



Board of Directors Meeting

Thursday, October 15, 2009

8:00 - 10:00 a.m.

**RI Department of Labor & Training
1511 Pontiac Avenue, Cranston, RI
Conference Room 73-1**

AGENDA

- 1. Welcome and Call to Order – J. MarcAurele**
- 2. Approve Minutes of 9-17-09** **Vote**
- 3. Chair's Comments – J. MarcAurele** **Information**
- 4. Acting Executive Director's Report - John J. O'Hare** **Information**
- 5. Consent Agenda (Items 1-5)** **Vote**
A board member may request that any item be removed from the consent agenda and moved to the regular agenda.
- 6. Workforce Investment Act (WIA) Annual Report** **Information**
- 7. GWB Annual Report** **Information**
- 8. Committee Report Updates** **Chairs**
- 9. Old/New Business**
- 10. Adjournment**

Next Meeting
Thursday, November 19, 2009
8:00 – 10:00 a.m.

October 15, 2009 MEETING CONSENT AGENDA

(Detailed Information Follows as Appropriate) Items 1-5

Item 1: RI Virtual Skills Academy

At the July 16, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$75,000 to fund the RI Virtual Skills Academy. In FY 07, the Workforce Cabinet agreed to explore the feasibility of making available technology-based, web-enabled skill development opportunities for low skilled Rhode Islanders and instructed RIDE to develop a draft RFP. This funding request is to begin to develop this statewide learning network.

Item 2: Shared Youth Vision Replication

At the July 16, 2009 meeting, Strategic Investments Committee members approved funding for the replication of the Shared Youth Vision pilot project. As part of this project, the work of the RI Shared Youth Vision team resulted in the development of a collaborative case management system which could impact RI's neediest youth. The \$500,000 will be used to continue this successful pilot project and is a two year commitment. Other funding has been secured through the Rhode Island Foundation.

Item 3: Comprehensive Worker Training Grants

At the July 16, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$398,336 to fund an additional 17 companies through the Comprehensive Worker Training Grants to train an additional 1,063 employees. This was achieved through the ongoing effort of GWB staff to maximize the JDF fund from de-obligations of inactive or completed grants.

Item 4: Green Technology Industry Partnership

At the July 16, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$149,050 for an additional Industry Partnership representing the Green industry. New England Institute of Technology (NEIT) is the lead agency. NEIT will be working to complete a Skills Gap Study, define green jobs in the state and identify the type of skills and training needed for these jobs.

Item 5: Workforce Expansion Grants

At the July 16, 2009 meeting, the Strategic Investments Committee members approved 3 awards totaling \$144,760. Crimzon Rose received \$34,760; House of Stainless, Inc. received \$80,000 and Pioneer Financial Group received \$30,000. Detailed information for each grantee is attached.

ITEM 1

TO: Strategic Investments Committee, Governor's Workforce Board – RI
FROM: Johan E. Uvin, RIDE.
RE: FY 2010 Investments
DATE: May 29, 2009

Re: FY2010 funding for a matching grant to pilot and launch the Rhode Island Virtual Skills Academy

In FY07 the Workforce Cabinet agreed to explore the feasibility of making available technology-based, web-enabled skill development opportunities for low-skilled Rhode Islanders and instructed RIDE to develop a draft Request for Proposals (RFP). Due to fiscal and reorganizational issues the implementation of this RFP was delayed. In the meantime local vendors continued to use adult education and training funding to purchase individual licenses. This has proven to be quite costly and statewide efficiencies can be realized through an interagency investment and agreement to begin jointly the development of this statewide online learning network. \$75,000 is requested to leverage identical investments from the Office of Higher Education, RIDE, and DHS. Jointly, these resources will enable us to make available approximately 120,000 licenses to be given to adult education participants on waiting lists, One Stop Career Center customers, and students in developmental learning courses at our postsecondary education and training institutions. During the first year, two skill development applications will be made available that have proven successful in our demonstrations and grants. Part of the funding will be used to figure out access to these opportunities from multiple agency websites.

Item 2

“A Shared Vision for Youth”

**Creating a Collaborative Case Management System in Rhode Island
A 24-Month Replication Project Proposal**

June 2009

Background

A Shared Vision for Youth in RI

“All at-risk youth in RI will have the knowledge, skills, attitudes, and experience to lead safe and stable lives and to progress along career or educational pathways so they can secure gainful and meaningful employment and thrive over time.”

The Rhode Island Pilot

A 2003 White House Task Force Report on Disadvantaged Youth noted that despite billions of Federal, state, local and private dollars spent on needy youth and their families, many out-of-school, at-risk youth have been and continue to be left behind in our economy because of a lack of program focus and emphasis on outcomes.

In response to the White House Report a partnership between the U.S. Departments of Labor, Housing and Urban Development, Education, Health and Human Services, Justice, Transportation and Labor; the U.S. Social Security Administration; and the Corporation for National and Community Service was developed to create a collaborative approach at the national, state, and local levels to serve our nation’s neediest youth in order to develop innovative approaches, enhance the quality of services delivered, improve efficiencies, and improve the outcomes for youth we serve. The partnership, entitled the Shared Youth Vision Federal Collaborative Partnership (SYVFCP), has as its main goal to improve outcomes for the neediest youth, particularly youth in foster care, youth ageing out of foster care, youth connected to juvenile justice, youth with disabilities, pregnant and parenting youth and out of school youth.

In November 2004 Rhode Island participated in SYVFCP’s first Shared Youth Vision Forum and in September 2006 was selected to participate in their Advanced Shared Youth Vision Initiative. Rhode Island was selected as one of sixteen states to serve as a catalyst in the 2007 implementation of SYVFCP’s shared youth vision and the RI Department of Labor and Training was the recipient of the grant award. Rhode Island, and its Shared Youth Vision Partners, was charged with conducting a pilot project to demonstrate the effectiveness of state-level partnerships and programmatic outcomes and, develop an overall technical assistance plan so that the collaborative vision may be infused throughout the country. Members of the Rhode Island Shared Youth Vision Team included the Department of Children Youth and Families, the Department of Education (Adult Education, Special Populations and Middle and High School divisions), the Economic Development Corporation, the Governor’s Workforce Board, the Office of Rehabilitation Services, the Department of Human Services, the State Workforce Investment Office, the two Local Workforce Investment Boards, the Justice Commission and the Department of Corrections.

The Rhode Island Shared Youth Vision Team worked towards developing an integrated system to impact Rhode Island’s neediest youth which resulted in a collaborative case management system. We worked to leverage resources and create a streamlined and integrated service delivery model that resulted in service strategies for the state’s highest risk youth. Our goals included establishing state and local training protocols, developing a comprehensive risk assessment and testing the collaborative case management model through a pilot serving up to 50 highest risk youth.

The **Collaborative Case Management** system became a highlight of the pilot as it quickly yielded positive results. Many youth experience multiple barriers to success in navigating the youth service delivery system. Further, the ability of one agency to resolve all of the challenges young people face and assist youth in achieving goals such as meaningful and sustained education and employment is unlikely. Collaborative case management provides youth workers with the opportunity to share expertise and resources, make referrals tailored to the youth they serve, connect with state agency staff who help resolve or remove policy barriers, and collect and track data that illustrate their effectiveness in contributing to the stability and success of the youth served.

The Pilot was designed to:

- Formalize a cross-agency governance structure for at-risk youth policy & program oversight
- Standardize Intake & Assessment protocols across youth serving agencies
- Maximize access to resources & minimize duplication and gaps in services
- Create multiple pathways to services—"no wrong door" approach
- Create "joint service strategies" and a universal care plan for individual youth served
- Establish weekly multi-agency collaborative case conferencing to increase pool of resources available to youth served

Aiming to measure systems change within and across youth serving agencies in Rhode Island, the Pilot targeted a pool of 50 randomly selected youth representing the following hard-to-serve categories:

- ⇒ Youth in and aging out of foster care
- ⇒ Youth with disabilities
- ⇒ Pregnant and parenting teens
- ⇒ Older, out-of-school youth
- ⇒ Youth connected to the juvenile justice system

Essential Components of the Pilot include:

- **A State Partnership Team** comprised of agencies that support and influence youth support systems and influence policy regarding youth needs identified in the Pilot process
- **A Case Manager Liaison** to facilitate and support the Collaborative Case Management process and act as a liaison between the Case Managers and the RI State Teams
- **A data-driven framework** for case conferencing sessions supported by the Case Manager Liaison
- **A Case Manager Partnership** with representatives from various state/local organizations that come together to present cases to identify effective case plans tailored to meet the diverse needs of youth
- **Case Manager and Case Manager Liaison Training** and on-going coaching, through School and Main Institute (SMI), a nationally recognized non-profit with expertise in youth development and the Federal Shared Youth Vision.
- **Access to a network of peers and high level leadership** (State Team members) for support
- **Access to findings from data driven outcome measures** (i.e. the direct impact of collaborative case management on youth, systems and case managers)
- **Opportunities and incentives for participation** such as stipends, support and recognition from supervisors and State Team members
- **Unified data collection, management and analysis** established by a data group comprised of State Team members

Pilot Results

A data group comprised of State Team members and supported by SMI was created to identify data points and manage the data collection system to help analyze, track and report on data collected by caseworkers. Youth were randomly selected for the pilot and were compared to a control group of youth for the time period. The following represent selected data points for assessing impact of the pilot on the statewide system of services, specific youth outcomes, and outcomes for direct service:

System Outcomes

- Increased access to services/interventions based on partnership collaboration
- Identification of new opportunities, resources and interventions
- Improved rates of participation, retention and successful completion/transition for youth served
- Improved communication, including better data and information sharing across agencies
- Network of skilled front-line youth workers

Youth Outcomes

- Goal Attainment
- Certifications
- Work Experience & Career Exposure
- Improvement in Daily Living Skills/Stability (Engagement, Safety, Motivation, Insight, etc.)
- Self Determination & Self Advocacy

Case Manager Outcomes

- Gain expertise and knowledge of resources
- Develop broader access and network of resources, services and referrals tailored to the youth they work with increasing opportunity for success
- Increased ability to access State Team members who can help clarify or resolve policy barriers
- Increased ability to use data that show the effectiveness of collaborative case management in contributing to the stability and success of the youth served

Key Findings

Based on the data analyzed to date, the pilot group of youth has higher average scores on all post measures than the control group.

- **System Outcome** (*Increased access to services/interventions*): Collaborative Case Management contributed to over 79% of the referrals offered to pilot youth. The increase in referrals during case conferencing sessions represents the impact that a group setting can have on case planning.
- **Youth Outcome** (*Improvement in daily living skills/stability*): Youth in the Pilot group tend to be more engaged than youth in the control group when their pre- and post-assessments of engagement were compared. The data further suggest that the engagement area is the area where the pilot has had the greatest impact on youth.
- **Case Manager Outcome** (*Access to State Team members*): All case managers report that the collaborative case management process has helped them better understand the youth services delivery system and policies that affect their work with youth. Specifically, they have all benefited from access they have to experts/ leaders in the field that can help them resolve issues when they arise. Case Managers also note that this increased knowledge and access is magnified when they share information within their smaller network of practitioners in the field.

Replication Objectives

1. Expand the Pilot model into five regions across Rhode Island and expand participation.
2. Position the Collaborative Case Management model for sustainable integration into each region so that key functions are fully embedded into organizational practice.
3. Create a Collaborative Case Management replication guide or kit (print and online) that regions can use to successfully embed the strategy in their systems of support for at risk youth.
4. Increase positive outcomes for participating youth to include but not necessarily be limited to any of the following areas:
 - participation in secondary and post-secondary education,
 - receiving a HS diploma or equivalency,
 - increased Adult Basic Education skills,
 - gain work readiness skills & credentialing,
 - participation in regular employment, and increased wages.
5. Increase efficiencies across youth support systems (workforce, education, mental health, youth development, juvenile justice, etc.) as participation will increase resources, access and opportunity.

6. Increase knowledge, skills, and abilities of youth workers, case managers, etc. across the state as we expose front line youth workers to cross-agency training and systems of support outside their own current silos.

Methodology

The following highlights fundamental elements to operationalizing the case management replication:

Continue State Team Support

The purpose of the State Team is to support the efforts of regional teams at a senior level as well as promote policies that respond to the needs of youth reported from the regions.

Establish Regional Teams

Regional Teams are a partnership of state agency branches, community based organizations and initiatives that support Collaborative Case Management Teams (CMTs) in their region. Their primary function will be to promote and support the work of CMTs, as well as formalize the connection of local efforts to state agencies and statewide efforts.

Engage A Case Manager Liaison

The Case Manager Liaison coordinates, facilitates and supports the Collaborative Case Management process and acts as a liaison between local, regional and state teams. The Liaison is also a representative in Regional Teams and will take lead in reporting all CMT outcomes and support needs.

Develop Case Management Teams (CMTs)

Case Management Teams are comprised of Case Managers from various state and local organizations that meet together regularly to present cases to their team in order to identify an effective case plan. The development of these teams on a regional and then state level will provide the foundation for a formal network of youth workers.

Utilize a Data Management System

A data management system is necessary to facilitate data collection, organization, management, tracking and analysis in order to have a more accurate and unified representation of youth and system outcomes. The data driven approach tested during the pilot will become a springboard for ongoing strategy and policy development in the field.

Sustainability

We view this replication project as the final phase of funding support for the expansion/replication of the Pilot's evolution. At the conclusion of this phase, we will have in place what regions need to integrate Collaborative Case Management into their youth systems of support in a sustainable way:

- **Five diverse demonstration regions with documented results**
- **A strong core of youth workers, case managers, case workers, etc. who understand the model and who can train others**
- **A strong core of state agency support focused on collaborative case management as an approach to meeting youth needs and organizational objectives in times of diminishing resources and expanding need**

- **A fully road-tested data based approach and other project materials, and**
- **Clear descriptions of the necessary integration of methodology/ideas/approaches**

V. Summary

The value of this work has already shown significant impact. As a result we are proposing a 24-month project to replicate, expand, and begin institutionalizing a collaborative case management system in Rhode Island. This emerging approach will improve our ability to impact youth workforce related goals and objectives – particularly those that are embedded within the current Workforce Investment Act. Targeted areas of impact include but are not limited to: participation in secondary and post-secondary education, receiving a HS diploma or equivalency, increased Adult Basic Education skills, work readiness skills credentialing, participation in employment, and increased wages.

Additionally, and not insignificantly, data from the current pilot reports an increase in personal safety and stability among youth that has been achieved as a result of providers participating in a collaborative case management process. There is also evidence collaborative case management provides more rapid and more efficient referrals to education, vocational training programs and other supportive services while making a connection that helps young people face issues with a set of caring adults behind them.

V. Project Budget

Summary	Year 1	Year 2
State Team/Leads Planning process	50,000	20,000
Training (Case Mgr Liaisons, Case Mgrs)	50,000	40,000
Facilitation of case mgt process	25,000	25,000
Facilitation of quarterly state team dialogues	20,000	20,000
Training/Support TA to Host organizations	30,000	30,000
Operations/management of overall effort	100,000	100,000
Identifying and securing Data information systems	30,000	10,000
Data team support	35,000	35,000
3 rd party evaluation	25,000	25,000
Institutional integration and replication guides	15,000	15,000
Stipends for case Mgr Liaisons	40,000	50,000
Incentive resources for Case Managers (educational stipends, other related incentives)	40,000	40,000
Materials, meeting costs, travel	30,000	30,000
Miscellaneous	25,000	25,000
Publication and dissemination of results	10,000	10,000
Total	525,000	475,000

Item 3

2009 COMPREHENSIVE WORKFORCE TRAINING GRANT PROGRAM

Aidance Skincare & Topical Solutions	\$24,933.00
American Surplus	\$25,487.50
Bank Rhode Island	\$50,000.00
Chemical Company, - The	\$17,075.00
Cyber Communications Inc.	\$9,941.00
Hasbro, Inc	\$36,900.00
IBEW Local 99 Joint Apprenticeship Committee	\$21,435.00
Leadership Rhode Island	\$2,211.50
LFI, Inc	\$27,349.49
Living in Fulfilling Environments Inc.	\$2,535.00
Murdock Webbing Co. Inc	\$26,700.00
New England Pest Control	\$3,782.74
North-Eastern Tree Service, Inc	\$50,000.00
Ocean State Higher Education Administrative Network, Inc	\$13,600.00
Rhodes Pharmaceuticals L.P.	\$20,849.50
Something Fishy, Inc	\$49,621.64
Urologic Specialists Of New England	\$15,914.05

Additional Recommendations \$398,335.42

ITEM 4

Governor's Workforce Board RI

Industry Partnership RFP-Emerging Industries/Green Technologies

1. Rhode Island Green Technology Consortium

Lead: New England Institute of Technology

Proposed partners include: National Grid, The Apeiron Institute for Sustainable Living, Oil Heat Institute of RI, Associated Builders and Contractors of RI, Cranston Arc, Northeast Engineers & Consultants, Inc., Economic Development Corporation, RI Builders Association, Monster Government Solutions, The Lightship Group, Metropolitan Regional Career and Technical Center, RI Green Building Council, RIDE, MY TURN RI, Restivo Heating and Air Conditioning, Waste Management Inc. and Corporation for National Community Service.

Proposal Summary:

Their objective is to, “establish a consortium of private businesses, working in cooperation with public organizations, to define and strategically plan a multifaceted, long term approach to incorporate green technologies emerging industries into the economic, educational, job generation and regulatory future of the State of RI.” To accomplish this, they propose to:

- Define green technology.
- Define which green technologies RI should foster from an economic development perspective.
- Conduct a skill Gap Study in green technology.
- Establish and develop Green Technologies Pathways and Crosswalks for RI Youth and Adults by designing, developing, and implementing green based curricula for educational and training programs statewide.
- Identify and publish a consistently updated list of green technology educational and training activities to attract and upgrade individuals within the industries.
- Design and establish a Green technology Resource Center that meets the needs of RI.
- Develop green technology marketing strategies and materials providing the public with current and valid information concerning jobs, training, and consumer related issues.
- Foster and provide activities and establish strategies o encourage the sharing of green technology information amongst the consortium members and the general public.
- Work with and provide industry wide information to state and local officials in the development of common regulations, ordinances, and standards for RI in the green technology areas,

Amount of Funding Requested: \$149,050.00

Item 5

Governor's Workforce Board – RI

Economic Development Corporation

Workforce Expansion

Grant Proposal Summary Sheet

Name of company: Crimzon Rose International, Inc.

Industry: Jewelry Design

Employees to be hired: 12

Job Titles: 2 Purchasing Agents
1 QC Manager
2 Product Coordinators
1 Traffic Manager
2 Material Handlers
1 Sample Room Coordinator
1 Account Executive
1 Planner/Analyst
1 Designer

Rates of pay: \$10.00 - \$38.46 an hour

Grant Request: \$58,920.30

EDC Staff Recommendation: \$34,760.59

EDC is recommending funding of \$34,760.59 due to the elimination of three highly compensated positions that were included in the company's grant request.

Staff Comments:

Background information:

Crimzon Rose International, Inc. designs, imports and wholesale distributes fashion jewelry. The company acquired another jewelry related company and is moving the operations to RI resulting in increased employment.

Governor's Workforce Board – RI
Economic Development Corporation
Workforce Expansion
Grant Proposal Summary Sheet

Name of company: House of Stainless, Inc. -
d/b/a Scott Brass

Industry: Distributor of copper and brass for
various manufacturing applications

Employees to be hired: 20

Job Titles: 5 Operator Trainees
5 Machine Operator Level I
10 Machine Operator Level II

Rates of pay: \$12.50-\$18 per hour

Grant Request: \$100,000

EDC Staff Recommendation: \$80,000

Staff Comments:

Background information:

House of Stainless, Inc. does re-roll of copper and brass strips for the electronics, jewelry and other manufacturing industries.

Governor's Workforce Board – RI

Economic Development Corporation

Workforce Expansion

Grant Proposal Summary Sheet

Name of company: Pioneer Financial Group, Inc.

Industry: Independent Financial Services Firm

Employees to be hired: 6

Job Titles: 1 Paraplanner
1 Client Support Specialist
4 New Advisor

Rates of pay: \$14-\$22.50 an hour

Grant Request: \$30,000

EDC Staff Recommendation: \$30,000

Staff Comments:

Background information:

Pioneer Financial Group is an independent financial services firm. They recruit, train, and develop financial advisors and service a book of business for Minnesota Life Insurance Company. They work with both individuals and businesses in the local area and throughout the country.