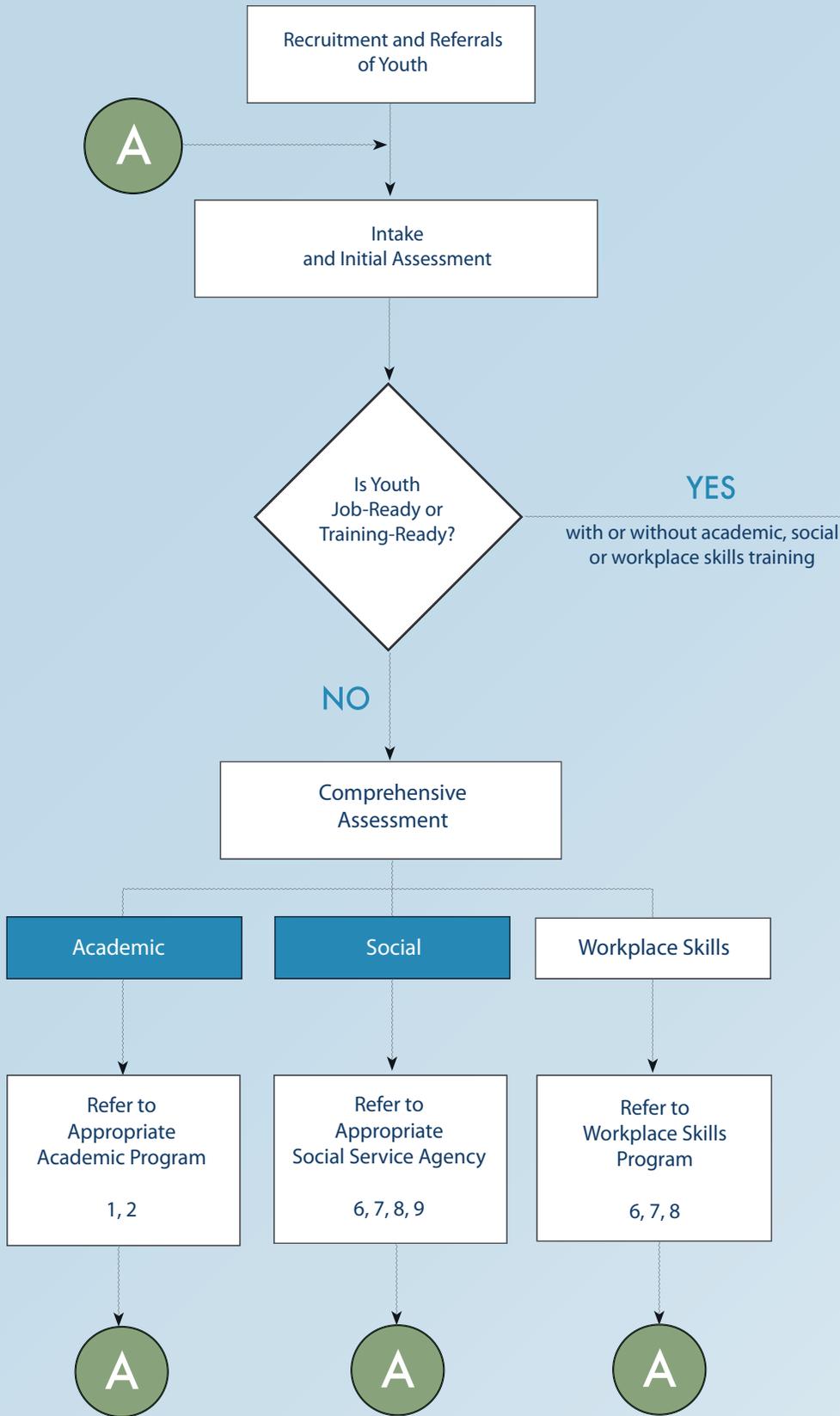
sive to the human capital needs of Ocean State employers. Workforce Solutions of Providence/Cranston will work with the Rhode Island Hospitality Association and the Providence Plan to fill skills gaps, establish linkages to youth and establish "clearinghouses" at the Providence netWORKri One-Stop Career Center so that training graduates/skilled dislocated work-

ers are connected to employment opportunities in hospitality and construction.

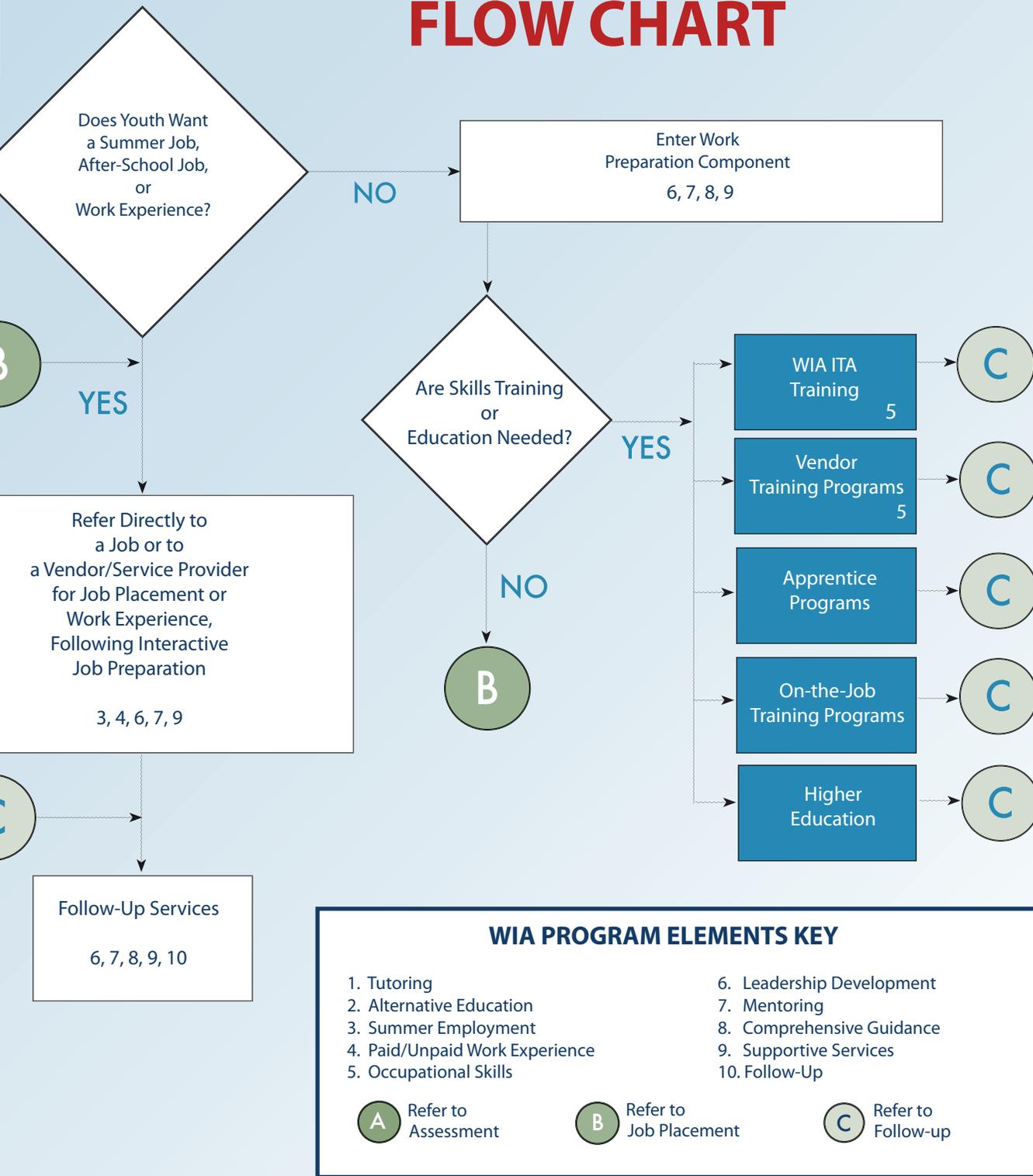
Workforce Solutions of Providence/Cranston remains committed to developing a public/private partnership that meets the demands of both the employers and residents of the workforce area.

Workforce Solutions of Providence/Cranston Board Members PY 2007

Chairman Larry Davidson	Kahn, Litwin, Renza & Co.
Vice Chair Janet Raymond	Greater Providence Chamber of Commerce
Secretary Kenneth Kirsch	Kirsch Triangle Association, LLC
Victor Barros	RI Economic Development Corporation
Lynn Bentley	Organization Transitions
Nicole Campbell	Blue Cross/Blue Shield of Rhode Island
Michael J. Caparco, Jr.	Capco Steel
Wendy Caputo	RI AFL/CIO
Donalda Carlson	RI Department of Human Services
Andrea Castañeda	Providence School Department
Vanessa Cooley	RI Department of Education
Frank Corbishley	ProCAP, Inc.
Sorrel Devine	Providence Housing Authority
Alexis Devine	Lifespan
Joseph DiPina	Exeter Job Corps Academy
Monica Dzialo	RI Office of Rehabilitation Services
Raymond Filippone	RI Department of Labor and Training
Ken Fish	Johnson & Wales University
Hy Goldman	Greylawn Food, Inc.
Ann Gooding	City of Providence
Craig Gorris	General Growth Properties
Chris Lombardi	Laborers Local 226
Jeffery Machado	Goodwill Industries
Lillian McGee	Verizon
Joanne McGunagle	Comprehensive Community Action
Geoffrey Millsom	Adler, Pollock & Sheehan
Jane Morgan	RI Department of Elderly Affairs
Lori Norris	RI Department of Labor and Training
Susan Pagnozzi	Greater Cranston Chamber of Commerce
Michael Paruta	Women & Infants Hospital
Gregory J. Schmidt	CVS Corporation
Raymond B. Sepe	Electro Standards Laboratory, Inc.
Heather Singleton	RI Hospitality and Tourism Association
Richard Smith	Sovereign Bank
Robin Smith	Community College of RI
Peter Stipe	AAA Southern New England
Alison Svenningsen	Gilbane Building Co.
Patti Thibeault	Citizens Bank
Michael Traficante	New England Laborers Union
Johan Uvin	RI Department of Education
Darrell Waldron	Rhode Island Indian Council
Norris Waldron	Waldron Properties
Robin Zukowski	Renaissance Hotel



YOUTH WORKFORCE SYSTEM FLOW CHART



WORKFORCE DEVELOPMENT

The Division of Workforce Development serves as the single point of contact for employment, workforce information and education and training services.

The Division of Workforce Development serves as the single point of contact for employment, workforce information and education and training services in Rhode Island. The division oversees all of the program operations and services that guide job seekers to suitable employment, and facilitates the connection between employers and qualified workers. Among its key components are the netWORKri one-stop career cen-

ter system, which assists workers in all levels of job search; Adult and Dislocated Worker unit, which helps to reconnect adults to the workplace in a timely manner; the Employer Services Unit, which addresses the workforce needs of area employers; and the Youth Workforce Development System, which strategically supports the next generation of Rhode Island workers.

netWORKri

Rhode Island's One-Stop Career Center System, known as netWORKri, is the center of the workforce development system. The RI Department of Labor and Training (DLT) is the operator of the One-Stop Career Center System, where job seekers and employers are matched through quality employment programs and services.

A partnership of professional labor, training and education organizations, netWORKri operates four centers, including two comprehensive centers, one in each of the workforce investment areas. 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 Rhode Island 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.

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 2007. Over 31,000 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.

In January 2008, the Governor's Workforce Board of Rhode Island (GWBRI) approved the Industry Skills Development Initiative, a proposal of the local workforce investment boards and the Rhode Island Department of Labor and Training. A major focus of this

initiative is to integrate the work of the Industry Partnerships and its focus on sector-based skills into the One-Stop Career Center System. The GWB, in the first phase of this initiative, allocated \$1,000,000 to upgrade the technology in the One-Stop Career Centers to support new skill assessment software. This investment demonstrates the commitment of the GWB and the local boards to ensure the netWORKri system has the resources and technology to assess job seeker skills effectively and to make quality referrals to employment and training programs—all in a coordinated effort to meet industry demand.

In July 2008 the General Assembly passed legislation creating the Rhode Island Works Program to help parents who are eligible for

cash assistance to support their children by preparing for and accepting employment. This legislation identified the Rhode Island Department of Labor and Training and the netWORKri Career Centers as the primary deliverer of workforce development services to help participants return to work as quickly as possible. Since November 2007, the Department of Labor and Training has been working in collaboration with the Department of Human Services and the Office of Rehabilitation Services in anticipation of the passage of this legislation. Implementation of the Rhode Island Works Program through the netWORKri Career Centers may occur as early as October 2008.

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 var-

ious 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 Rhode Island companies applied for TAA certification in 2007 and 10 were approved, identifying 638 potential TAA-eligible employees. Performance goals for TAA are set at the national level. In 2007, Rhode Island met and exceeded the nationally set performance goals for reemployment, retention and wage replacement.

TAA Performance PY 2007

Performance Measure	National Goal	RI Outcome
Reemployment Rate	70%	72%
Retention Rate	85%	94%
Wage Replacement	80%	83%
Average Earnings Goal	\$12,000	\$14,480

TAA Program PY 2007

Total Participants	611
Participants Who Received Training	453
Funds Expended	\$ 1,166,544

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

- Job search allowances when suitable employment is not available in the workers' normal commuting area;
- Relocation allowances 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.

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 40+ 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. In 2007, 27 individuals supplemented their income with ATAA benefits, of which 14 have returned to full-time employment. Eleven 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 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 reemployment services and training opportunities. In 2007, Rapid Response orientations were provided to 2,686 workers from 56 RI businesses. In addition, 21 companies were counseled on how to apply for benefits under TAA.

Rapid Response, in collaboration with the Employer Service Unit, the Governor's Workforce Board, and EDC 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 2007

RI Companies Served	56
Rapid Response Orientation Participants	2,686
Trade Orientations	46
Trade Orientation Participants	1,314

Employer Service Unit

Employer Service Representatives serve as liaisons to the Rhode Island as well as nearby Massachusetts and Connecticut business communities. Working collaboratively with a variety of business and industry resources, the Employer Service Representatives assist with developing recruitment strategies and hiring events, job openings, and workforce development initiatives, including grant opportunities and state and federal tax credits. Utilizing technology and an extensive network of employment and training providers, educational and community resources, Employer Service Representatives meet the challenge of connecting job vacancies with qualified applicants by identifying the best resources that lead to successful employment or incumbent worker upgrades.

The Employer Service Unit maintains an active presence at each of the netWORKri One-Stop Career Centers as well as through business organizations and associations where business leaders and hiring representatives congregate. The Employer Service Representatives also retains membership in 10 chambers of commerce in all communities within the state and have attended several statewide business expos and career fairs.

During Program Year 2007, the Employer Service Unit organized 275 recruitment and Job Fair events at the netWORKri Centers and off-site locations. These addressed a full range of hiring needs in various business sectors and

company sizes such as retail, manufacturing, medical, hospitality and energy.

The Employer Service Unit offers services to companies at various stages of the business cycle, including economic downturns, reductions in force or company closures. For example, the Employer Service Unit has collaborated with the Rapid Response Team of the Adult and Dislocated Worker Unit, attending Rapid Response Information sessions and hosting job search, interviewing and résumé workshops. Consequently, targeted job fairs were organized to pair highly trained dislocated workers with closely aligned job opportunities.

The Employer Service Unit coordinated another year of the Employer Education Seminar Series. The informational seminars included such topics as Unemployment Insurance, Temporary Disability, Labor Standards Information, and Resources for Ocean



photo courtesy of DLT/Nicole Romeo

Employer Service Representative Bill Cummings reviews programs with an employer.

State Employers. This successful series will continue to grow in 2008, adding other topics and including other pertinent resources for the business community.

The RI Department of Labor and Training's Employer Service Unit has been working in alignment with the Industry Partnerships to expand its knowledge of industry-specific workforce development needs. The Employer Service Representatives continue to identify human resource challenges and skills gaps as well as offer strate-

gies and solutions to improve the quality and skills of the Rhode Island workforce.

The Jobs netWORK, 1-888-616-JOBS (5627), has remained a valuable resource for both job seekers and the business community. Employer Service Represen-

tatives provide customer service support through telephone and email contact, offering expert advice in regulatory compliance and workforce development options. In 2007, over 3,100 calls were fielded for 1,100 job seekers and 2,006 business contacts, resulting

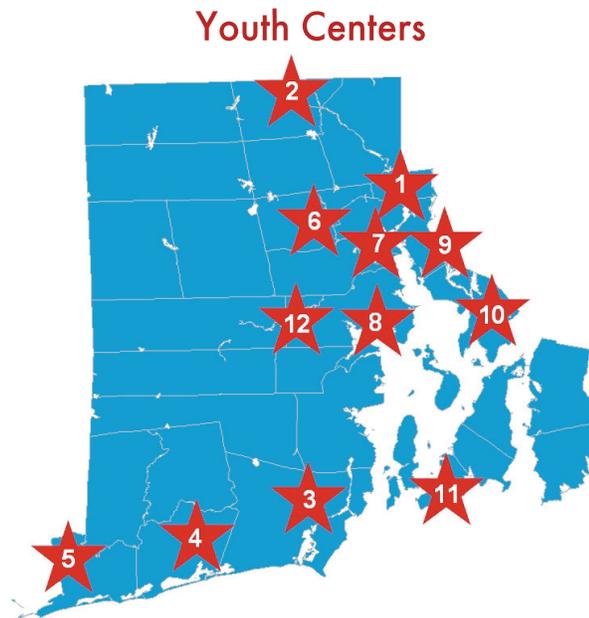
in 2,084 job orders entered into the Rhode Island Job Bank, which is currently seated with America's Job Exchange.

More information on business services may be found at www.dlt.ri.gov.esu or by calling 1-888-616-JOBS (5627).

In 2005 the Governor's Workforce Board's Youth Development Committee charged Rhode Island's two local workforce investment boards to work collaboratively in support of the statewide Youth Vision—to serve all youth in the most effective and efficient manner. Through that vision, the Youth Development Committee supported a summer work pilot program in 2006 that provided training and employment to over 600 youth across the state.

Expanding on the success of the pilot, the committee further grew its investment in Rhode Island's youth by leveraging the local Workforce Investment Board's federal youth allocation with an additional \$2 million. In return, each local workforce investment board agreed to align with the youth vision as well as create and implement a joint Request for Proposal for Program Year 2007. The results of the newly combined Request for Proposal yielded a 400 percent increase in the number of proposals received, an additional \$700,000 dollar investment from the RI Office of Adult Basic Education and a new youth delivery system.

Youth Initiatives



- | | |
|--|--|
| 1a. Pawtucket netWORKri Career Center
175 Main Street, Pawtucket | 7. Providence netWORKri Career Center
One Reservoir Avenue, Providence |
| 1b. Woodlawn Community Center
210 West Avenue, Pawtucket | 8. Comprehensive Community Action
3027 West Shore Road, Warwick |
| 2. Family Resources
55 Main Street, Woonsocket | 9. East Providence Boys and Girls Club
115 Williams Avenue, East Providence |
| 3. South County Community Action
1935 Kingstown Road, Wakefield | 10. Mount Hope High School
199 Chestnut Street, Bristol |
| 4. South County Community Action
4350 South County Trail, Charlestown | 11. Newport Boys and Girls Club
95 Church Street, Newport |
| 5. South County Community Action
34 Pond Street, Westerly | 12. Comprehensive Community Action
222 Washington Street, West Warwick |
| 6. Tri-Town Community Action
1126 Hartford Avenue, Johnston | |

Additionally, community-based organizations that were awarded funding expanded the total investment in youth by contributing close to \$5 million in leveraged and in-kind services, thus providing an investment of over \$8 million in Rhode Island's youth. Through this public/private partnership, Rhode Island's local workforce investment boards experienced a net gain of 2,240 youth to be served, with 36.5 percent to be directed toward youth in foster care, youth offenders, disabled youth, pregnant and parenting teens and homeless and/or runaway youth.

In Program Year 2007, under the leadership of the RI Department of Labor and Training, and in collaboration with the Governor's Workforce Board RI, the Workforce Cabinet and the local workforce investment boards, Rhode Island's Youth Vision became grounded within the workforce delivery system as part of the department's strategic investment in the development of youth and their preparedness for the contemporary labor market. Consequently, the state increased the number of Youth Centers from one to seven, spanning from Woonsocket to Westerly; it also contracted with over 30 organizations to provide services to youth ages 14 to 24 years of age.

This unprecedented approach was a first for Rhode Island state agencies committed to meeting the needs of the state's future work-

force. Through this collaborative effort, the strategic direction for youth development called for growth of the youth vision to include cross-departmental leveraging of funds, expanded 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 June 2008, Rhode Island's new youth service delivery model completed its first full year of operation. While it is still too early to examine the data in full, the results of the first two quarters show that close to 5,000 units of service were provided to almost 1,300 youth. Of the 1,300 youth served, 610 earned stipends or wages. Preliminary data affirms that the new model is indeed successful; as a result, the Governor's Workforce Board has increased its commitment for Program Year 2008 by \$1 million, bringing its total allocation to \$3 million. As in Program Year 2007, that investment has been further leveraged with the federal WIA allocation and monies from the RI Department of Education's Adult Education Office.

It is anticipated that through the increased funds and leveraging of dollars, Rhode Island will serve over 4,000 youth in Program Year 2008, of which 45 percent are the neediest youth. Additionally, Rhode Island's Youth Centers will grow from seven to 13, with con-

nection to more than 48 funded programs. This will be possible through continued partnerships and linkages to other youth serving organizations that leverage Rhode Island's public investment with their resources. Furthermore, Rhode Island recently awarded \$2.5 million for Program Year 2008 (an additional \$1.4 million will be awarded in September 2008), which returned an additional \$6.5 million in leveraged and in-kind contributions. This results in an approximate \$9 million investment in youth statewide. It is expected that once the remaining monies are awarded, the total investment in youth will exceed \$10 million.

While the new service delivery model has allowed for a significant increase in the number of youth served, particularly the neediest youth, Rhode Island is also mindful that quality services are of equal importance; therefore, during Program Year 2008 Rhode Island will focus on building capacity, increasing the quality of programs and building a skilled workforce to ensure both efficient and effective outcomes. To do this, Rhode Island seeks to build a continuum of services that allow youth with varying skills and abilities to enter the system, access training and increase their skills to their highest potential so they may successfully enter the labor market as skilled workers.

WIA SYSTEM REVIEW and PERFORMANCE CHARTS

**In PY 2007,
WIA programs
served 670
adults, 643 dis-
located workers
and 402 youth.**

WIA System Review and Evaluation

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

In Program Year 2007, the Policy and Compliance Team worked to strengthen the guidance provided to the WIA system. One manner of delivering this guidance was to convene two Workforce Investment Area meetings, one in September 2007 and the second in January of 2008. Attended by staff from the local and state workforce investment boards, one-stop operator management and the Department of Labor and Training's Executive Office and Workforce Development Services, these meetings provided an overview of WIA activities. New initiatives were described, policy issuances reviewed, committees formed to work on special projects and questions from the field were answered. A highlight of the January 2008 meeting was the customer satisfaction presentation. Those viewing this presentation were so impressed with the data that a request was made to repeat the presentation to a wider audience consisting of local board and one-stop staff. The analysis of the results of the surveys of WIA customers (both job seekers and employers) has allowed staff to see their areas of strength in services provided.

The team has continued to intensify 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 necessary to establish Rhode Island as a world-class competitor in the 21st century as described in the State Workforce Investment Board Two-Year Plan. This program year saw an emphasis by both local boards on monitoring of training providers participating in the Individual Training Account program to ensure that quality training is delivered to our job-seeking customers; the state office provided oversight to the effort.

Guidance was also provided to the Youth Workforce Development System through a series of training sessions. Topics included "Engaging Older Youth," "Working With Employers," "Career Planning," "Youth at Work" and "Helping Youth Access Higher Education." This series sought to build the capacity of the newly developed Youth Workforce System implemented in July 2007.

This program year, data element validation monitoring reports were issued to the local areas based on the performance data submitted

on the Program Year 2006 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.

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 use a variety of methods covering all as-

pects of the Workforce Investment Act. 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 with all reports and plans subsequently submitted to the state office.

WIA Cost Benefit Analysis

As Rhode Island completes its eighth 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 1,715 participants under the WIA Program of whom 670 were adults, 643 were dislocated workers and 402 were youth. A review of wage gain data demonstrates that Average

Earnings for the Adult population increased by \$1,293 compared with last year. This computation is the direct result of the WRIS Data Sharing Agreement executed with US DOL, along with DLT's unemployment insurance wage record data.

In Program Year 2007, youth participation levels for this same time period included 87 older youth and 315 younger youth. The two local workforce investment boards continued to increase the number of

youth served—this year by more than 24 percent. A review of retention data showed that older youth who were retained in employment for 12 months increased by over 11 percent, with an earnings increase of \$1,142 from last year.

For Program Year 2007, the average cost per participant by funding stream is as follows:

- Adults: \$2,423
- Dislocated Workers \$2,487
- Youth \$5,020

Performance Charts

WIA Financial Statement PY 2007

Total Funds All Sources	Available	Expended	Percent Expended	Balance Remaining
Total Funds All Sources	\$13,936,534	\$8,691,721	62%	\$5,244,813
Adult Program Funds PY07/FY08	\$2,112,262	\$930,633	44%	\$1,181,629
<i>Carry-in Monies</i>	\$693,019	\$693,019	100%	\$0
Dislocated Worker Program Funds PY07/FY08	\$2,691,066	\$1,205,481	45%	\$1,485,585
<i>Carry-in Monies</i>	\$387,795	\$387,795	100%	\$0
Youth Program Funds PY07	\$2,614,954	\$1,204,758	46%	\$1,410,196
<i>Carry-in Monies</i>	\$813,098	\$813,098	100%	\$0
Local Administration Funds PY07/FY08	\$824,254	\$498,893	61%	\$325,361
<i>Carry-in Monies</i>	\$31,774	\$31,774	100%	\$0
Rapid Response Funds PY07/FY08	\$1,265,818	\$990,477	78%	\$275,341
<i>Carry-in Monies</i>	\$236,036	\$236,036	100%	\$0
Statewide Activity Funds PY07/FY08	\$1,632,101	\$1,065,400	65%	\$566,701
<i>Carry-in Monies</i>	\$634,357	\$634,357	100%	\$0
Cost-Effectiveness				
Total		\$3,052		
Adult Programs		\$2,423		
Dislocated Worker Programs		\$2,478		
Youth Programs		\$5,020		

PY 2007 Time Periods Reported

Reporting Item	Dates
Total Participants	July 2007 to June 2008
Total Exiters	April 2007 to March 2008
Customer Satisfaction	January 2007 to December 2007
Entered Employment and Credential Rates	October 2006 to September 2007
Retention and Earnings Rates	April 2006 to March 2007
Diploma/Equivalent and Skill Attainment Rates	April 2007 to March 2008

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	81%	77.7%	629	887	887	70.9%
Employers	78%	72.1%	653	1,262	880	74.2%

Table B - Adult Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	82%	78.4%	298
			380
Employment Retention Rate	84%	85.8%	430
			501
Average Earnings	\$11,030	\$12,507	\$5,340,370
			427
Employment and Credential Rate	69%	67.3%	165
			245

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	50%	5	89.7%	26	66.7%	12	78.1%	25
		10		29		18		32
Employment Retention Rate	77.8%	14	73.9%	17	58.3%	7	90%	27
		18		23		12		30
Average Earnings Rate	\$8,941	\$125,169	\$11,567	\$196,644	\$10,621	\$74,344	\$12,813	\$345,963
		14		17		7		27
Employment and Credential Rate	37.5%	3	73.3%	11	62.5%	5	73.7%	14
		8		15		8		19

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	72.5%	148	85.2%	150
		204		176
Employment Retention Rate	81%	209	90.9%	221
		258		243
Average Earnings	\$12,982	\$2,687,341	\$12,059	\$2,653,029
		207		220

Table E - Dislocated Worker Program Results

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	87%	90.3%	334
			370
Employment Retention Rate	91%	90.6%	327
			361
Average Earnings	\$13,855	\$13,986	\$4,559,516
			326
Employment and Credential Rate	72%	81.9%	194
			237

Table F - Outcomes for Dislocated Worker Special Populations

Reported Information	Veterans		Individuals with Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	81%	17	90.9%	10	83%	39	100%	3
		21		11		47		3
Employment Retention Rate	82.4%	14	100%	10	85.4%	41	0%	0
		17		10		48		0
Average Earnings Rate	\$20,139	\$281,940	\$18,858	\$188,577	\$13,756	\$564,013	0%	0
		14		10		41		0
Employment and Credential Rate	71.4%	10	80%	8	80%	24	100%	2
		14		10		30		2

Table G - Other Outcome Information for the Dislocated Worker Program

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	90.3%	214	90.2%	120
		237		133
Employment Retention Rate	90.3%	224	91.2%	103
		248		113
Average Earnings	\$13,985	\$3,132,651	\$13,989	\$1,426,865
		224		102

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	N/A	54%	94
			174
Attainment of Degree or Certificate	N/A	46.5%	74
			159
Literacy and Numeracy Gains	N/A	43.6%	41
			94

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	73.1%	74.4%	29
			39
Employment Retention Rate	79.8%	80%	32
			40
Average Earnings	\$3,000	\$2,995	\$119,798
			40
Credential Rate	56%	47.2%	25
			53

Table I - Outcomes for Older Youth Special Populations

Reported Information	Public Assistance Recipients		Veterans		Individuals with Disabilities		Out-of-School Youth	
Entered Employment Rate	50%	3	0%	0	0%	0	74.4%	29
		6		0		0		39
Employment Retention Rate	84.6%	11	0%	0	100%	1	80%	32
		13		0		1		40
Average Earnings Rate	\$3,111	\$40,439	\$0	\$0	\$3,132	\$3,132	\$2,995	\$119,798
		13		0		1		40
Credential Rate	62.5%	5	0%	0	0%	0	47.2%	25
		8		0		0		53

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

Reported Information	Negotiated Performance Level	Actual Performance Level	
Skill Attainment Rate	93%	91.5%	248
			271
Youth Diploma or Equivalent Rate	70%	61.8%	47
			76
Retention Rate	65.5%	66.2%	43
			65

Table K - Outcomes for Younger Youth Special Populations

Reported Information	Public Assistance Recipients		Individuals with Disabilities		Out-of-School Youth	
Skill Attainment Rate	91.4%	128	90.9%	10	93.8%	91
		140		11		97
Youth Diploma or Equivalent	56.4%	22	100%	2	56.9%	37
		39		2		65
Retention Rate	64.3%	18	60%	3	67.4%	29
		28		5		43

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 Unsubsidized Employment	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		
		Count	Amount				Count	Amount	Count
Adults	87.6%	423	\$5,019	\$2,358,746	0%	0	\$1,608,162	47.6%	68
		483		470		298		294	143
Dislocated Workers	89.1%	343	\$103	\$4,900,816	0%	0	\$2,020,226	54.3%	113
		385		\$4,758,090		334			329
Older Youths	76.3%	29	\$3,379	\$125,021	0%	0	\$80,194		
		38		37		29		29	

Table M - Participation Levels

Reported Information	Total Participants Served	Total Exiters
Total Adult Customers	1,313	906
Total Adult, Self-Service <i>Only</i>	27,845	24,164
WIA Adult	670	500
WIA Dislocated Worker	643	406
Total Youth (14-21)	402	242
Younger Youth (14-18)	315	171
Older Youth (19-21)	87	71
Out-of-School Youth	211	137
In-School Youth	191	105

Table N - Cost of Program Activities

Program Activity	Total Federal Spending	
Local Adults	\$1,623,652	
Local Dislocated Workers	\$1,593,276	
Local Youth	\$2,017,856	
Rapid Response (up to 25%) WIA Section 134(a)(2)(B)	\$1,226,513	
Statewide Required Activities (up to 15%) WIA Section 134(a)(2)(B)	\$1,699,757	
Statewide Allowable Activities WIA Section 134(a)(3)	Program Activity Description	
	Industry Partnerships	\$38,084 (non-add)
	Miscellaneous	\$1,373,000 (non-add)
	Total Statewide	\$1,411,084 (non-add)
Total of All Federal Spending Listed Above	\$8,161,054	

Table O - Local Performance

Local Area Name: Greater Rhode Island	Total Participants Served	Adults	346
		Dislocated Workers	408
		Older Youth (19-21)	66
		Younger Youth (14-18)	206
ETA Assigned #: 44020	Total Exiters	Adults	209
		Dislocated Workers	215
		Older Youth (19-21)	54
		Younger Youth (14-18)	106

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	76.3%
	Employers	78%	72%
Entered Employment Rates	Adults	82%	75.2%
	Dislocated Workers	87%	89.2%
	Older Youth	73.1%	72.7%
Retention Rates	Adults	84%	86.2%
	Dislocated Workers	91%	91%
	Older Youth	79.8%	71.4%
	Younger Youth	65.5%	50%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,030	\$13,773
	Dislocated Workers	\$13,855	\$14,423
	Older Youth	\$3,000	\$2,363
Credential/Diploma Rates	Adults	69%	65.8%
	Dislocated Workers	72%	82.3%
	Older Youth	56%	42.2%
	Younger Youth	70%	62%
Skill Attainment Rate	Younger Youth	93%	92.8%
Placement in Employment or Education	Youth (14-21)	N/A	48.1%
Attainment of Degree or Certificate	Youth (14-21)	N/A	41.7%
Literacy or Numeracy Gains	Youth (14-21)	N/A	40.7%

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

Overall Status of Local Performance	Not Met	Met	Exceeded
	3	9	5

Table O - Local Performance

Local Area Name: Providence/Cranston	Total Participants Served	Adults	324
		Dislocated Workers	235
		Older Youth (19-21)	21
		Younger Youth (14-18)	109
ETA Assigned #: 44005	Total Exiters	Adults	291
		Dislocated Workers	191
		Older Youth (19-21)	17
		Younger Youth (14-18)	65

Reported Information		Negotiated Performance Level	Actual Performance Level
Customer Satisfaction	Program Participants	81%	78.9%
	Employers	78%	72.8%
Entered Employment Rates	Adults	82%	82.4%
	Dislocated Workers	87%	91.8%
	Older Youth	73.1%	83.3%
Retention Rates	Adults	84%	85.6%
	Dislocated Workers	91%	89.9%
	Older Youth	79.8%	100%
	Younger Youth	65.5%	75.6%
Average Earnings (Adults/DWs) Six Months Earnings Increase (Older Youth)	Adults	\$11,030	\$11,686
	Dislocated Workers	\$13,855	\$13,275
	Older Youth	\$3,000	\$4,470
Credential/Diploma Rates	Adults	69%	70.2%
	Dislocated Workers	72%	81%
	Older Youth	56%	75%
	Younger Youth	70%	61.5%
Skill Attainment Rate	Younger Youth	93%	87.5%
Placement in Employment or Education	Youth (14-21)	N/A	63.6%
Attainment of Degree or Certificate	Youth (14-21)	N/A	54%
Literacy or Numeracy Gains	Youth (14-21)	N/A	0%

Description of Other State Indicators of Performance (WIA Section 136(d)(1))			
Overall Status of Local Performance	Not Met	Met	Exceeded
	0	6	11

Rhode Island Department of Labor and Training

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