



# Workforce Innovation And Opportunity Act

LOCAL PLAN  
WORKFORCE SOLUTIONS  
PROVIDENCE/CRANSTON

SUBMITTED BY:  
PROVIDENCE CRANSTON WORKFORCE DEVELOPMENT BOARD  
JULY 1, 2020 THRU JUNE 30, 2024

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## Section 1: Workforce and Economic Analysis

Please answer the questions in Section 1 in eight (8) pages or less. The Department of Labor and Training's Labor Market Information Division can assist in developing responses to the questions 1.1 through 1.3 below. See Local Plan References and Resources.

**1.1 An analysis of the economic conditions including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. This section should align with the industries and businesses identified in the state plan, including the industry clusters outlined in the state's economic development strategy - "Rhode Island Innovates" reports I and II. [WIOA sec. 108(b)(1)(A)]**

The Providence/Cranston Workforce Investment Area (WIA) includes the capital city of Providence and the state's second largest city, Cranston. Together, these two cities had a combined estimated population of 260,609 in 2018. This represented a +0.8 percent increase (+2,180) in estimated total population between Census 2010 and 2018. In comparison, the state's population as a whole increased by 4,748 residents (+0.5%) during this period. Approximately 24.6 percent of all Rhode Islanders lived in the Providence/Cranston WIA in 2018.

In February 2020 the unemployment rate for Providence was 5.1% and Cranston was at 4.0%. Those rates were for the most part steady throughout the previous year. Two months later the economic impact of Covid-19 was abundantly clear with unemployment in April 2020 skyrocketing in Providence to 19.2% and in Cranston to 18.7%. By October 2020 there was a significant moderation in the rates with Providence unemployment down to 8.5% and Cranston down to 6.6%. Despite the improvement the unemployment rates have consistently remained higher than pre-pandemic levels due to specific industry sectors failing to bounce back adequately. Hospitality, Tourism and Accommodations have continued to lag.

According to the Rhode Island's Labor Market Information Division the top five sectors are Education & Health Services, Trade, Transportation & Utilities, Professional Business Services, and Government. The top emerging Demand industry sectors poised for growth from 2016-2026 are in Construction, Professional, Scientific, and Technical Services, Accommodation and Food Services, Administrative & Support & Waste Management & Remediation Services and Finance and Insurance. Rhode Island Innovates 2.0 identified several industry clusters for future growth in the state that being Biomedical Innovation, Defense Shipbuilding and Maritime with carryover to offshore wind energy, IT software, cyber-physical systems and data analytics, Advanced Business Services providing systems for back office and headquarters operations including: data processing, marketing, client management, human resources, financial services and consulting services. The negative side to the report illustrated that Rhode Island lacks sufficient talent and skilled labor across all of the identified industry clusters. In order to serve these areas, we will have to see a major shift in the identification and training of the workforce to meet the employer's needs. Most of these occupations require STEM (Science, Technology, Engineering and Math) skills in addition we will have to continue providing work readiness training for soft skills and essential skills important for all concerned for future job growth.

The pandemic of 2020 has created anomalies in the labor market that the Providence/Cranston Workforce Development Board (PCWDB) will need to address in the near future. Based upon data from the Rhode Island Department of Labor & Training (RIDLT) Labor Market Information (LMI) unit, the industry sectors hardest hit by COVID 19 include Health and Social Assistance and Accommodations and Food Service, two sectors that employ 33.7% of private employment in Rhode Island. These sectors are among the sectors funded by the Rhode Island Governors Workforce Board (GWB) Real Jobs program. To accomplish alignment with the state plan and the GWB priorities, the PCWDB will be convening a series of meetings with the GWB to establish a plan to connect

Real Jobs to the Providence/Cranston America Job Center (AJC) in a meaningful way codified in a Memorandum of Understanding clearly defining the roles and responsibilities of each party.

**1.2 An analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations.**

[WIOA Sec.

108(b)(1)(B)]

According to projections from RIDLT, the occupations that will have the highest employer demand for the period 2016 to 2026 are low-skill, low-wage jobs. The highest demands will be for retail sales, food services and preparation cashiers and customer service. Training for these occupations is conducted by the employer on the job. Relying solely on published data will not result in employment opportunities that will result in self-sufficiency. WSPC will conduct individualized career services for eligible WIOA participants to match the individual's career goal with demonstrated employer need as determined by available data, current posted job vacancies and employer input.

One method used to determine employer need will be the continued use of employer recruitments at the AJC coordinated with the RIDLT. These events for individual employers will provide real-time information on job vacancies. These sessions will help us assess what are defined as hard skills however emphasis must be placed on the development and training of additional top skills identified as necessary by employers

WSPC will continue to conduct job fairs for multiple employers. These events attracted 100 employers and 400 job seekers in 2019. These events not only provide employment for AJC customers but also inform decisions on training priorities based on demonstrated employer demand. Training sessions designed around development of Analytical Skills along with the ability to organize, plan, and prioritize effectively are also a priority. Additional skills needed are Communication Skills which will include interpersonal skills to promote cohesive workplace interaction. Leadership Skills, Positive Attitude, Teamwork, Social Media Skills and Computer Skills are additional skills deemed important by employers. As a result of the pandemic there are many remote opportunities available to address these areas from a webinar scenario. We currently have relationships with private training services and the Providence Public Library to provide many of these services i.e. United Training.

As mentioned in section 1.1 above, WSPC will aggressively pursue a closer relationship with Real Jobs to provide an additional access to high-demand jobs supported by the GWBRI. Taking this approach, WSPC will be able to adjust training priorities based upon current employer demand and vacancies projected for the near future,

All training options will be considered when preparing individuals for occupations with a current demand. Individual Training Accounts (ITA) is the primary means of training under WIOA. The Eligible Training Provider List (ETPL) contains WIOA approved training in occupations that result in industry recognized credentials as required by WIOA. If WSPC identifies occupational areas that are not available it will work with the provider to be added to the list. It is also our objective to utilize an aggressive approach to development of in demand On-the-job-training opportunities,

In addition, we will have to shift to a more proactive approach to change the mix of employable prospects with career awareness programs in the various schools and develop internships/apprenticeships as demonstrated under programs like Prepare RI, improve partnerships with the Community College of Rhode Island and identified and credentialed Stem workforce training programs to meet the needs of the emerging industry clusters.

**1.3 An analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)]**

According to the Providence-Cranston WIA Labor Force Statistics in 2020 the annual average labor force was 126,414 with 112,668 Employed and 13,746 Unemployed. The 2020 average unemployment rate was 10.9 percent. As a result of the Covid-19 pandemic we saw the unemployment rate skyrocket to 19.0 percent as a result of shutdowns and closures. There has been a moderation in the rate as various re-opening stages were implemented. The majority of the total workforce lives and works in Providence County with 56% of the total workforce working and 61% living in Providence County, the number of jobs located in the Providence/Cranston Area averaged 150k in 2018 and accounted for 31.3 percent of the State's employment. The Providence/Cranston Area during the recession saw significant declines in various categories but by 2018 they saw an increase in private sector employment improve by 0.6 percent and saw an increase in the Healthcare/Social Assistance category realize the largest numerical increase among all employment sectors. There was also significant improvement in Educational Services, Administrative & Waste Services, and the Construction sector saw the largest percentage increase in 2018 with increases of 6.8%. Arts & Entertainment& Recreation followed with percentage increases of 3.8% and Educational Services was also 3.8% which was the second and third largest employment gains. Unfortunately, during that same period there were declines in Finance & Insurance, Management of Companies, Information, Other Services, Manufacturing and Professional & Technical Services reported year over year job losses. AS reported in September 2019 28.4% of those individuals collecting unemployment insurance benefits were residents of the Providence/Cranston Area. 31% of the unemployed in Providence/Cranston faced long-term unemployment. Educational levels could present an ongoing barrier to employment with 56% of Providence/Cranston area unemployed individuals having only a high school degree or less. In addition, those classified as long-term unemployed represent 30.85% of the total. Also, another potential barrier is the influence and representation of addressing a minority community with particular focus on the Hispanic community. Over one-third (33.6) of Providence/Cranston residents are of Hispanic or Latino origin. Over half (55.9%) of the individuals residing in the Providence/Cranston area are minorities. Operational adjustments to deliver local programs will have to address these factors. As more current information is developed we will update the data.

**1.4 An analysis and description of adult and dislocated worker workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the needs identified in 1.2. [WIOA Sec. 108(b)(1)(D) & 108 (b)(7)]**

A full complement of comprehensive services for Adults and Dislocated Workers is available at the AJC through WIOA and partner programs. Individual partners are required to offer their career services on site at the AJC, at the partner site or electronically, an important option in these COVID times. Basic career skills include an orientation to AJC and the workforce system, assessment of basic skills, analysis of support service needs, provision of labor market information and information on training providers, job placement services and referral to partner services when appropriate.

Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services.

- (1) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include -
  - (i) Diagnostic testing and use of other assessment tools; and
  - (ii) In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- (2) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, the eligible training providers.

- (3) Group counseling;
- (4) Individual counseling;
- (5) Career planning;
- (6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- (7) Internships and work experiences that are linked to careers
- (8) Workforce preparation activities;
- (9) Financial literacy services.
- (10) Out-of-area job search assistance and relocation assistance; and
- (11) English language acquisition and integrated education and training programs.

The delivery of career services for the most part is very strong due to a well trained and experienced staff with areas identified as sections 1-4. Current staffing levels can adequately service the customer flow however, emphasis needs to be placed on staffing the AJC with a Hispanic speaking Counselor to address the rising population requiring services. Career services 5-11 although offered are limited due to staffing levels. To address this situation additional sub-contracted services must be developed and executed to allow for a strong referral network for these services. Arrangements with groups currently exist but not in a formalized referral or informational process.

Training options are discussed in sections 4.5 to 4.8 of this plan.

The one-stop operator (OSO) will keep a schedule of workshops on topics relevant to AJC customers. The MOUs with the one-stop partners clearly states each partners' role in providing workshops based upon the partners' areas of expertise not limited to job seeking skills. For example, the Providence Housing Authority will speak to housing issues, the Department of Human Services to child care and public assistance benefits and WIOA on training opportunities.

A Rhode Island Department of Education (DOE) WIOA Title I provider, RI Family Literacy Initiative, Providence Public Library (FLI), provides adult education classes at the AJC with the intent of upgrading the basic skills of individuals to enable them to meet the entry requirements of training providers. FLI also offers classes to limited English speaking participants.

WSPC is cognizant of the constant refrain of employers that having people ready to work is as important as the specific occupational skills needed for the job. Instruction in these so-called "soft skills" is an identified weakness in the workforce system. It is a priority of the business led PCWDB to provide work readiness instruction at the AJC.

**1.5 An analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]**

The full range of WIOA youth services are available for all enrolled youth in WSPC WIOA Youth programs in alignment with these best practices.

- They are designed as a means for vulnerable youth to accomplish a successful transition to adulthood including economic self-sufficiency through attainment of a post-secondary credential and stable fulltime employment;
- Make use of transitional materials designed for youth with disabilities as these are an excellent resource for all vulnerable youth;
- Employ strategies that aim to join disconnected youth to the labor market through increasing both academic and occupational education;
- Include a Youth Center program that works with youth while they are sentenced to the RI Training School and provides a bridge to return to the community;
- Require that case management services must be delivered through a system that focuses on Trauma Responsive Services.

Strong linkages with local systems include:

- Mayor Elorza's One Providence for Youth Summer Program, which provides \$1 million for community-based summer youth employment programs.
- Partnerships with Skills for RI Future, state-funded work placement services funded by the Governor's Workforce Board-RI.
- Participation in Prepare RI summits. Prepare RI is a strategic partnership of multiple stakeholders to prepare young people for jobs that pay well and is developing a PrepareR12.0 comprehensive action plan for youth workforce development through 2025.

Our youth services are contracted with providers by RFP and all youth regardless of status are allowed to participate. Section 188 of WIOA prohibits discrimination in the provision of services under the law. State VR agencies, American Job Centers, and other service providers must ensure individuals with disabilities have equal opportunity to participate in services and receive appropriate accommodations.

## **Section 2: Strategic Vision and Goals**

Please answer the questions in Section 2 in ten (10) pages or less. Section 2 responses should be greatly influenced by the members of the local workforce development board and other community stakeholders.

**2.1 Provide the board's vision and goals for its local workforce system in preparing an educated and skilled workforce in the local area, including goals for youth and individuals with barriers to employment. [WIOA Sec. 108(b)(1)(E)]**

The Providence/Cranston Workforce Development Board's strategic vision and goals for preparing an educated and skilled workforce was developed utilizing the guiding principles set forth by the Governor's Workforce Board that stresses a demand-driven and industry sector-based strategy, the integration of federal funding and programs available within WIOA to advance state priorities and strategies, the alignment of a support service network to maximize resources and build a ladder/pathway to employment for all, as well as better integration of data systems

and the reimagining of our Providence/Cranston One Stop Career Center around the needs of the customer. The primary focus will be on the needs of the job seekers and the minimization of their barriers to employment.

## VISION STATEMENT

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 development area a place where they want to live, work, and invest.

## MISSION STATEMENT

To continuously improve the Providence/Cranston workforce development area's capacity to connect people, employers, jobs, education and service.

The PCWDB has enacted several new measures to meet these goals and to align with the Governor's vision for workforce development. The WDB has approved incumbent worker training up to 20% of the WIOA adult and dislocated worker allocation to create the means for individuals to climb the career ladder. This measure will also create entry-level openings to be filled by AJC customers.

The increased use of On-the-Job-Training (OJT) will ensure that individuals being trained will have income during the training period. This is a departure from the "train and pray" method that has been the emphasis of WIOA funded training.

In order to obtain first-hand input, WSPC convened a meeting of local Community Based Organizations (CBO) to discuss the relationship between WSPC and organizations that serve individuals with barriers to employment. This meeting identified areas in which WSPC and the Providence/Cranston American Job Center (AJC) can improve to serve their customers including improved intake procedures, better communication between WSPC and the CBOs, and means to increase the number of individuals with barriers served by the AJC. These meetings establish priorities and goals that will be reviewed and implemented in the monthly partner meeting held by the one-stop operator.

Every WSPC WIOA Youth provider offers High School Equivalency programs in-house to facilitate obtaining this credential.

## Providence/Cranston Workforce Development Board Goals

Goal 1: The Providence/Cranston Workforce Development Board will continue to align its core services i.e. WIOA training opportunities, Wagner Peyser, Vocational Rehabilitation, Adult Education and Delivery of Supportive Services in a manner that best meets the needs of job seekers and employer hiring needs.

Goal 2: The Providence/Cranston Workforce Development Board will continue to foster ongoing relationships with community-based agencies in the development of collaborative workforce training programs, group training programs and the development of programs to assist those with the greatest barriers to employment.

Goal 3: The Providence/Cranston Workforce Development Board is committed to the implementation of programs and training opportunities that result in job placement. A strong On-the-Job training program is needed to transition away from the previous efforts of train and pray into rewarding career opportunities. In addition, providing robust apprenticeship programs is needed to develop a transitional pool of qualified employees.

Goal 4: The Providence/Cranston Workforce Development Board is committed to furthering programs and opportunities to serve job seekers with developmental and physical disabilities.

Goal 5: The Providence/Cranston Workforce Development Board is committed to the development of various revenue streams to better serve the residents and their employment needs. Diversification of revenue streams should be a mutual goal between the State and the local area due to the significant economic and socio-economic footprint that we currently serve.

**2.2 Describe how the board's vision and goals align with and/or supports the vision of the Governor's Workforce Board of Rhode Island (RI's State Workforce Development Board). See Local Plan References and Resources.**

**Vision**

**In her 2019 Inaugural Address, Governor Raimondo declared: We won't stop until every Rhode Islander has a shot at a good paying job. Our world is changing so quickly. This change requires all of us to be lifelong learners. No matter who you are, where you come from or what point you're at in your career, you deserve access to job training, an apprenticeship, and education that will help you get ahead in whatever field you choose."**

**The Governor's challenge envisions a Rhode Island where individuals from all income and skill levels, no matter their present circumstance, can rise up the career ladder and improve the economic circumstances for themselves and their families. In the process, Rhode Island employers receive a distinct competitive advantage in the form of a vibrant and talented labor market from which they can draw.**

As the demographic information in Section 1 demonstrates, the population of the Providence/Cranston Workforce Development Area includes many individuals with barriers to employment. To address the specific needs of this population, and specifically to support the Governor's Workforce board goal which advocates for a career pathway strategy to provide employment, education, training, and support services for individuals, particularly those with barriers to employment, that will ensure an opportunity to develop their education and skills to prepare them for a job at various points in their life, WSPC has used group training as a strategic training option. Specifically, group training targets individuals that may not succeed in individual training because of barriers and allows for additional career pathway services to be provided. One such service includes academic remediation as part of a contextualized approach to skills training. For purposes of group training, individuals with barriers to employment include those in one or more of the following categories:

- (A) Displaced homemakers.
- (B) Low-income individuals.
- (C) Indians, Alaska Natives, and Native Hawaiians. (D) Individuals with disabilities (E) Older individuals.
- (F) Ex-offenders.
- (G) Homeless individuals
- (H) Youth who are in or have aged out of the foster care system.
- (I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals
- (J) Eligible migrant and seasonal farmworkers.
- (K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security
- (L) facing substantial cultural barriers
- (M) Single parents (including single pregnant women). (M) Long-term unemployed individuals.

Our focus for the Providence/Cranston Workforce area is to develop demand-driven jobs and career pathways in alignment with the State plan and growth job sectors. Our geographic area presents additional challenges to the



Board due to the many barriers to employment facing our potential clients. This requires us to grow and foster better training resources to enhance the skills of those served to match the needs of the employers. Many of the areas of potential growth i.e. Biomedical Innovation, IT/Software development, Advanced Business Services will require the Providence/Cranston Workforce Development Board to obtain diverse funding streams to train for non-credentialed positions. In addition, the expansion of WIOA supportive services is necessary to achieve the goal of employment for those with the highest barriers to employment. Transportation, clothing, food, licensing/certification, laptops and child care continue to be a persistent impediment to employment. This will require the development of a more wholistic approach to job counseling from what was previously offered.

**2.3 Describe how the board's goals, strategies, programs, and projects align with and will contribute to achieving the GWB's key goals below:**

**GOAL 1: Implement a demand-driven, sector-based strategy to meet employer demand and establish a pipeline of skilled workers for future demand**

**GOAL 2: Advance a career pathway strategy to provide employment, education, training and support services for individuals, particularly those with barriers to employment (including TANF recipients), that will ensure an opportunity to develop their education and skills to prepare them for a job at various points in their life.**

**GOAL 3: Align policy and leverage existing government structures and resources so that government is "networked" and coordinated to achieve efficiencies and effectiveness throughout the workforce system.**

**GOAL 4: Use data to inform policy-making decisions, guide investments and evaluate performance to measure return on investments.**

The stated goals of the GWB reflect the mission of PCWDB. These shared objectives identify areas in which the GWB and PCWDB can cooperate and share resources to create a seamless public workforce system. We therefore believe the goals are very well aligned with the stated goals.

GOAL 1: WSPC will continue to use available labor market information provided by the RIDLT to determine future job openings. Supplementing this data, the PCWDB has identified industry sectors that demonstrate a continuing need for trained workers in the local area. Health care, advanced manufacturing and information technology training will receive priority to meet the identified employer demand.

GOAL 2: The primary focus of creating career pathways will be the use of incumbent worker training and On-the-Job Training opportunities. This path will enable the currently employed to receive additional training while earning a paycheck. The PCWDB has required and any individual receiving incumbent worker training receive a pay increase at the conclusion of the training thus moving the individual down the path of self-sufficiency. As the training is WIOA-funded, the participants in training are eligible for the full scope of WIOA supportive services to help ensure they receive the support needed to successfully complete the training.

The RIDHS RI Works Program is currently operating out of the Providence/Cranston AJC. This creates an opportunity to engage TANF recipients in the workforce system. The Executive Director of WSPC, together with Rescare, the operator of the RI Works program, has developed a strategic plan to create a system to enroll TANF participants into AJC workforce services which includes adult education and occupational skills training.

GOAL 3: WSPC welcomes the opportunity to become more deeply engaged in GWB-funded programming. Every effort will be made to get the Real Jobs RI and Skills for RI Future initiatives to become an AJC partner to give customers easy access to the services offered by those programs. This will mitigate duplication of services and make for a comprehensive rather than separate system of organizations with the same ultimate objectives; to provide effective and efficient services to job seekers and employers. In addition, we are in the process of coordinating services to align with the overall Economic Development goals in the City of Providence to encourage self-employment as well as developing a trained talent pool for small business.

GOAL 4: WIOA requires that training be in high-demand occupations. To that end, the Eligible Training Provider List (ETPL) maintained by the RIDLT includes only training in occupations with a documented demand. To supplement data on employer demand, the PCWDB relies on the employers on the board to identify real-time employer demand used to inform decisions. The Membership Committee of the PCWDB has purposely recommended board members from industry sectors which are prevalent in the workforce area.

WSPC staff utilizes job postings in the state EmployRI data system to identify current openings to identify employer demand. In addition, performance is analyzed to ascertain which occupations have resulted in employment.

It is a goal of WSPC to hire a Job Developer who will be tasked with being a direct contact with employers. This position will enable the staff and board to have real-time information on employer demand and identification of On-the-Job Training and Incumbent Worker Training opportunities.

A partnership with Real Jobs RI and Skills for RI Future will provide WSPC with the opportunity to more fully engage with employers with demonstrated demand. We look forward to the GWB's assistance in facilitating this partnership.

To improve customer input the Providence/Cranston Workforce Development Board is exploring the purchase and implementation of a formalized tracking system that will allow us to track referrals, outcomes, and to obtain enhanced customer input as to the level of services received.

**2.4 Describe board actions to become and/or remain a high-performing board. [WIOA Sec. 108(b) (18)]**

**For the purposes of this element, the GWB considers a high-performing local board as a board that: ensures the yearly attainment of goals, strategies, and operational elements as articulated in applicable law, regulation, contract(s) and agreement(s); • ensures the expectations outlined in the State WIOA Plan, program grant and associated requirements, and federal guidance are achieved; • meets its varied responsibilities including fiduciary and administrative in a professional manner; upholds its mission of being accountable to the workforce area stakeholders; and • abides by other policies and expectations as determined by the Governor's Workforce Board**

WSPC has met or exceeded WIOA performance standards each year.

The PCWDB conducts the required oversight of the AJC operator as required by WIOA. The instrument used to perform this oversight is attached (Attachment 1) The oversight resulted in the development of procedures to provide continuous oversight of the one-stop operator (OSO). The OSO is required to complete a comprehensive monthly report for the PCWDB and to provide an in-person report at the all WIOA Oversight Committee meeting and to respond to any questions or concern regarding the AJC operation.

Our community partners indicated the need to be able to effectively serve individuals with limited English proficiency. To meet that need, WSPC entered into an agreement with the Providence Public Library offering classes at the AJC. In addition, WSPC has hired a bi-lingual Career Counselor. Additional measures will be taken as they are identified as the PCWDB remains committed to providing high quality services at the AJC.

WSPC continues to work with Federal and State partners in setting policies and creating procedures to ensure compliance with fiscal and operational requirements. WSPC is committed to continuous improvement in all aspects of its responsibility as a steward for public funds and will seek technical assistance from RIDLT when necessary to ensure the efficient and effective operation of WSPC. To ensure that the Board becomes and maintains itself as a high performing Board it will continue to review procedures and regularly participate in Board Governance Training programs offered by the RIDLT and the Department of Labor. All new Board members will be required to attend and partake in a local area orientation presented by staff.

**2.5 Describe how the board's goals relate to the achievement of federal performance accountability measures. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(E)]**

The USDOL has established performance measures to evaluate the effectiveness of workforce programs. The PCWDB has met or exceeded all performance standards as established by WIOA, WIA and JTPA. Workforce Solutions staff performance has been nothing but stellar in all iterations of the public workforce development system. The Board believes that the overall goals will lead to continued compliance with the federal performance measures. The Board during a review of the measures was aware of the necessity to expand some of the training opportunities to cover a greater number of job seekers with services all the while maintaining acceptable performance levels.

To ensure continued success and continuous improvement, the PCWDB requires performance reports from both the OSO and WSPC detailing performance at each PCWDB meeting. These reports enable the PCWDB to evaluate the effectiveness of existing policies and to modify procedures when appropriate. For example, the when reporting indicated that some local employers were not participating in the OJT program because the cap on training reimbursement was not adequate to cover the cost of the training, the PCWDB increased the cap from \$7,500 to \$10,000. This results in increased use of OJT as a training option and further continuation of enacting the stated goal of connecting job seekers to employers.

### Section 3: Local Area Partnerships and Investment Strategies

Please answer the questions in Section 3 in eight (8) pages or less. Many of the responses below, such as targeted sector strategies, should be based on strategic discussions with the local board and partners.

**3.1 Considering the analysis in Section 1, describe the local board's strategy to work with the organizations that carry out core programs to align resources in the local area, in support of the vision and goals described in Question 2.1. See Local Plan References and Resources. [WIOA Sec. 108(b)(1)(F)]**

In this time of diminished resources, it is important to avoid duplication of services and to leverage resources. The PCWDB is committed to bringing AJC services to the community. Options under discussion include group orientations for local CBOs at the AJC, making the orientation and services available electronically (especially important during COVID), and accepting the participant assessment of referring partners to the extent allowable by law.

The creation of Real Jobs RI and Skills for RI Future gives the public workforce system the opportunity to engage with employers and to leverage pre-employment readiness services. It will serve the system and employers to create a meaningful partnership to recruit, prepare and train individuals by leveraging expertise and resources. The PCWDB considers developing a meaningful relationship with the GWB and its funded program a system priority.

We have held and will continue to hold local partner meetings to ensure alignment of the one-stop system and to make the best use of resources available. The goal for all of us is an integrated system that is responsive to local and regional workforce needs. Collaboration will result in enhanced customer service. Regular partner meetings initiated and managed by our One-Stop Operator is one of several coordinating measures in our contract with them.

A customer-centered approach is the cornerstone of our service delivery. This will be achieved by:

Increasing opportunities for cross training of staff fostering timely and responsive services without duplication of sharing information to ensure alignment with the goals identified by the board:

- Supporting the state's goal for a common intake process
- Establishing a point of contact for each partner to enhance the customer referral process

**3.2 Identify the programs/partners that are included in the local workforce development system. Include, at a minimum, organizations that provide services for Adult Education and Literacy, Wagner-Peyser, Vocational Rehabilitation, Temporary Assistance for Needy Families, and programs of study authorized under the Carl D. Perkins Career and Technical Education Act. [WIOA Sec. 108(b)(2)]**

Providence/Cranston enjoys a robust workforce development system with established partnerships. We work with numerous partners including those identified in the state plan and in our Memorandum of Understanding. The main partners are as follows: RI Department of Labor and Training, RI Department of Education, RI Department of Rehabilitative Services, Job Corp, Youth Build Providence, RI Indian Council, Providence, Housing Authority, RI Department of Human Services, Comprehensive Community Action Program, Rescare for the TANF Program, and Operation Stand-down.

Many of the programs are co-located. For example, Wagner Peyser, Rehabilitation programs, Adult Education, Veteran programs as well as TANF are co-located with our Title I WIOA Adult and Dislocated Worker programs.

Adult Education will provide classes in the one-stop to ensure customers desiring to enter skills training programs have the basic skills needed for successful participation.

Our one-stop operator, The Workplace, will take responsibility for coordinating the programs and services of our one-stop partners as detailed in the agreement between it and our Board. The Workplace will require that all partners communicate regularly to ensure services are provided seamlessly, collaboratively and without duplication. The ultimate goal is a common intake and/or referral process for which discussions have begun on developing an operational system.

The Workplace will hold regularly scheduled staff training sessions with all partners. During those meetings, information about services and resources available for participants and businesses will be shared. These trainings will allow staff to learn about appropriate referrals for each agency and how to access services. In addition, other partners will be invited to ensure customer have access to all community resources not just those within the AJC.

**3.3 Describe efforts to work with partners identified in 3.2 to support alignment of service provision to contribute to the achievement of goals and strategies. [WIOA Sec. 108(b)(2)]**

WSPC held a series of meetings with our one-stop partners as we developed our MOUs with them and we and our One-Stop Operator will continue to hold monthly local partner meetings to ensure alignment of the AJC system and to make the best use of resources available. The goal for all partners and stakeholders is an integrated system that is responsive to local and regional workforce needs. Collaboration will result in enhanced customer service. A customer-centered approach is the cornerstone of our service delivery model. This will be achieved by:

- Increasing opportunities for cross training of staff fostering timely and responsive services without duplication
- Sharing information to ensure alignment with the goals identified by the board
- Supporting the state's goal for a common intake and assessment process
- Establishing point of contacts for each partner to enhance the customer referral process.

The monthly partnership meetings will be the primary point of contact to discuss specific joint efforts to provide services and to discuss any and all on going training opportunities that will be provided to the community.

**3.4 Describe strategies to maximize coordination of services in order to improve services and avoid duplication, [WIOA Sec. 108(b)(12)]**

Specifically, AJC partners will be invited to participate on site at the AJC on a regularly scheduled basis. This will allow partners to provide information and services to one stop customers presenting with barriers to employment that they typically address at their location. Also, being discussed is periodically stationing WSPC staff at partner locations to provide information on partner programs. These expanded relationships will assist in mitigating any hesitation in partner customers from visiting the AJC for fear of the unknown and duplication of services already received at the partner location and will create stronger linkages between the programs and services offered in the AJC and those offered through partners which will create a more unified and holistic system to lift people up to better achieve economic self-sufficiency.

Employer engagement through Real Jobs or industries targeted by the PCWDB will address common workforce challenges related to entry-level workers, the recruitment of low-income and other targeted groups, and even, on occasion, the reemployment of dislocated workers. It is through employer engagement that WSPC has identified in-demand occupations and the pre-employment skills required by employers. These items have been addressed by the development of workshops available at the AJC and the training offered.

WSPC has expanded its social media presence and expects to continue to expand it to eliminate some of the issues caused by the COVID pandemic by creating an additional vehicle for access. Also, to better serve our clientele we have created a link available on social media and with area stakeholders for individuals to request services and direct email access to our counselors, in addition, the WSPC also has undertaken an effort to streamline the referral process and are seeking to develop a common intake system to eliminate the burden on the customer to provide information to multiple partners.

**3.5 Identify how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan and state provided criteria. [WIOA Sec. 108(b)(13)]**

WSPC staff, along with the Executive Director reviews the WIOA Title II application submitted by the RI DOE as required. A summary is provided to the WIOA Committee, Executive Committee, and the Full Board for review and comment. Any requests for modification will be given to Staff for reconsideration. WSPC will continue to coordinate WIOA Title I workforce investment activities with adult education and literacy activities under the WIOA Title II though its on-going partnership with the Rhode Island Family Literacy Initiative (RIFLI). RIFLI's mission is to equip adult immigrants in our communities with the literacy skills necessary for upward mobility, engaged citizenship, strong families and lifelong learning. RIFLI is co-located in the AJC and has been an integral partner in offering adult basic education services aligned with WIOA-funded workforce development activities.

**3.6 Describe efforts to support and/or promote entrepreneurial skills training and microenterprise services, in coordination with economic development and other partners. [WIOA Sec. 108(b)(5)]**

We are in the process of establishing a formal coordination/partnership with the Economic Development Departments for the City of Providence and Cranston to facilitate entrepreneurship training, development of talent pools, and microlending opportunities. Closer coordination for a series of seminars on how to start a business will be initiated with the Small Business Development Corporation I.e. Getting Off on the Right Foot seminar, and the Small Business Administration. Other opportunities for training will be explored with the Center for Women and Enterprise, and the Hispanic Chamber of Commerce, Providence Chamber of Commerce, and Cranston Chamber of Commerce. Small businesses are the driving force for the majority of the hiring the overall workforce as well as a majority being classified as sole proprietors.

**3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]**

Each of the WSPC WIOA youth contractors provides pathways to secondary credentials through either GED or NDP programs, as well as activities and services to transition to post-secondary trainings. Together the WSPC staff and the youth contractor staff form a community of practice. The work group meets monthly, sharing information and strategies and aligning efforts.

WSPC staff is currently working with staff at CCRI to create a structured bridge for WIOA participants, through which they would receive coordinated support from their WIOA case managers and college staff to further their ability to complete post-secondary programs at CCRI. In addition, we are working closely with Roger Williams University with their workforce development initiatives to create additional opportunities. A goal over the next few years would to advance apprenticeship/intern opportunities within the various technical schools and the encourage the of development at the high school level of entrepreneurship programs partnering with the small business community.

**3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(II)]**

Supportive services are provided to eligible WIOA adults and dislocated worker participants when the supportive service will assist the participant in helping remove barriers with the intent to help the participant reach his/her employment and training goals. Policy includes documentation requirements to show that the supportive service is allowable, reasonable and not otherwise not available to the participant,

WSPC authorizes supportive services be provided to individuals who are:

- Adults and Dislocated Workers participating in career or training services as defined in WIOA sections 134(c)(2) and (3); and,
- Unable to obtain supportive services through other programs providing such services.

Supportive services may include:

- Assistance with transportation
- Assistance with healthcare
- Assistance with books
- Assistance with tools;
- Assistance with clothing
- Employment/training related tests
- Other allowable supportive services as approved by the P/C Workforce Development Board

Supportive services may be provided only when they are necessary to enable individuals to participate in career services or training activities. In order to document the supportive service need, a "Determination of Need" form is completed to determine if the participant needs supportive services and the services are not available from other sources. WIOA dollars are the last dollars spent for supportive services. Alternative Supportive Services available thru the United Way 211 Program will be included as a counselor's responsibility to offer various social service programs. In addition, we are developing a better relationship with Rescare who oversees the TANF population at our location for additional co-enrollment opportunities and funding of ancillary supportive services as well as training opportunities.

WSPC policy operates under the following policy as related to providing transportation services.

SUPPORTIVE SERVICE	ALLOWABLE AMOUNT	DETERMINATION OF NEED
<p>Transportation assistance: private vehicle</p> <p>o Auto repair</p> <p>o Bus passes</p>	<ul style="list-style-type: none"> <li>• A maximum equal to the Federal mileage reimbursement per mile.</li> <li>• A maximum of \$300 for any one vehicle to include only minor repairs such as tires, brakes, water pump, etc.</li> </ul> <p>A maximum of 10 RIDE passes and/or one monthly pass.</p>	<p>This assistance shall only be provided in cases where such assistance is required for a customer to commute to and from work, training or other WIOA activities.</p> <p>This assistance shall only be provided in cases where it is necessary for the successful completion of training or the obtainment of employment.</p> <p>This assistance shall only be provided in cases where such assistance is required for a customer to commute to and from work, training or other WIOA activities.</p>

The WSPC youth program budget includes funds for RIPTA bus passes to ensure youth with transportation barriers can access services. Most WIOA youth programs also have vans that provide transportation for WIOA activities and utilize services such as Uber and Lyft when needed.

Referrals for supportive services for youth will be made in accordance with the WSPC agreements with the support services providers through existing agreements.

**3.9 Based on the analysis described in Section 1.1-1.3, identify the populations that the local area plans to focus its efforts and resources on, also known as targeted populations.**

The PCWDB operates under the federal priority of service policy as required by WIOA and the 2008 Jobs for Veterans Act. Priority of service means, with respect to applicable WIOA programs, certain populations will be given priority over others (as described in the Priority of Service policy below) for the receipt of certain employment, training, and placement services provided under WIOA Title I. Veterans within these groups receive priority over non-veterans. Adult priority is determined for the targeted groups during eligibility and enrollment.

Depending on the type of service being provided, taking precedence may mean:

Certain priority populations receive access to the service earlier in time than the non-covered person; or

If the service or resources are limited, priority populations receive access to the service instead of or before other population groups.

Priority for receipt of individualized career services and training services will be given to adult customers in the following order:



- First, to veterans and eligible spouses who are ALSO recipients of public assistance, low-income individuals including those who are underemployed, or basic skills deficient.
- Second, to recipients of public assistance, other low-income individuals including those who are underemployed, or individuals who are basic skills deficient.
- Third, to veterans and eligible spouses who are not recipients of public assistance, not low-income individuals including underemployed or who are not basic skills deficient.
- Fourth, to long-term unemployed individuals.
- Last, to all other persons not listed above — those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, basic skills deficient individuals, or long-term unemployed individuals.

Priority of service cannot be waived. Priority of service does not guarantee that by virtue of his/her status an individual will always receive service. The individual must be eligible and able to benefit from the services.

The PCWDB has given priority to individuals with barriers to employment, as identified in local policy 2020-12 and section 4.6 below, for those customers that do not fall into the federal priority guidelines.

**3.10 Based on the analysis described Section 1, identify all industries, if any, where the local area plans to engage a targeted sector strategy. This section should align with the industries and businesses identified in the state plan, as well as the industry clusters outlined in the state's economic development strategy - "Rhode Island Innovates" reports I and II.**

Local labor market information and anecdotal evidence based upon WSPC experience and PCWDB guidance, WSPC will prioritize the health care, manufacturing and information technology industry sectors. Our goal is to assemble round table discussions to identify specific areas and challenges directly with employers to develop an ongoing talent pool from our clientele. These sessions will also allow us to identify any employment barriers and skills gap concerns. This will allow us to enhanced specific targeted training programs to meet those needs.

These sectors align with the state plan and the GWB funded Real Jobs industries. It is a goal of WSPC to form a real and on-going relationship with the Real Jobs program, The PCWDB has directed staff to pursue Memoranda of Understanding (MOU) with the targeted industries Real Jobs partnerships and to engage those partnerships in the Providence AJC.

**3.11 Based on the analysis described Section 1, describe the local investment strategy toward targeted sectors identified in 3.10 and targeted populations identified in 3.9.**

As previously noted in section 3.9 we intend to serve those specific groups and we have identified several sector industries which align with the sectors identified in the State Plan as well as in Rhode Island Innovates 2.0. The disparity lies in the skill set being demonstrated by existing customer qualifications and how they fit or don't fit with the industry sector's needs. The report previously mentioned identifies this as a major problem for job placement due to skills gaps that currently exists in the current talent pool. As previously noted Industry sector interaction will allow us to identify those needs and leverage our training dollars invest toward minimizing those perceived and actual skills gaps. In addition, we are forging ongoing relationships with various community groups, economic development departments, Chambers of Commerce, SBDC, SBA, and the Center of Women and Enterprise to acquire a laser focus to serve the small business community for their hiring needs.

**3.12 Identify and describe the strategies and services that are and/or will be used to:**

- A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors, in workforce development programs (in addition to targeted sector strategies identified in 3.10 and 3.11)**
- B. Support a local workforce development system described in 3.2 that meets the needs of businesses**
- C. Better coordinate workforce development programs with economic development partners and programs.**
- D. Strengthen linkages between the one-stop delivery system and unemployment insurance programs**

**This may include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in 3.1. [WIOA Sec. 108(b)(4) (A&B)]**

WSPC designs and develops programs to meet the needs of local businesses. Existing industry partnerships with local organizations, including Real Jobs RI partnerships, will help increase participation in sector strategies while helping create more employer-informed policy decisions. Other strategies include employer recruitment events at the AJC and job fairs for multiple employers. AJC staff will also work with employers to attempt to back-fill any openings created by incumbent worker training. WSPC will continue to partner with other workforce areas to address regional needs for through multiple initiatives, including Real Jobs RI partners, apprenticeship programs in partnership with Apprenticeship RI, and coordinating programs to strategically serve the needs of employers.

WSPC is in a unique position as it relates to the coordination of workforce development activities with economic development in the region. The Executive Director of WSPC reports to the Director of the Office of Economic Opportunity. Efforts of the Office Economic Opportunity are aligned with many economic development strategies of the City of Providence and further strengthen the connection between workforce and economic development. WSPC also has strong ties to the City of Cranston's Office of Economic Development as the City's Economic Development Director is a WSPC Board member. In addition, our plan to establish industry sector focus groups coordinated with specific community groups which will enhance our reach for development of a progressive workforce. It is our intention to be an active participant in the economic summits run by the RI Manufacturers Association and the SBA economic Summit as well participating in seminar opportunities with the SBDC and various Chambers of Commerce.

WSPC is able to coordinate with the City of Providence's Division of Community Development to fund additional programs at the One-Stop through Community Development Block Grants. One such program is the Providence Self Employment Program. This program will work with currently unemployed individuals that are accessing services of the AJC who are interested in starting their own business. The Providence Self Employment Program will place 100 individuals into a rigorous entrepreneurship program and provide training and support necessary so that they can become reemployed by starting their own businesses. Topics include financial literacy, practical business skills, market analysis, and access to capital required to start and grow small businesses.

In an effort to strengthen the linkage between the One-Stop System and the various Unemployment Programs we are targeting in-demand industry sectors and meeting the needs of business, we plan to place a heavy focus on On the Job Training (OJT) and Apprenticeship partnerships with Building Futures, RI Indian Council and Polaris MEP for Manufacturing Training. An ongoing referral system is necessary between the various partners to identify potential clients for these initiatives. In our view there is no better indication of workplace demand than when an employer agrees to hire and train an AJC customer for one of their current openings. The demand is apparent. Furthermore, the engagement of an OJT with an employer clearly addresses the definition of meeting the needs of business.

**3.13 Does the local board currently leverage or have oversight of funding outside of WIOA Title I funding and state general funds to support the local workforce development system? Briefly describe the funding and how it will impact the local system. If the local board does not currently have oversight of additional funding, does it have future plans to pursue them?**

WSPC current operates as a sub-contractor of RIDLT's Recovery Through Opportunity Grant. WSPC provides case management, assessment, occupational skills training and job placement.

WSPC is a partner on an application for a GWB Real Pathways grant submitted by Roger Williams University (RWU). WSPC will provide job development, employer outreach and WIOA-funded OJT through co-enrollment of participants.

RWU is also preparing to submit a Real Jobs application to the GWB to train and place certified electrical workers. WSPC will provide similar services as what is planned for the Real Pathways Grant.

Co-enrollment of participants in non-WIOA funded grants enables the grant recipient, whether that is WSPC or another organization, access to WIOA services including OJT and access to WSPC employers.

As to future plans, WSPC is always open to opportunities that are compatible with and within the scope of the mission and vision of the state and WSPC. Also, we are currently exploring the revitalization and utilization of an affiliated 501 C 3 called the Providence Skills Center which previously operated training programs in conjunction with CCAP. It is the Boards intention to have this available to diversify our funding streams from being only WIOA. We have had several conversations with other entities that use this structure and they have indicated it will increase their flexibility to serve the community and particular sectors.

#### **Section 4: Program Design and Evaluation**

Please answer the following questions in Section 4 in eight (8) pages or less. Many of the responses below, such as career pathways and individual training accounts, should be based on strategic discussions with the local board and partners.

**4.1 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]**

Meetings with local CBOs have identified areas in which WSPC can improve its community presence and service delivery. The PCWDB has directed WSPC staff to make a priority of engaging community organizations by exploring providing core services at the CBO site or by group sessions at the AJC. WSPC will also accept partner assessments to the extent allowable to avoid duplication. Policy will be developed to codify this.

Improved relationships with CBOs will also provide improved access to supportive services provided by these organizations. These services will increase the probability of success of the participants by gaining access to support for both the individual and his/her family.

To aid in directing customers to appropriate support services, AJC staff along with the One-Stop Operator, The Workplace has the Comprehensive Service Supportive Directory developed by the United Way. The Support Service Directory is tool for NetworkRI staff and other workforce development network partners to locate and connect with support services and service providers throughout Rhode Island. The directory is designed to help staff locate a particular service or support based on a customer's need. While not an exhaustive list of all providers or services, this directory assists staff in better serving their job seeker customers and helps provide a more complete picture of what services are available in the region.

WIOA Title II contractor, RIFLI continues to provide adult education at the AJC to customers in need of remediation to meet the qualifications of an employer or training provider.

**4.2 Describe how the local board will facilitate the development of career pathways and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry recognized certificate or certification, portable, and stackable). See Local Plan References and Resources. [WIOA Sec. 108(b)(3)]**

The PCWFDB has and will continue to promote career development activities that will result in Post-secondary credentials thru various means i.e. partnerships with CCRI and RWU as well as credential recognized group training RFP's. All training approved for the ETPL are required to offer a recognized credential. Any group training contracts awarded by WSPC includes the requirement that a WIOA recognized credential be available.

While OJT is exempt from the WIOA credentialing requirement, it does provide an income to the individual while learning so is a preferred training option for many participants. With the board decision to approve incumbent worker training, employed individuals can upgrade their skills and achieve a credential all the while continuing to earn an income.

**4.3 Describe how the local board will utilize co-enrollment, as appropriate, in core programs to maximize efficiencies and use of resources. [WIOA Sec. 108(b)(3)]**

WSPC practice is to use co-enrollment into WIOA for non-WIOA grants managed by WSPC. Past examples are the prisoner re-entry grant LEAP 2 in which soon to be released inmates of the Adult Correctional Institution were co-enrolled in WIOA for post-release services, Many participants of the Ready to Work H 1 B Grant were enrolled in WIOA for post program services including job hunting skills workshops, job placement and follow-up.

Currently, participants of the Recovery Through Opportunity are co-enroll in WIOA to make training services and support services available as many opioid impacted individuals are in need these services to successfully transition into self-sufficiency.

This practice has proved advantageous to both the non-WIOA and WIOA operations. Duplication of services is avoided and continuity is preserved as communication between programs remains in-house.

WSPC will continue this practice with future grants.

WSPC has developed a policy and procedures for the use of the dual enrollment strategy for youth program participants that also meet Adult eligibility requirements.

WSPC has recently allocated space at the AJC for WIOA youth providers to spend regular hours onsite to encourage and facilitate dual enrollment as appropriate and build on dual enrollment successes.

We anticipate to see a significant increase in co-enrollment WIOA opportunities to better serve the TANF population in conjunction with co-located Rescare.

**4.4 Describe one-stop delivery system in the local area, consistent with the One-Stop Center Definitions.**

**See Local Plan References and Resources.**

**A. Describe the local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted services providers and providers on the eligible training provider list, through the system and ensure that such providers meet the employment needs of local employers, and workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]**

WSPC subscribes to a demand-driven philosophy to support the labor market. The core partners participate on the board as well as labor representatives, CBOs, and businesses including the Chambers of Commerce of Greater Providence and Greater Cranston. WSPC's board is representative of area's industry composition. The Board and its sub- committees meet regularly and are committed to continuing to focus on key areas such as business needs, workforce system effectiveness, youth and customer services to remain a high performing board. Board members are active in a variety of service organizations and other boards that allows for increased knowledge and a broad reach in the community. We evaluate the skills required in our region through conversation with business and reviewing LMI.

At the WDB meetings, the WSPC board reviews the quarterly performance reports, provides feedback, and recommends corrective action when appropriate. The One-Stop Operator, has developed a customer satisfaction survey for businesses and job seekers that will give us the ability to respond with to areas needing improvement. We believe that collaborating with our customers and meeting their needs has, and will continue to result in positive performance. In partnership with our Operator, we are developing a new set of performance metrics that will be used by the Board to further increase performance of the workforce system through a richer set of data.

WDB members participate in the development of policies. The WDB has active members that work to expand and increase the levels of partnerships. The Board communicates and develops partnerships between business, labor, education and workforce entities. WSPC provides oversight and guidance for the workforce system. The board works closely with the WSPC Executive Director to handle the day-today operations and make operational adjustments as necessary.

While maintenance of the ETPL is a function of RIDLT, WSPC uses past results and current labor market information when working with participants. WSPC policy requires that Career Counselor provide labor market information to customers. Recognizing that customer choice is a tenant of WIOA, career counselors assist customers in making decisions on the type and provider of training services. We will continue to encourage other additional training providers to contact the State to be added to the list.

The performance of the one-stop operator undergoes continuous review as monthly reporting to the

PCWDB is required by contract. The PCWDB also conduct a comprehensive overview of the operator at least every two year as well as a review of the workforce system, policies and procedures and strategies to better meet the skill needs of the workforce and the talent needs of employers.

**B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]**

The Providence/Cranston AJC is located in an urban area and accessible by public transportation so the issues that impact remote or rural areas are not relevant to the PCWDB. However, the 2020 COVID epidemic has created similar problems. The closing of the AJC in March required a re-evaluation on how services can be delivered remotely. This will be discussed in Section 4.4 F

**C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing**

**staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]**

Section 188 of WIOA requires AJC programs to provide reasonable accommodations for individuals with disabilities to ensure equal access and opportunity. To that end, the PCWDB has created a joint initiative with the Disabilities Committee and The Workforce Partnership of Greater Rhode Island. This committee oversees the accessibility of all Rhode Island AJCs including coordinating the required annual assessment of the AJCs which would identify any violations. In addition, monthly reviews are conducted to monitor the condition of the physical structure to guarantee compliant access. In addition we have engaged the City of Providence, Public Properties Division to conduct an on-site review to insure ADA compliance of the facility.

**D. Describe the roles and resource contributions of the one-stop partners by providing a summary of the area's memorandum of understanding (and resource sharing agreements, if such documents are used). [WIOA Sec. 108(b)(6)(D)]**

The MOU's process and agreements are structured with a stated goal of developing a clear focus and responsibilities with the overall objective of the PCWDB to establish a system that creates integrated services and a unified structure and process of a proactive, transparent, effective job seeker and business services, orchestrated by a seamless collaboration of talent development and support services. They additionally call for the parties to share a common commitment to create a workforce system where every business has access to a qualified, job-ready workforce and every individual customer has the skills needed to connect with meaningful employment and advancement in their careers. It further details the responsibilities of the One-Stop Operator, Coordinated Service Delivery, Accessibility of Services to be Provided and the various Services to be provided by the specific agency partner.

**E. Describe how one-stop centers are implementing and transitioning to an integrated technology enabled intake and case management information system for core programs and programs carried out by one-stop partners [WIOA Sec. 108(b)(21)]**

The 2020 pandemic has demonstrated the need to automate case management, assessment and intake. WSPC has agreed to participate in the virtual one-stop system, an enhancement to the EmployRI one-stop management system. This enhancement consists of new functionality for Individuals, Employers, Staff, Admin, AJC customers and Labor Market Analysts to provide remote access to services and information. In addition, our counselors will be registered to participate in the States "Back to Work R" initiative with the development of a Virtual Career center that will connect Rhode Islanders with a data-driven and easily navigated online platform developed in partnership with Google Cloud which will provide us with a consistent and mutually utilized platform. Also, we have developed a link for services that is readily available for our clients to schedule an appointment for initial services and to communicate directly with our counselor staff once the process is underway. In addition, the state AJC operator, The Workplace, is brokering the purchase of a customer interface system for use statewide. This system will be able to capture both in-person and virtual users and enable workforce staff to track customer usage and activities.

**F. Describe any action the local board has taken, or intends to take, in response to by the 2019-2020**

**Covid-19 outbreak and its related impact on the state. This may include, but not be limited to:**

**The integration of virtual or distance learning, or virtual counseling and case management, consistent with recommend social distancing policies;**

**The focus on training participants for specific industries that are essential or important to the Covid-19 response**

**Other revisions or adjustments to programming and service delivery as a result of the Covid19 outbreak**

Due to Covid-19 the WSPC facility has primarily been operating virtually in our delivery of services. The counselors have been made accessible to the building to better facilitate access to documents and process as needed. We do not anticipate this scenario to change significantly at this time. We coordinate and implement social distancing and Covid-19 policies as adopted by the Human Resources Department, City of Providence We will evaluate this situation as the pandemic and vaccine implementation improves. In addition, we periodically meet with the one-stop operator and our various partners to review their status and availability of virtual training programs. To further facilitate operations during this Covid-19 period we have developed a computer link to request services, These requests are reviewed by the Adult and DW supervisor and distributed to the various counselors for contact. In addition, we have attached a physical drop box to the front of the building for those customers to return documents who may not access to electronic technology. As previously noted we are partnering with the Back to Work RI initiative to provide a Virtual Career Counseling Center to further improve our delivery of services during the pandemic.

WSPC required the approved youth program providers to submit plans for delivering the WIOA Youth programs while under the COVID-19 emergency status. The plans are included in each provider contract and include:

- How activities and services will be provided to youth remotely
- How program activities at provider sites would re-open in accordance with guidance for the CDC and the RI State Department of Health

The WSPC Board set aside up to \$50,000.00 of WIOA youth funds to be added as needed to WIOA Youth program provider budgets for remote learning supplies to assure that participants have the means to participate remotely in the WIOA program, including the cost of chrome books, laptops, cases and/or internet access. Procedures require that providers include software and training for participants to teach participants how to avoid internet predators and scams and a process for reporting suspicious activity to their WIOA case manager

**4.5 Describe the policy, process, and criteria for issuing individual training accounts (ITAs) including any limitations on ITA amounts. [WIOA Sec. 108(b)(19)]**

Currently the PCWDB has instituted a \$5500 cap on ITA training.

WSPC policy on ITA training is as follows:

American Job Center (AJC) staff may determine training services are appropriate, regardless of whether the individual has received basic or individualized career services first, and there is no sequence of service requirement.

Under WIOA, training services may be provided if the AJC staff, to include all AJC partners and other service providers supporting the AJC, determines after conducting an interview, an evaluation, and/or assessment, and career planning, that the individual:

- Is unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Needs training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment;
- Has the skills and qualifications to successfully participate in the selected program of training services;
- Is unable to obtain grant assistance from other sources to pay the costs of such training, including such sources as State-funded training funds or Federal Pell Grants or requires WIOA assistance in addition to other sources of grant assistance.
- If a member of a worker group covered under a petition filed for Trade Adjustment Assistance (TAA) and is awaiting a determination If the petition is certified, the worker may then transition to TAA approved training.

If the petition is denied, the worker will continue training under WIOA;

- Is determined eligible in accordance with the State and local priority system in effect for adults under WIOA sec.134(c)(3)(E) and PCWDB policy issuance on Priority of Service if training services are provided through the adult funding stream; and
- Has selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individual is willing to commute or relocate.



## Customer Choice Requirements

Training must be provided in a manner that maximizes customer choice and:

The state list of eligible training providers must be made available to the customer;

The cost and performance of the training provider must be made available to the customer; and, an individual who has been determined eligible for training services under WIOA may select a provider after consultation with the Career and Employment Counselor. Unless the program has exhausted training funds for the program year, the AJC must refer the individual to the selected provider and establish an ITA for the individual to pay for the training. For purposes of this policy, a referral may be carried out by providing a voucher or certificate to the individual to obtain the training.

- WSPC has developed a Youth Policy for Individual Training Accounts
- WSPC has obligated some WIOA youth funds to be used for training, either as ITA'S or through group trainings for youth procured through WSPC.

**4.6 If training contracts are used, describe processes utilized by the local board to ensure customer choice in the selection of training programs, regardless of how the training services are to be provided [WIOA Sec. 108(b)(19)]**

WSPC governing group training contracts are governed by the following policy. Customer choice requires described in the previous response applies to all training regardless of the form the training takes,

Individual Training Accounts (ITA) are the primary method to be used for procuring training services under WIOA. However, in certain circumstances, a training contract may be used to provide training services, instead of an ITA.

These circumstances are referred to as the "training exceptions" or "contract exceptions." These training exceptions may only be used if at least one of the five circumstances identified below applies and the process for their use is described in the Providence/Cranston Workforce Development Area local plan.

Contract for training services may be used instead of ITA'S only when one or more of the following five exceptions apply, and the local area has fulfilled the consumer choice requirements of WIOA Regulations paragraph 680.340.

1. When the training is on-the-job training (OJT), customized training, incumbent worker training, or transitional jobs or ITA.
  2. When the Providence/Cranston Workforce Development Board (PCWDB) determines that there are an insufficient number of Eligible Training Providers in the Providence/Cranston local area to accomplish the purpose of a system of ITAs.
- When the PCWDB determines that there are training services programs that have demonstrated effectiveness offered in a local area by a community-based organization or other private organization to serve individuals with barriers to employment we will work to incorporate those programs into the AJC. As required under WIOA, the PCWDB has developed the following criteria that will be used to determine demonstrated effectiveness, particularly as it applies to individuals with barriers to employments to be served. Community-

based organizations or other private organizations considered for the provision of training services must demonstrate:

- Financial stability by the submittal of the latest audit or financial statements;
- Demonstrated performance in the delivery of services to individuals with barriers to employment through such means as program completion rate; attainment of the skills, certificates or degree the program is designed to provide; placement after training in unsubsidized employment; and retention in employment; and, o How the specific program relates to the workforce needs identified in the local plan.
- When the PCWDB determines that it would be most appropriate to contract with an institution of higher education or other provider of training services in order to facilitate the training of multiple individuals in in-demand industry sectors or occupations/ provided that the contract does not limit consumer choice.
- When the PCWDB is considering entering into a Pay-for-Performance contract, and the PCWDB ensures that the contract is consistent with WIOA regulations 683.510 which details the requirements of such contracts.

For purposes of this policy, barriers to employment as noted in paragraph 2 above are defined as:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives, and Native Hawaiians
- Individuals with disabilities, including youth who are individuals with disabilities
- Older individuals (age 55 and older)
- Ex-offenders
- Homeless individuals or homeless children and youths
- Youth who are in or have aged out of the foster care system
- Individuals who are: English language learners, individuals who have low levels of literacy and individuals facing substantial cultural barriers.
- Eligible migrant and seasonal farmworkers
- Individuals within two years of exhausting lifetime TANF eligibility
- Single parents (including single pregnant women)
- Long-term unemployed individuals
- Such other groups as the Governor involved determines to have barriers to employment

**4.7 Describe how the local board plans to integrate and connect training resources, including training contracts, with the work of the state's industry and community-based partnerships such as Real Jobs RI and Real Pathways RI.**

As articulated earlier, WSPC is planning to aggressively pursue closer coordination with Real Jobs RI and Real Pathways RI to leverage training funds and opportunities.

Also mentioned earlier, WSPC is a partner in the Roger Williams University's Real Jobs and Real Pathways applications with the intent of leveraging resources and again providing AJC customers opportunities in high demand, high-wage jobs.

As relationships with area CBOs are developed, WSPC envisions closer coordination of training between WIOA and training provided by CBOs with other funding sources.

**4.8 Describe process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 134(c)(3)(G)(iii)]**

All training approved by the state ETPL must offer training in high-demand occupations based upon data provided by the RIDLT Labor Market Information unit.

RFPs for group training contracts require that the applicant demonstrate that the training is in high-demand occupations.

As mentioned in several responses, WSPC will be negotiating a closer working relationship with GWB Real Jobs and Real Pathways programs, all of which are in demonstrated high-demand areas.

**4.9 Describe how rapid response activities are coordinated and carried out in the local area. [WIOA Sec. 108(b)(8)]**

Rapid Response activities are provided by the RIDLT. The State lists the services to be provided as follows:

Rapid Response coordination can benefit employers by:

Assisting with early intervention to allow employers and workers to communicate their concerns

Improving morale and productivity and lowering absenteeism due to reduced stress

Assisting in managing your human resource needs

Counseling affected workers in their efforts to return to work

Educating employers on such topics as Worker Adjustment and Retraining Notification Act (WARN), Trade Adjustment Assistance Act (TAA), Workforce Innovation and Opportunity Act (WIOA), and other programs.

Helping maintain a good corporate relationship with the community.

Based on these provisions we would coordinate efforts and presentations with RIDLT for the Workforce Innovation and Opportunity Act (WIOA) on site and directly with the effected workers.

**4.10 Describe the design framework (such as requirements as described in a Request for Proposals) for youth programs utilized by the local board, and how the required 14 program elements are to be made available within that framework.**

In addition to the WIOA requirements, WSPC uses these principles to describe the underlying intent of WIOA youth efforts:

- Adolescents and emerging adults need a developmentally appropriate and socially inclusive environment of support to successfully transition to adulthood.
- Coordinate and connect vulnerable youth to activities and services they need to transition to adulthood with a focus on planning for work and self-sufficiency.
- Commitment to the idea that social inclusion is as much about the ability to participate in community as it is about access to community.
- Supports for youth should enable them to participate in and shape their own futures and not perpetuate the need for services.

- Planning and implementation of programs and services must be firmly based in youth development principles and meet the needs of youth impacted by trauma.
- All programs and services must include plans to develop an understanding of diversity and the attainment of cultural competency skills for staff and participants.

WSPC requires additional program elements:

Sector-based cohorts

- Media Literacy Skills
- Computers Skills
- Career Pathways

All the programs must address the following 14 Elements. Since all of our youth programs are managed through providers the approved contract delineates how each service will be provided either being provided in-house or contracted with an outside provider. Staff monitoring of each contract insures compliance.

### **14 Required Youth Program Elements:**

1. Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.

2. Alternative secondary school services, or dropout recovery services, as appropriate.

3. Paid or unpaid work experiences that have as a component academic and occupational education, which may include: a) summer employment opportunities and other employment opportunities available throughout the school year; b) pre-apprenticeship programs; c) internships and job shadowing; and d) on-the-job training opportunities.

4. Occupational skills training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in demand industry sectors or occupations in the local area involved.

5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.

6. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

7. Supportive Services.

8. Adult mentoring for the period of participation, and a subsequent period, for a total of not less than 12 months.

9. Follow-up services for not less than 12 months after the completion of participation, as appropriate.

10. Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

11. Financial Literacy education.

12. Entrepreneurial skills training.

13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.

14. Activities that help youth prepare for and transition to postsecondary education and training.

**4.11 Describe the direction provided to the One Stop operator to ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient consistent with WIOA sec. 134(c)(3)(E).**

It is not the role of the one-stop operator to determine priority of services for WIOA customers. The PCWDB has issued a priority of service policy that details how priority for adult career and training services is extended to veterans, recipients of public assistance, other low-income individuals and individuals who are basic skills deficient. A copy of this policy is provided by PCWFS to the One-Stop Operator as well as staff counselors for review and implementation. Obviously, we service a diverse customer base and provide services in coordination with WIOA regulations and anticipate a greater coordination of services with Rescare who manages the TANF program co-located in our facility. As a Comprehensive facility we have on site specific organization such as veterans' group i.e. Operation Stand Down, Community Organization i.e. CCAP, DLT which oversees multiple WIOAS required services, Office of Rehabilitative Services, Maturity Works, etc. These and other outside CBO's interact directly with our staff counselors to review the client's situation for priority of service. Included in the MOU's with specific entities is a more structured referral process to identify those individuals where priority of services applies.

## **Section 5: Compliance**

Please answer the questions in Section 5 in six (6) pages or less. Most of the response should be staff-driven responses as each are focused on the organization's compliance with federal or state requirements.

**5.1 Describe the process for neutral brokerage of adult, dislocated worker, and youth services. Identify the competitive process and criteria (such as targeted services, leverage of funds, etc.) used to award funds to sub-recipients/contractors of WIOA Title I Adult, Dislocated Worker, and Youth services, state the names of contracted organizations, and the duration of each contract, [WIOA Sec. 108(b)(16)]**

WIOA Title I Adult and Dislocated Worker Basic Career Services, Individualized Career Services and Follow-up Services are provided by staff of the Cities of Providence and Cranston assigned to WSPC according to the personnel policy of the respective cities.

Training Services, when determined appropriate, are provided either through an Individual Training Account (ITA) or through a training contract. ITA training is available through a State Eligible Training Provider and Program List (ETPL), provided by an Eligible Training Provider (ETP) in accordance with WIOA sec. 122(d).

Contract training is awarded through a competitive process managed by City of Providence procurement policies and approved by the Providence Board of Contract & Supply based upon recommendation from the PCWDB. Approved contracted training is being conducted by Genesis Center, New England Institute of Technology, Dorcas International and Northern Rhode Island Career Academy. Each contract was for the period ending June 30, 2020 but was extended as a result of the COVID 19 shutdown. We will be extending the same procedures as utilized for the youth programs to these funding streams by obtaining approval from the WIOA Committee first and then the full PCWDB.

WSPC's Youth Services are competitively procured through the WSPC Board and the City of Providence Board of Contract and Supply's public process,

- The process begins at a Youth Committee Meeting. Priorities and other changes to be made are discussed and an RFP subcommittee is appointed. Staff drafts the RFP with guidance from the subcommittee.
- The final RFP is submitted to the City of Providence Board of Contract and Supply (BOCS), which issues the RFP through its citywide public bidding system, which includes a bid conference and a public process for Q&A after the bid conference.
- Proposals are submitted to BOCS, time-stamped, scanned and distributed to WSPC for decision-making.
- Teams of readers make individual assessments of the proposals and come together as a group to discuss all the proposals and make recommendations to Youth Committee, which in turn discusses and makes recommendations to the WSPC Board. The full board discuss and approves funding decisions and sends them back to the BOCS Board for final approval. Funding over \$1 million also goes before the City Council.

The most recent WSPC WIOA Youth RFP sought to leverage funds for services already being provided to WIOA eligible youth and to expand its provider community. Each of the 14 element descriptions asked if the element would be provided in-kind in the program budget. We will continue to expand this process of bringing existing services in at no cost to WIOA, with the goal of being able to serve more youth with our WIOA funds. WSPC was able to triple the number of WIOA providers from one to three.

**5.2 Identify the One-Stop Operator and describe the established procedures for ongoing certification of one-stop operators.**

The PCWDB has chosen The WorkPlace as the one-stop operator for the Providence/Cranston comprehensive One-stop center by a competitive process directed by City of Providence procurement regulations. The Board of Contract & Supply has approved the award and authorized WSPC to enter into a contract with The WorkPlace. This is the second contract awarded to The Workplace. Involvement has improved since the first contract with a change of Executive Directors. They have been involved with the Partner MOU development to insure greater compliance with the various services, they have instituted a monthly management review of volume and training opportunities, conduct monthly partner meetings to review training opportunities and improvement of the AJC. Providence/Cranston Workforce Solutions has appointed the Special Projects Coordinator to be a direct liaison with The Workplace. They review performance measures and work closely with the on-site Manager on a regular basis.

In accordance with the Workforce Innovation and Opportunity Act (WIOA) and U.S. Department of Labor Training and Employment Guidance Letter (TEGL) 16-16, the Providence/Cranston Workforce Development Board has established the following process with regard to the certification of its comprehensive one-stop center located at One Reservoir Avenue in Providence, Rhode Island.

The PCWDB will utilize this process which includes the Certification Criteria specified by the GWB in evaluating the extent to which the one-stop center is demonstrating effectiveness, maintaining program and physical accessibility and reflecting a continuous improvement strategy,

The certification process that is described below is organized as follows:

- The selection of a PCWDB Certification Review Team consisting of board members and stakeholders that represent key partners in the one-stop center system and individuals with interest and expertise in employers' services, job seeker services and one-stop center management; and
- The manner in which the PCWDB Certification Review Team will conduct the certification process will include a desk review, on-site visit, exit interview with one-stop management staff to discuss findings, preparation of an interim report, opportunity for corrective action, follow-up reviews and preparation of a final report.

**5.3 Provide an organization chart as Attachment 2 that depicts a clear separation of duties between the board and service provision.**

See attachment 2. The By-Laws for the Providence/Cranston Development calls for the establishment of the following standing committees: Executive Committee, WIOA Oversight Committee, Membership Committee, Youth Committee, Finance Committee, Veteran's Committee, Disability Committee, and Special Projects. Although the by-laws do not spell out a regular meeting schedule except for quarterly finance meetings it is suggested that all committees meet at least on a quarterly basis. WIOA, Executive, and Membership meet on an as needed basis and will in most cases exceed the minimum suggested schedule.

**5.4 Provide a complete list of Local Board Membership Roster, including titles and professional associations.**

See Attachment 3

**5.5 Provide the policy and process for nomination and appointment of board members.**

See Attachment 4 Article V of current by-laws

**5.6 Provide the name, organization, and contact information of the designated equal opportunity officer for WIOA within the local area.**

WSPC designates the Executive Director at the Providence AJC as the Equal Opportunity Officer in conjunction with the Equal Opportunity Officer for the City of Providence. The Executive Director is Stephen C. Boyle and he can be reached by email at [sboyle@providenceri.gov](mailto:sboyle@providenceri.gov).

**5.7 Identify the entity responsible for the disbursement of grant funds. [WIOA Sec. 108(b)(15)]**

The awarding of grant funds is recommended by the PCWDB to the Providence Board of Contract & Supply and are managed by WSPC by public policy, WIOA regulations and agreement between WSPC, PCWDB and the City



of Providence. Disbursal of funds is handled by the City of Providence, Treasurers Department once invoices are approved by the WSPC Fiscal Manager

**5.8 Indicate the most recent negotiated local levels of performance for the federal measures. [WIOA Sec. 108(b)(17)]**

The state's local levels of performance is as follows:

Final Negotiated Goals	PY 20	PY 21
<b>WIOA Adults</b>		
Employment	81.00%	82.00%
(Second Quarter after Exit)		
Employment	79.00%	80.00%
(Fourth Quarter after Exit)		
Median Earnings	\$6,600.00	\$6,800.00
Credential Attainment Rate	53.00%	58.00%
Measurable Skill Gains	38.00%	40.00%
<b>WIOA Dislocated Workers</b>		
Employment	81.00%	82.00%
(Second Quarter after Exit)		
Employment	81.70%	82.20%
(Fourth Quarter after Exit)		
Median Earnings	\$7,200.00	\$7,700.00
Credential Attainment Rate	75.00%	76.00%
Measurable Skill Gains	40.00%	42.00%
<b>WIOA Youth</b>		
Employment	68.00%	70.00%
(Second Quarter after Exit)		
Employment	68.00%	69.50%
(Fourth Quarter after Exit)		
Median Earnings	\$2,980.00	\$3,050.00
Credential Attainment Rate	53.00%	55.00%

Measurable Skill 40.00% 42.00%  
Gains

**5.10 Describe indicators used by the local board to measure performance and effectiveness of the local fiscal agent (where appropriate), contracted service providers and the one-stop delivery system, in the local area. [WIOA Sec. 108(b)(17)]**

The fiscal agent for WIOA funds is WSPC. Oversight of fiscal operations is conducted by the City of Providence internal auditor, City contracted independent auditor, and state and federal agents. The Board of Directors defers the audit and oversight role to the City of Providence to measure effectiveness. The Board of Directors will review the completed comprehensive audit. The effectiveness of the service providers and the one-stop operator and delivery system is monitored by the various committees responsible for oversight with conditional approval by the Executive Committee, and then final approval by the Full Board. Review of the one-stop delivery system will be overseen by the Special Projects Coordinator and a third party will conduct a periodic review of performance to be completed in an oversight report to be presented to the WIOA, Executive Committee and Full Board acceptance.

**5.11 Provide a description of the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Human Services' Office of Rehabilitation Services with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]**

The PCWDB has a MOU with the RI Department of Rehabilitation Services that describes the responsibilities of each party to provide services to individuals with disabilities.

As a way of being more intentional about our youth connections, providers, staff, and the Youth Committee together form the foundational level of a Youth Community of Practice. Memorandum of Agreements with ORS and other AJC partners.

**5.12 Describe the process for getting input into the development of the local plan in compliance with WIOA section 108(d) and providing public comment opportunity prior to submission. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plans. If any comments received that represent disagreement with the plan were received, please include those comments here. See Local Plan References and Resources. [WIOA Sec. 108(b)(14)]**

The PCWDB plan was made available for comment to the public by direct contact with Community based organizations and various postings on social media, direct emails to over 30 organizations and partners, as well as legal advertisement. (Attachment 5) In addition, we established a specific link to capture comments on the plan in conjunction with our outreach efforts.

The Plan underwent an extensive review first by the WIOA Oversight Committee then the PCWDB. Input from employers on the PCWDB was considered and incorporated into the Plan most notably the inclusion of Incumbent Worker Training. The Youth Committee reviewed the portions of the workplan template that refer to youth, discussed them at Youth Committee meeting and provided direction for the comments related to the Youth Program.

The Providence/Cranston Workforce Development Board will make modifications to the Local Plan as needed should there be a change in economic scenarios or changes to our funding streams, either positive or negative to best serve the residents of the Providence/Cranston Workforce Area in providing professional employment services.

# Attachment 1

# PROVIDENCE/CRANSTON WORKFORCE DEVELOPMENT BOARD

## ONE-STOP OPERATOR MONTHLY STATUS REPORT

\_\_\_\_\_  
Name of One-Stop Operator

\_\_\_\_\_  
Month/Year of Report

**SECTION I: ADHERENCE TO PERFORMANCE REQUIREMENTS**

1. During this reporting period there were \_\_\_\_\_ employers represented at the AJC, The performance expectation is no less than five (5) for the monthly reporting period This representation included:

Hiring Events: \_\_\_\_\_ Job Fairs: \_\_\_\_\_ Mock Interviews: \_\_\_\_\_  
Other \_\_\_\_\_

2. During this reporting period there were \_\_\_\_\_ workshops offered for customers. The performance expectation is no less than five (5) different workshops for the monthly reporting period The workshops included:

Name of Workshop	No.	Name of Workshop	No.	Name of Workshop	No.
Job Search		Mock Interviews		Resume Writing	
Financial Literacy		Parenting			

3. During this reporting period there were \_\_\_\_\_ partner meetings. The performance expectation is no less than one meeting for the monthly reporting period.

4. During this reporting period there were \_\_\_\_\_ training sessions conducted by AJC partners,

5. The customer satisfaction achievement of both job seeker and business customers as evidenced by customer surveys was \_\_\_\_\_ percent for job seekers and \_\_\_\_\_ percent for employers. The performance expectation is no less than eighty (80%) percent.

6. During this reporting period there were \_\_\_\_\_ different community-based organization represent at the AJC where their staff was provided space for one or more days to provide one-stop customers with information regarding their services. The performance expectation is no less than four (4) different community-based organizations. The community-based organization represented this month were:

CBO	Date	CBO	Date


7. During this reporting period, there were \_\_\_\_\_ management meetings.

**SECTION II : ISSUES/COMMENTS RELATED TO SERVICE DELIVERY COORDINATION**

**1. Coordination of Workshops and Topics Covered**

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**2. Operation of Resource Area**

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**3. Cross Referral**

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**4. Conflicts among Partners**

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5. Customer Triage

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6. EmployRI Registration

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Services to Employers/Specific Employer Events/Services

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8. MOU Compliance

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**SECTION III: AJC ACTIVITY**

Number of new AJC customers this reporting period: \_\_\_\_\_

Number of customers utilizing AJC including repeat visits: \_\_\_\_\_

Number of Employer Recruitments: \_\_\_\_\_

Number of customers attending Recruitment \_\_\_\_\_

Number of Job Fairs \_\_\_\_\_

Number of Customers attending Job Fair \_\_\_\_\_

**Number of Referrals from Triage**

Partner or Other Entity Located at the AJC	Number of Referrals from Triage
DLT unemployment Services and Employment Assessments RESEA	
DLT Wagner Peyser Program	
DLT Veterans Program	
DLT Migrant and Seasonal Farmworker Program	
DLT Unemployment Insurance	
DLT Senior Community Service Employment Program SCSEP	
DLT Trade Adjustment and Assistance Act TAA	
DLT Disability Enrollment Initiative Program DEI	
Veteran's Incorporated	
Operation Stand Down	
Comprehensive Community Action Program CCAP WIOA Youth	
Job Corp Program	
ResCare	
Maturity Works	
Platform to Employment	
Providence Public Library — TABE proficiencies and GED Testing	
Genesis Center/CCFI Hospitality Class	



WIOA	
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**SECTION IV: OTHER**

1. Identification of issues related to the daily operation of the AJC.

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2. Identification of activities to coordinate with current AJC partners to bring in new partners.

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\_\_\_\_\_  
Submitted By:

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# Attachment 2

# Attachment 3

**COMPOSITION OF THE PCWDB**

CATEGORY 1	BUSINESS MEMBERS-MAJORITY				1/29/2021
A majority of the members of the Local WDB shall be representatives of business in the local area. Each business representative must be an owner, CEO, COO or other individual with optimum policy-making or hiring authority.					
	LAST	FIRST	EMPLOYER	TITLE	SECTOR
1	AMATO	MARC	WALCO	SENIOR VICE PRESIDENT	MANUFACTURING
1	BORBA	KERI		DIRECTOR	PROFESSIONALSERV.
1	CANNATA	COURTNEY	GILBANE	HR MGR.	CONSTRUCTION
1	DEVINE	ALEXIS	LIFESPAN	YTH	HEALTH CARE
1	FILARSKI	KENNETH	FILARSKI PLANNING	PRINCIPAL	PROFESSIONAL SERV.
1	GOLDMAN		GREYLAWN FOOD	MANAGER	TRANSPORTATION
1	MARTIN	NANCY	ELECTRIC BOAT	HR MGR.	MANUFACTURING
1	MOWER	THEODORE	CVS	SR. CONSULTANT	RETAIL
1	PAOLUCCI	KAREN	YUSHIN AMERICA	HR MGR.	MANUFACTURING
1	QUINN	DEBRA			
1	SEPE	RAYMOND	ELECTRO STANDARDS	PRESIDENT	MANUFACTURING
1	SINGLETON	HEATHER	RI HOSPITALITY	SR. VP	HOSPITALITY
1	WALTERS	VICKIE	CARE NEW ENGLAND	DIRECTOR	HEALTH CARE
13	420/a				
CATEGORY 2	LABOR/JOINT LABOR MGT APPRENTICE/CBO/ YOUTH ORGANIZATIONS-20%				
At least 20% of the members of the Local WDB shall be workforce representatives that include two or more representatives of labor organizations a joint labor-management apprenticeship program, a community based organization that addresses the employment needs of individuals with barriers to employment, veterans, individuals with disabilities or youth service agencies.					
1	BLISS	CHESTER	RI INDIAN COUNCIL	DIRECTOR CLIENT SERVICES	CBO
1	CORTES	ANDREW	BUILDING FUTURES	DIRECTOR	LABOR MANAGEMENT
1	DELANEY	ROBERT	ILSR	EXECUTIVE DIRECTOR	LABOR
1	MACHADO	JEFFERY	GOODWILL IND.	CEO	CBO
1	MCGUNAGLE	JOANNE	CCAP	EXEC. DIRECTOR	CBO
1	PALMER	BRIAN	TEAMSTERS LOCAL 251	TRAINING DIRECTOR	LABOR
1	QUINN	PATRICK	NEHCEU DIST-1199	VICE. PRES.	LABOR MANAGEMENT
1	SALMONS	HILLARY	PASA	EXEC. DIRECTOR	CBO
1	SMITH	TYRONE	OPERATION STAND DOWN	DIR. EMPLOYMENT/HOUSING	VETRANS
1	TRAFICANTE	MICHAEL	NEW ENG. LABOR UNION	DIR GOV. AFFAIRS	LABOR MGT. APPREN

1	WHITE	ADAM	JOB CORPS	DIRECTOR	CBO
11	35%				
	CATEGORY 3	EDUCATION AND TRAINING			
Shan include representatives of eligible providers administering adult education and training activities and a representative of higher education.					
1	DIPINA	JOSEPH	PROV. SCHOOL DEPT.	CHIEF OF ADMINISTRATIION	LOCAL EDUCATION
1	MOUQIN	TEKLA	CCRI	EXEC. DIRECTOR	ADULT ED. PROVIDER
1	MORRIS	BERNICE	CROSSROADS	DIR. OF EDUCATION & EMPLOY.	ADULT ED. PROVIDER
1	KINNAMAN	TIMOTHY	N.E. INSTITUTE OF TECH	PROGRAM COORDINATOR	ADULT ED. PROVIDER
4	13%				
	CATEGORY 4	GOVERNMENT/ECONOMIC/COMMUNITY DEVELOPMENT			
Shall include representatives of governmental and economic and community development entities that shall include a representative of Wagner- Peyser (DLT) and a representative of vocational programs carried out under Title / of the Rehabilitation Act (State Vocational Rehabilitation May include representative from transportation, housing and public assistance and philanthropic organizations.					
1	DIBONI	LAWRENCE	CITY OF CRANSTON	DIR. ECONOMIC DEV.	LOCAL ECON. DEV.
1	MONTANARO	MICHAEL	ORS	REHABILITATION SPECIALIST	REHABILITATION
1	GRECO	SCOTT	RIDLT	CHIEF, LABOR & TRAINING	WAGNER-PEYSER
3					
	CATEGORY 5	OPTIONAL			
May include other such individuals as the chief elected official may determine appropriate.					
	0%				

# Attachment 4

D. Community Voice — Advocate for the importance of workforce policy, providing perspective about the need for and availability of skilled workers.

E. Capacity Builder— Enhance the local workforce development area and its ability to meet the workforce needs of local employers.

## ARTICLE V. STAFFING AND SUPPORT

A. Support for the P/CWDB shall be provided by the staff of Workforce Solutions of Providence/Cranston (WSPC).

B. The WSPC staff will work on implementation of the policies, goals and activities recommended by the P/CWDB. The staff shall make regular reports to the P/CWDB on implementation. WSPC staff shall be responsible for preparing and distributing agendas for all public meetings.

C. Staff of WSPC shall maintain an official membership list, attendance records, a record of all actions of the P/CWDB, minutes of all public meetings and other documents of the P/CWDB and its committees.

### Section 1. Composition

The WSPC staff shall ensure the membership of the P/CWDB conforms to all requirements of the WIOA, including, but not limited to:

A. A majority of the members of the Local Board must be representatives of business in the local area. Each business representative must meet the following criteria:

(1) be an owner, chief executive officer, chief operating officer, or other individual with optimum policy-making or hiring authority; and

(2) provide employment opportunities in in-demand industry sectors or occupations, as those terms are defined in WIOA sec. 3(23).

B. At least 20 percent of the members of the Local Board must be workforce representatives. These representatives:

- (1) Must include two or more representatives of labor organizations, where such organizations exist in the local area. Where labor organizations do not exist, representatives must be selected from other employee representatives;
- (2) Must include one or more representatives of a joint labor-management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists;
- (3) May include one or more representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and
- (4) May include one or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

C. The Local Board must also include:

- (1) At least one eligible provider administering adult education and literacy activities under WIOA title II;
- (2) At least one representative from an institution of higher education providing workforce investment activities, including community colleges; and
- (3) At least one representative from each of the following governmental and economic and community development entities:
  - (i) Economic and community development entities;
  - (ii) The State employment service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the local area; and
  - (iii) The programs carried out under title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title;



- D. The membership of Local Boards may include individuals or representatives of other appropriate entities in the local area, including:
- (1) Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;
  - (2) Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
  - (3) Philanthropic organizations serving the local area; and
  - (4) Other appropriate individuals as determined by the chief elected official.
- E. Members must be individuals with optimum policy-making authority within the entities they represent.
- F. Chief elected officials must establish a formal nomination and appointment process, consistent with the criteria established by the Governor and State Board under sec. 1 of WIOA for appointment of members of the Local Boards, that ensures:
- (1) Business representatives are appointed from among individuals who are nominated by local business organizations and business trade associations.
  - (2) Labor representatives are appointed from among individuals who are nominated by local labor federations (or, for a local area in which no employees are represented by such organizations, other representatives of employees); and
  - (3) When there is more than one local area provider of adult education and literacy activities under title II, or multiple institutions of higher education providing workforce investment activities as described in WIOA 107(b)(2)(C)(i) or (ii), nominations are solicited from those particular entities, (WIOA sec. 107(b)(6))
- G. An individual may be appointed as a representative of more than one entity if the individual meets all the criteria for representation, including the criteria described in paragraphs (C) through (G) of this section, for each entity.
- (i) All required board members must have voting privilege. The chief elected official may convey voting privileges to non-required members.

## Section 2. Appointments

- A. Members of the P/CWDB shall be appointed by the CLEO.
- B. WSPC staff shall ensure the membership and appointment of P/CWDB members are in accordance with WIOA and applicable State criteria.
- C. The composition of the P/CWDB shall be subject to certification by the Governor.
- D. Members who are appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat. A member can continue to serve until reappointment or replacement by the CLEO.

## Section 3. Term

- A. The term of each P/CWDB member shall be three (3) years, upon which time consideration for reappointment shall occur. The terms of all representatives may be staggered at the discretion of the CLEO.
- B. There shall be no term limits.
- C. Members who are no longer actively involved in the work of his/her membership category within the Workforce Development Area (WDA) of Providence/Cranston shall be required to resign from his/her P/CWDB seat.
- D. Members shall immediately inform the P/CWDB of a change in employer or employment status, or other change in membership category, at which time it shall be determined if the member is eligible to continue serving on the P/CWDB.

## Section 4. Recruitments and Nominations

- A. In the event of a vacancy, the P/CWDB Membership Committee is responsible for maintaining the required composition of the P/CWDB, as stated in these bylaws. A vacancy may not necessarily be filled if the required composition of the P/CWDB can be maintained without filling the vacancy.
- B. All nominees shall be required to submit a membership application.
- C. Nominations shall be reviewed by the P/CWDB Membership Committee to ensure that nominees meet the membership criteria as stated in these bylaws. If a nomination

is approved by the Membership Committee, the Membership Committee shall bring forth the nomination to the full P/CWDB for consideration.

D. The recommendation of the full P/CWDB shall be forwarded to the CLEO for action on the recommendation for appointment or rejection.

### Section 5. Vacancies

- A. A vacancy on the P/CWDB shall exist on the occurrence of noncompliance with applicable Federal and State regulations, or change in employment status from active employment in the classification that served as the basis for the appointment or other change in membership category.
- B. Vacancies will not necessarily be filled by individuals from a like organization; industry, employer, or association so long as the required membership composition is maintained.

### Section 6. Resignations

- A. Any member may resign by providing written notice to the P/CWDB Chair and/or P/CWDB Membership Committee.
- B. The P/CWDB Chair shall provide written notice of all resignations to the CLEO.

### Section 7. Removal

- A. A P/CWDB member may be removed from the P/CWDB if the member's conduct or action, in his/her capacity as a member or personal/professional dealings, is having or will have a severe detrimental effect on the ability of the P/CWDB to conduct its business.
- B. Procedures for Removal by P/CWDB.
  - 1. The membership of the P/CWDB shall develop a policy for the removal of members that shall be proposed and discussed at an Executive Committee meeting called for that purpose;
  - 2. The recommendation for removal from the Executive Committee shall be brought before the full P/CWDB for discussion and vote;

3. The member whose removal is being considered shall be invited to present reason(s) why his/her removal should be reconsidered at both the Executive Committee and full P/CWDB meeting;
4. Removal from the P/CWDB shall require a two-thirds majority and affirmative vote of the P/CWDB at a regularly scheduled meeting, in which a quorum has been established; and
5. The P/CWDB Chair shall forward the recommendation for removal to the CLEO for approval.

### Section 8. Size

- A. The membership size of the P/CWDB shall be that which is required by the WIOAj and to fulfill the duties of the P/CWDB.
- B. An individual may serve as a representative of more than one membership category so long as adequate justification for his/her expertise in each area is established and meets all the criteria for representation in accordance with WIOA. No matter how many membership categories an individual represents, he/she is only entitled to one vote and may only be counted as a single member of the P/CWDB.

## ARTICLE VII. OFFICERS AND THEIR ELECTIONS

### Section 1. Officers

- A. The officers of the P/CWDB shall be Chair, Vice Chair, and Secretary.
- B. There shall be elected one (1) individual to serve in each designated office.
- C. The Chair of the P/CWDB shall be elected by the P/CWDB from among the Business representatives. The remainder of the officers may be elected from any of the representative groups.

### Section 2. Election of Officers

The P/CWDB shall elect officers in the last regularly scheduled meeting before January 31 of each year in which the term of an officer is to expire. The term shall commence on the first subsequent meeting.

### Section 3. Term of Officers

- A. The term of each officer shall be two (2) years.
- B. There shall be no consecutive term limits for officers.
- C. An officer shall serve his or her term until a successor is elected due to a resignation or removal from office.
- D. An officer vacancy shall be filled by vote at a subsequent full P/CWDB meeting.
- E. An officer selected to fill a vacancy shall serve for the remainder of the term of the individual whose vacancy s/he is selected to fill,

### Section 4. Duties of Officers

- A. Chair. The P/CWDB Chair shall:
  - 1. Represent the P/CWDB to the CLEO and the general public;
  - 2. Preside over all regular and special meetings of the P/CWDB;
  - 3. Serve as Chair of the Executive Committee of the P/CWDB,
  - 4. Prepare the agenda for P/CWDB meetings in consultation with the WSPC Administrator.
  - 5. Appoint all committee Chairs and committee members in consultation with the WSPC Administrator;
  - 6. In cooperation with the WSPC Administrator, determine the number and composition of the Youth Committee of the P/CWDB to meet the local Workforce Development Area needs;
  - 7. In consultation with the WSPC Administrator, determine the sections of the annual WIOA Local and State Plans that are to be developed by the P/CWDB and Youth Committee because those sections relate to eligible youth, and determine the duties of the Youth Committee in addition to those described in the WIOA; and
  - 8. Assign and delegate such responsibilities from time to time.

B. Vice Chair. The P/CWDB Vice-Chair shall:

1. In the absence of the P/CWDB Chair, perform all the duties of the P/CWDB Chair; and
2. Assign and delegate such responsibilities from time to time.

C. Secretary. The P/CWDB Secretary shall:

1. In the absence of the P/CWDB Chair and P/CWDB Vice Chair, perform all duties of the P/CWDB Chair; and
2. Assign and delegate such responsibilities from time to time.

### Section 5. Removal of Officers

The removal of an officer shall require a two-thirds majority vote of the P/CWDB and conform to the procedures for member removal as outlined in these bylaws.

## ARTICLE VI". MEETINGS

### Section 1. Public Meetings

- A. All meetings of the P/CWDB and its committees shall be called and conducted in conformity with the provisions of the Rhode Island Open Meetings Law.
- B. Robert's Rules of Order, Newly Revised, shall govern P/CWDB meetings in all cases in which they are applicable and to the extent in which they are not in conflict with these bylaws and other applicable law.
- C. Regular meetings of the P/CWDB and its standing and/or ad hoc committees shall be published annually in December and posted with the RI Secretary of State for the period of January 1st to December 31st of the calendar year. Supplemental meeting notices must be filed at least 48 hours before the date of the meeting.
- D. Special meetings of the P/CWDB may be called at any time by any officer of the P/CWDB or 20% of the membership for any purpose
- E. Notice of the time and place of special meetings shall be provided to each member and the public in accordance with the Rhode Island Open Meetings Law.

F. The presiding officer of a meeting, at his/her discretion, may adjourn any meeting,

# Attachment 5



## LEGALS

**LEGAL NOTICE**  
Local Workforce Development Partner, The Workforce Investment and Opportunity Act (WIOA) is the 2014 federal law that provides resources to states to help job seekers access employment, educational, and support services and to match employers with the skilled workers they need. Under WIOA, local areas must prepare a plan that outlines a four-year strategy for the area's workforce development system and that is consistent with the state plan. Workforce Solutions of Providence/Canton, along with its Local Workforce Board is responsible for preparing the local plan for the Providence/Canton area. Beginning 2/15/2021, the plan is now available for public review and comment at <https://www.providencejournal.com/workforce-development-board/>. Public comment and questions should be emailed to [info@providencejournal.com](mailto:info@providencejournal.com). The public comment and question period close is March 17, 2021. We welcome and appreciate any input you may be able to provide.  
Workforce Solutions of Providence/Canton  
One Riverside Avenue  
Providence, RI 02901