



Board of Directors Meeting

Thursday, April 23, 2009

8:00 - 10:00 a.m.

**RI Department of Labor & Training
1511 Pontiac Avenue, Cranston, RI**

AGENDA

- 1. Welcome and Call to Order – W. McGowan**
- 2. Approve Minutes of 3-12-09** **Vote**
- 3. Chairman's Comments – W. McGowan** **Information**
- 4. Acting Executive Director's Report - John J. O'Hare** **Information**
- 5. Consent Agenda (Items 1- 4)** **Vote**
A board member may request that any item be removed from the consent agenda and moved to the regular agenda
- 6. Industry Partnership Presentation** **Information**
Marguerite McLaughlin, Quality Partners of RI
- 7. Committee Report Updates** **Chairs**
- 8. Old/New Business**
- 9. Adjournment**

NEXT MEETING
Thursday, May 14, 2009
8:00- 10:00 a.m.

April 23, 2009 MEETING CONSENT AGENDA

(Detailed Information Follows as Appropriate)

Items 1- 4

Item 1: Second Day Initiative

At the April 15, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$657, 504 for the Second Day Initiative, a collaborative demonstration project designed to expand the capacity of career and technical education programs to serve out-of-school youth and young adults. This pilot project will prepare them for their first or next level job as part of career pathways within the critical or emerging sectors of construction and information technology.

Item 2: LPN Initiative (Quality Partners)

At the April 15, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$96, 538 for the demonstration project "Creating Alternative LPN Programs". The intent of this project is to develop alternative Licensed Practical Nurse credential programs within Rhode Island's career and technical centers beginning with the Chariho Career and Technical Center.

Item 3: STEM Teacher Externship

At the April 15, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$25,000 to support a science, technology, engineering and mathematics (STEM) Externship program. This program places RI middle and high school STEM teachers in summer work assignments with leading Rhode Island firms. This funding is supplemented by company sponsorships for the externships for the summer of 2009.

Item 4: Pathways to Opportunity

At the April 15, 2009 meeting, Strategic Investments Committee members approved funding in the amount of \$100,000 as part of matching funds required by Pathways to apply for a \$1,000,000 federal grant. This demonstration project seeks to reduce the recidivism rate among those returning to the community in Providence over the next five years.

Item 1: Second Day Initiative

Providence Pathways to Employment:

A Demonstration Project Proposal for Improving the Employment and Earnings Potential of Out-of-School Youth and Young Adults

Project Brief

The Providence/Cranston Workforce Investment Board, the Providence School Department, the Office of Mayor Cicilline, and the Rhode Island Department of Elementary and Secondary Education (Office of Adult and Career and Technical Education) have partnered to develop and implement a pilot initiative designed to considerably expand the capacity of career and technical education programs to serve primarily out-of-school youth and young adults and prepare them for their first or next level job as part of career pathways within the critical or emerging sectors Construction and Information Technology.

What?

- Plan, test, and evaluate adult education programs in construction and information technology that result in stackable certifications and “gateway skill set” development for approximately 250-300 out-of-school youth, young-adult, and adult job seekers

Why?

- Increase the employability and long-term earning potential of at-risk, unskilled young adults through a high quality, rigorous, and relevant employment training programs;
- Through the establishment of a consortium of community-based organizations, state and municipal human service programs, and educational service providers, improve the availability, variety, relevance, and quality of the pathways out of unemployment for under skilled adults

Where?

- The new Providence Career and Technical Academy, a brand-new, state-of-the-art technical education center with integrated academic classes, co-located employment services, and health care services

When?

- 30 months of adult education programming preceded by a 6 month planning phase

Who:

- The City of Providence and the Office of Mayor Cicilline
- The Providence School Department
- The Rhode Island Department of Education, Office of Adult and Technical Education
- The Providence-Cranston Workforce Investment Board

How?

- Create seamless and relevant adult education programs designed to rapidly train young adults with marketable and relevant skills
- \$650,000 for a three year period, including 30 months of implementation

Providence Pathways to Employment

A Demonstration Project Proposal for Improving the Employment and Earnings Potential of Out-of-School Youth and Young Adults

Project Proposal

Project Scope and Design

The City of the Providence, the Providence School Department, the Rhode Island Department of Education, and the Providence-Cranston Workforce Investment Board have partnered to propose an strategically designed demonstration project designed to meet three broad goals:

- **Goal 1:** Increase the employability and long-term earning potential of at-risk, unskilled young adults through a high quality, rigorous, and relevant employment training programs;
- **Goal 2:** Create a strategic blend of adult education coursework that address both “gateway skills’ and deep training that yields industry-recognized, stackable certification in regional growth sectors; and
- **Goal 3:** Create a strategic consortium of community-based organizations, state and municipal human service programs, and educational service providers committed to improving the availability, variety, relevance, and quality of the pathways out of unemployment for at-risk adults.

The “Providence Pathways to Employment” is a 36-month demonstration project that will focus on the creation of a durable adult education network designed to coordinate, leverage, and maximize state, municipal and community-based resources. During the 36 month period, the system will be built and tested in two critical employment growth sectors: **(1) construction and green technology**, and **(2) information technology and computer literacy**.

The adult education courses will target primarily high school dropouts and under skilled young adults in the 17-24 year age range.¹ During the demonstration project, the training provided to this target audience will fall into two distinct categories, both designed to increase the employability and earning potential of participants:

- (1) **Short-term adult education modules** designed to train participants in “gateway” skills such as contextualized ESL, basic computer literacy, and
- (2) **Longer-term, certificate-bearing programs**, such as OSHA training for safety directors, foremen, and field supervisors, commercial and residential weatherization certifications, and Microsoft Office Specialist certification.

The Providence Pathways to Employment Project will be broken into three distinct phases: (1) Planning Phase, (2) Beta-Testing Phase, and (3) Pilot Phase.

¹ Though this program focuses on young adults, a limited number of older adults in need of training or retraining will be served.

Providence Pathways to Employment Project Implementation			
<i>Project Phase</i>	<i>Key Activities</i>	<i>Long-Term Priority</i>	<i>Project Deliverable</i>
Planning: 6 months	Identification of adult education courses and curriculum aligned to industry and workplace readiness standards	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Staffing: project coordinator, adult educators, and evaluator	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Participant recruitment	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Planning for creation of new municipal consortium of adult education, colleges and universities (e.g. CCRI) poverty reduction, and job training organizations (e.g. Youth Centers)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Beta Testing: 12 months	Development of a prototype of a client-focused system that emphasizes recruitment, retention, advancement, and job placement of participants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Establishment of an adult education consortium and begin regular meeting structure	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Provide rigorous, relevant, industry-recognized training to approximately 100 adults in the areas of IT and construction	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Begin to strike partnerships with other adult education programs to create explicit, accessible, and relevant training pathways for participants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Coordinate with administrators of adult education and employment training funds to create seamless and sufficient funding agreements	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pilot Phase: 18 months	Expand adult education program to serve an additional 200 adults through certificate-bearing coursework	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Coordinate with adult education consortium to identify appropriate organization(s) to take over long-term management of program	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Exploration of topical expansion of coursework to respond to employment growth sectors	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Expansion and deepening of articulation and coordination agreements with certificate/degree-earning adult education and training providers	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Completion of project evaluation	<input type="checkbox"/>	<input checked="" type="checkbox"/>

The Facility

During the demonstration project, all adult education classes will be provided in the Providence Career and Technical Academy (PCTA). PCTA is a brand-new, state-of-the-art career and technical education center. PCTA will be the region's finest physical plant, designed to provide integrated academic and technical instruction in the areas of (1) general construction, (2) HVAC, (3) electrical, (4) plumbing and pipefitting, (5) carpentry, (6) culinary, (7) cosmetology, (8) automotive, and (9) graphic communications.

PCTA boasts the following amenities:

- (1) Wireless academic classrooms, technical laboratories, and related theory classrooms, all equipped with ceiling-mounted LCD projector, interactive boards, and wireless voice amplification;
- (2) Three computer labs, including a graphic communications lab equipped with professional-grade hardware and software;
- (3) Comprehensive technical labs, all fully equipped with state-of-the-art equipment reflective of industry standards.

From its physical and conceptual roots, PCTA was designed to serve a broad educational clientele. The building includes co-located adult employment services and a health clinic. In addition, the physical layout has separate entrances and security features that allow for safe, simultaneous use by both adults and children.

The Partnership

The City of Providence, the Providence School Department, the Providence-Cranston Workforce Investment Board, and the Rhode Island Department of Education are all active partners in the proposed demonstration project. Project partner roles include the following:

- (1) *Providence School Department*: Lead applicant and provider of the physical space for all adult education coursework in technical settings and academic settings
- (2) *The City of Providence*: Core partner, governmental leader and engine behind the complimentary municipal poverty-abatement initiatives: "Pathways to Opportunities"
- (3) *The Rhode Island Department of Education*: core programmatic and funding partner and technical assistance provider in designing and sustaining adult education programming
- (4) *The Providence-Cranston Workforce Investment Board*: Core partner committed to aiding in identification of high-need training areas and identifying funding that can lead to long-term sustainability

Working closely with current and future Industry Partnerships supported by the Governor's Workforce Board Rhode Island, this interagency collaboration will engage industry leaders at all levels of the system. The proposal also begins to implement the sectoral training approach currently being advanced by Mayor Cicilline's *Pathways to Opportunities* work group. This project creates an unprecedented level of alignment and collaboration between the employment and training and education systems, and industry supported by policy makers at the local, regional, and state levels. Finally, the diverse partnership committed to this proposal is likely to contribute to statewide efficiency initiatives by the administration aimed at increasing the returns to existing infrastructures by optimizing utilization and creating opportunities for cost sharing and revenue generation.

Cost

The total request associated with this proposal is \$650,000 and can be estimated as a function of the three project phases.

Planning Phase: Approximately \$100,000, primarily associated with staffing, recruitment, and start-up expenses

Beta-Testing Phase (training for approximately 100 adults): Approximately \$250,000, primarily associated with staffing, compensation for adult educators, instructional materials and testing fees, program support

Pilot Phase (training for approximately 200 adults): Approximately \$300,000, primarily associated with staffing, compensation for adult educators, instructional materials and testing fees, program support, and evaluation

Sustainability

The Pathways Program is designed for long-term sustainability. The initial costs of project design and start-up will be grant funded. However, years 2 and 3 will focus on both administrative and financial sustainability.

Administrative Sustainability

The Pathways Program will build an adult education consortium with the support of state, municipal, and community organizations. Ultimately, this consortium or a subset thereof will take over long-term management of the Pathways Program. This transition will be managed to ensure both that the Providence School Department is able to continue to focus on young adults and that the consortia members can expand the program to more thoroughly address the needs of incumbent workforce training retraining.

Financial Sustainability

The Pathways Project will focus on utilizing the consortium of adult education providers and industry leaders to identify a durable and diverse revenue stream, which may include vouchers, fee for services, employer education benefits/tuition reimbursements, state aid, adult career and technical education funding. In addition, the City of Providence and the Providence School Department will evaluate the effectiveness of the program services for young adults and may agree to fund an array of services beyond the grant term.

Case Studies

The following three service snapshots illustrate the types of clients and array of service envisioned through Providence's Pathways to Employment Demonstration Project.

Client 1: John

John, 23-year old Providence high school dropout with a GED, enrolls in the OSHA certification program during the pilot phase of program implementation (Year 3). His registration includes a \$75 fee, which serves as a gesture of his commitment to the 200-hour certification program. He completes the OSHA certification program, which includes training in both the classrooms and the technical lab. After successfully passing the OSHA 30 hour certification exam, he receives both OSHA certificate and an entry-level set of basic journeymen tools. John's ongoing education needs and job-seeking efforts are supported by the Pathway's network of potential employers and other adult education providers and the on-site employment services co-located at PCTA.

Client 2: Maria

Maria, a 42 year old with a high school diploma, enrolls in "Basic Computer Use in Office Settings" course in the beta-testing phase of implementation. "Basic Computer Use in the Office" is a low-intensity 30-hour class that is designed to teach the basic "gateway" skills that are necessary for employment in office settings. After completing the course and receiving a certificate of completion, Maria begins job seeking with the support of the Pathways Program and, at the same time, enrolls in "ESL for Office Settings". Maria now has the opportunity to continue seeking employment, enrolling in the Pathways Program-subsidized Microsoft Office Specialist Certification program, or both.

Client 3: Jose

Jose, a 17-year-old current Providence student, attempted to enroll in the construction program at PCTA but was not selected through the student lottery system. John is an unengaged student in a traditional academic setting and showing many of the early warning signs of dropping out: high levels of absenteeism and tardiness, falling grades, and behavioral referrals. John learns that he can enroll in the OSHA certification program during evening hours and potentially enroll in PCTA with advanced standing. He takes and completes the 200-hour course, receives his entry-level journeyman tool set, and is able to enroll in PCTA as junior. Jose both avoided likely high school dropout and graduated from high school with industry-recognized certification in construction and advanced standing in an array of apprentice-ship programs.

Adult Education Grant: 2009 - 2012

Item Request	Cost Justification and Cost Basis	Grant funds			
		Year 1	Year 2	Year 3	Total
Staff		\$50,000	\$52,000	\$54,000	\$156,000
Project Coordinator	Project coordinator	\$50,000	\$52,000	\$54,000	\$156,000
Fringe		\$15,000	\$15,600	\$16,200	\$46,800
Project Coordinator	Full fringe on project coordinator	\$15,000	\$15,600	\$16,200	\$46,800
Consultants/Purchased Services		\$66,500	\$106,500	\$173,500	\$346,500
Clerical support	School department reimbursement for after-hours administrative support	\$12,000	\$15,000	\$20,000	\$47,000
Administrative support	School department reimbursement for after-hour supervision of certified administrators	\$5,000	\$10,000	\$15,000	\$30,000
Consulting Services	Expertise in design, plan, and implementation and delivery of specialized support	\$7,500	\$7,500	\$7,500	\$22,500
Adult Ed Instructor Training	Year 1: 2 classes @ \$5,000 per class, Year 2, 4 classes @ \$5,000 per class, Year 3: 6 classes @\$5,000 per class	\$12,000	\$22,000	\$36,000	\$70,000
Contracting with Adult Ed Consortium	Contract with adult education consortium to incrementally take over ownership of project	\$0	\$10,000	\$40,000	\$50,000
Testing Fees	Adult certification fees: OSSHA certification and MOS certification	\$5,000	\$7,000	\$10,000	\$22,000
Program evaluation	Three year interim feedback and evaluation contract	\$10,000	\$15,000	\$20,000	\$45,000
Facilities rental & maintenance	School Department rental/maintenance fees	\$15,000	\$20,000	\$25,000	\$60,000
Supplies and Materials		\$12,000	\$23,000	\$31,000	\$66,000

Program supplies	Administrative supplies necessary for program administration	\$5,000	\$10,000.00	\$10,000.00	\$25,000
Construction instructional supplies	Construction materials: Textbooks and necessary instructional tools: \$200 per participant	\$5,000	\$9,000	\$15,000	\$29,000
IT instructional supplies	IT materials: \$100 per student	\$2,000	\$4,000.00	\$6,000.00	\$12,000
Travel		\$3,000	\$3,000	\$3,000	\$9,000
Project coordination	Travel to appropriate conferences, etc	\$3,000.00	\$3,000.00	\$3,000.00	\$9,000.00
Equipment		\$5,000	\$1,000	\$1,000	\$7,000
Computer	Computer and peripherals for project coordinator and instructor use	\$5,000.00	\$1,000.00	\$1,000.00	\$7,000.00
Subtotal		\$151,500	\$201,100	\$278,700	\$631,300
	<i>Indirect/Admin Overhead: 4%</i>	\$6,060.00	\$8,044.00	\$11,148.00	\$25,252.00
TOTAL		\$157,560	\$209,144	\$289,848	\$656,552

Item 2: LPN Initiative (Quality Partners)

PREPARED FOR THE GERNOR'S WORKFORCE BOARD

Industry Partnership for Health Care

Creating Alternative LPN Programs:
a demonstration project with career and
technical centers



235 Promenade Street, Suite 500, Box 18

Providence, RI 02908

401-528-3200

www.riqualitypartners.org

03/31/2009

NAME/TITLE OF THE PROJECT: Industry Partnership-Creating Alternative LPN Programs

SUBMITTED BY (NAME/AGENCY): Quality Partners of Rhode Island

ADDRESS: 235 Promenade Street suite 500, Box 18 Providence, RI 02908

Licensed Practical Nurses serve a valuable role especially in nursing homes around the state. The need for this position will only grow over the next ten years with the need for approximately 850 positions to be filled. In consideration of the facts that there is no formally designated LPN program in the state and to meet the need for workers, Rhode Island must create a designated program of study to supply LPN's to the industry. Career and technical centers are ideally positioned to meet this training need.

CONTACT PERSON: Marguerite M. McLaughlin PHONE: 401-528-3259

PARTNERS: Industry Partnership for Healthcare-LTC:

Industry: *Quality Partners of Rhode Island, Rhode Island Health Care Association, Rhode Island Association of Facilities and Services for the Aging, CareLink , Hospital Association of RI*
Employment: *RI Department of Labor & Training, RI Dept. of Education, Rhode Island nursing home administrators, RI State Workforce Investment Office, Workforce Partnership of Greater RI, Inc.*

Education: *Chariho Career & Technical Center, RI Area Health Education Center Program, Community College of RI, University of Rhode Island, The Genesis Center, Health Care Learning Network, Prairie Avenue Revitalization Initiative (South Providence Adult and Career Education Center)*

Other Stakeholders

Health Care Learning Network, Prairie Avenue Revitalization Initiative (South Providence Adult and Career Education Center), Progreso Latino, Dorcas Place, United Way

AMOUNT REQUESTED: \$96,538.

I. PROBLEM/OPPORTUNITY

The Industry Partnership for Workforce Development Skills Gap Study written by Quality Partners of Rhode Island released in February of 2007 identified the need for an LPN training-career path in combating Rhode Island's nursing home workforce crisis. It is expected that health care settings will need to fill 850 licensed practical nurse job openings during the ten-year projection period. These openings will result from the growing demand for workers as well as the need to replace those who leave the occupation.

II. BRIEF DESCRIPTION OF PROJECT AND STATEMENT OF PURPOSE

To offset this disparity, it is the intention of the Industry Partnership to develop alternative Licensed Practical Nurse credential programs within Rhode Island's career and technical centers beginning with Chariho Career and Technical Center. The program will align with the standards set forth by the Rhode Island Department of Health:

<http://www.mhrh.ri.gov/esh/pdf/RulesAnd%20RegsFor%20Nurses.pdf>

Included in this project is an LPN preparatory program that enhances student's math and science skills and develops computer skills to respond to the growing technical needs of demanding healthcare jobs. The partnership with Healthcare Learning Network will provide these necessary pieces that will support these students.

III. OBJECTIVES

To achieve this The Industry Partnership will:

- Provide support, expertise and consulting to develop the Letter of Intent to the Rhode Island Health Department
- Solicit nursing homes for Letters of Support
- Research avenues for initial funding
- Serve as advisory group for eighteen months following the start of the first class
- Assure the Health Department standards are met and sustained

IV. WHAT OTHER GROUPS OR AGENCIES ARE ADDRESSING THIS NEED OR OPPORTUNITY AND HOW DO YOU DIFFER FROM WHAT THEY DO?

Currently, the Community College of Rhode Island (CCRI) is the only Rhode Island institution offering an LPN credential. Students who want an LPN credential must enroll in the course of study for a Registered Nursing degree. As such, the administration and design of the program results in a matriculation time of three years or more. A distinct LPN program offering a faster matriculation process would help to abate the problem of too few LPNs in Rhode Island's long term care settings and support a visible career path for those who, due to financial and educational limitations, might otherwise not have had the opportunity to receive this advanced licensing.

This program would specifically serve the needs of those desiring to advance their career and to become an LPN. The time frame would be shorter and the curriculum would be tailored to provide industry and occupational specific curriculum.

IV. AFFECTS/SERVES:

It is anticipated that this program will initially serve adult students who have experience in long term care and/or currently participate in CHUM literacy programs. The population to be served reflects those who would significantly benefit by an increase in income and whose aspiration to advance is seen in their work and actions.

In addition, students who have been part of the health occupations pathway at the CTC would be given an opportunity to apply for LPN slots.

VI. GEOGRAPHIC AREAS SERVED

The intended area of service is the state of Rhode Island. Currently, many students travel to nearby Massachusetts for this training. The first site developed will be

1.

Chariho Career & Technical Center, 459 Switch Road Wood River Junction, Rhode Island 02894, (401) 364-6869

followed by

2. William M. Davies, Jr. Career and Technical High School, 50 Jenckes Hill Road, Lincoln, RI 02865, 401-728-1500 Fax: 401-728-8910

followed by other interested, qualified parties.

VI. EXPECTED OUTCOMES

It is anticipated that:

- 20 students will be initially enrolled per class
- Students will be connected and work in association with a nursing home, assisted living or home health agency.
- The program will have an 85% success rate with students achieving a grade of 80 or higher.
- 80% will pass their National Counsel Licensing Examination for Practical Nurses (NCLEX-PN)
- 87% of students will graduate and become employed as LPNs.
- Evaluation of student satisfaction will rate good to excellent
- Five of the students will continue on to advanced healthcare occupations within three years.
- The LPN demonstration project will become self sufficient within eighteen months from its inception.

XIII. SUMMARY

Developing this program offers the state of a Rhode Island a great opportunity to capitalize on its rich wealth of resources found within our career and technical centers; continues to more fully operationalize a visible and sustainable career ladder for healthcare and helps alleviate a critical workforce shortage. This innovative strategy can enhance the lives of many workers as well by providing an opportunity for career advancement. With remedial supports to help learners succeed it is sure to build the confidence levels of learners who have been shy to respond to educational opportunities. Once having succeeded in this program it is anticipated that students will have gained the necessary skills and confidence to go on to associate and baccalaureate nursing programs as well enjoy status as a life-long learner.

Item 3: STEM Teacher Externship



RHODE ISLAND **Economic Development** CORPORATION

Nancy J. Olson
Acting Chief
Governor's Workforce Board RI
1511 Pontiac Avenue
Cranston, RI 02920

March 25th, 2009

Subject: STEM Teacher Externship Funding

Dear Nancy,

Rhode Island's workforce pipeline begins in our K-12 schools. To prepare ALL of our children for the high-wage high-skill jobs that will dominate our future economy we must spark student interest in careers that require academic preparation and interest in science, technology engineering and mathematics (STEM). Teachers are second only to parents in influencing student career awareness and interest, yet many of our best teachers have never applied their STEM knowledge to the challenges of 21st century industries. The Teacher Externship program offers that opportunity to Rhode Island middle and high school STEM teachers.

In the summer of 2008, the Rhode Island Economic Development Corporation (RIEDC) piloted a program to place STEM teachers in summer work assignments with leading Rhode Island firms. The success of this program was noted in an article and editorial published in the Providence Business news (Aug. 18-24, 2008). Subsequently, many additional companies expressed interest in sponsoring teachers in externships for the summer of 2009. Despite the current economic challenges, company leaders continue to express support for this program; however, they are mindful of limiting every discretionary expense.

Companies and organizations that sponsor externships provide significant value to teachers through the mentored work experience. They also agree to pay the teacher a weekly wage of \$800, benchmarked as appropriate for an entry level STEM professional. In the current environment this level of financial support is proving to be a challenge for some, especially smaller, companies. This unique investment by Rhode Island companies, acting as partners in STEM education, should not be attenuated by the current economic conditions.

Therefore, I respectfully submit the following proposal to the Governor’s Workforce Board for \$25,000 in funding to supplement company sponsorship of STEM teacher externships for the summer of 2009.

Proposal:

Company sponsors are currently asked to pay teachers sponsored in a summer externship a salary of \$800/week, this salary is benchmarked as commensurate with the gross compensation of an entry level STEM professional.

To reflect the current economic challenges and to acknowledge the shared benefits of this program, I request funding from the Governor’s Workforce Board (GWFB) to reduce this commitment by the sponsor company to \$500/week (\$300 in supplemental funding provided by the GWFB). Further, I will ask the sponsored teachers to accept a \$100/week reduction in their proposed compensation, thus reducing the request to our company sponsors by 50% to \$400/week.

Currently, I have nineteen (19) teachers who are candidates for placement. Based on prior experience, I would project that 12-15 placements may be possible (based on the match of education and skills to company need). The average placement will be six weeks. Therefore, the funding requirement is:

Number of teacher placements	12-15
Average externship duration	6 weeks
Supplemental funding	\$300/week

Funding range	\$21,600 - \$27,000

Requested funding: \$25,000

Sincerely,

David Cedrone
PK-16 STEM Education
Program Manager – Project Making the Grade

Item 4: City of Providence Prisoner Re-entry



**Providence Re-Entry Initiative
Second Chance Act Federal Application
Transitional Jobs Demonstration Project**

April 15, 2009

A Proposal to Reduce Recidivism Among Ex-Offenders Returning to Targeted Providence Neighborhoods through Transitional Jobs Programming.

A. Project Brief

The City of Providence is currently seeking \$100,000 in resources from the Governor's Workforce Board to launch and pilot a Transitional Jobs program within its proposed Second Chance Act (SCA) demonstration. Mayor Cicilline's Providence Re-Entry Initiative Steering Committee (PRI)² has developed a set of recommendations designed to reduce the rate of recidivism among those returning to the City of Providence from prison. As part of its plan, the PRI is currently pursuing \$500,000 in Federal Second Chance Act (SCA) funding and, as required by the proposal, \$500,000 in local cash and in-kind match to implement a comprehensive \$1 million demonstration project. If our federal proposal is successful, there is a strong likelihood of an additional two years of Federal funding, which could, over the three years of the demonstration, amount to over \$1.5 million in new Federal resources and \$1.5 million in local cash and in-kind matching resources to address the challenge of reducing recidivism in the City of Providence.

The demonstration seeks to achieve a 50% reduction of the current three year recidivism rate of 62% among those returning to targeted City of Providence neighborhoods from Prison over the next five years. The establishment of a Transitional Jobs component is critical to the design of the overall demonstration, and could serve as a model for other RI communities attempting to reduce recidivism or serve other hard to serve populations such as long term TANF recipients, foster children aging out of the system, or at risk youth.

² See Attachment 1

1. What?

The Providence Re-Entry Initiative's SCA proposal seeks to implement a number of activities required to decrease recidivism among a cohort of 125 ex offenders returning to selected City of Providence neighborhoods. Critical elements contained within the SCA demonstration include piloting a community based discharge planning/case management system, improved access to a continuum of housing opportunities, a "barrier buster" emergency fund, a public housing based family reunification effort, and perhaps most importantly, piloting a Transitional Jobs program.

Transitional Jobs are wage-paid, time-limited employment opportunities that combine real work, skill development and supportive services to rapidly and successfully transition persons into the labor market. Within the Transitional Jobs component of the demonstration, we intend to serve approximately 50 individuals and will leverage discharge planning, community based case management, housing, and other services through the larger SCA demonstration project.

2. Why?

According to RIDOC data, approximately 50% of prisoners leaving medium security facilities require assistance with job training and placement. Many of these individuals are not adequately prepared to immediately obtain employment, and returning prisoners regularly cite lack of employment opportunities as a major impediment to their successful reintegration to the community.

Nationally, over 89% of people who violate probation or parole are unemployed at the time of the violation and the unemployment rate of ex prisoners 1 year post release is 60%. Evidence is emerging that Transitional Jobs programs may be one of the most effective employment strategies for the ex offender population, and have the potential to substantially reduce recidivism among program participants. CEO, a model Transitional Jobs program in New York serving ex offenders, achieves a placement rate into unsubsidized employment of 65% and a 1 year retention rate of 60%. According to initial results from a rigorous MDRC assessment, CEO has reduced recidivism among its participants by almost 50% when compared to the general re-entering population and has provided the State of NY \$9.5 million in savings based on an initial investment of \$2.4 million, returning almost \$4 for every \$1 invested.

3. Where?

Approximately 50 participants out of an overall cohort of 125 individuals will be provided Transitional Jobs services as part of the Transitional Jobs demonstration. Participants must have designated their residence as being within Police District 2 (Upper and Lower South Providence and Elmwood) District 5 (Olneyville, Hartford and Silverlake) and District 7 (Smith Hill and Wanskuck). These communities experience among the highest rates of returning ex-offenders in the City, and have existing community based policing and probation and parole infrastructure that will facilitate program implementation. To view a map setting out the distribution of returning ex-offenders by neighborhood, please refer to Attachment 2.

4. When?

Planning will commence during the summer with implementation late in the first quarter of 2010.

5. Who?

Leading partners in this effort will include the City of Providence, the Providence-Cranston Workforce Solutions, the Department of Labor and Training, the United Way of Rhode Island, the Department of Corrections, and other members of the Providence Re-Entry Steering Committee. This grant represents an important opportunity for the City of Providence and Workforce Solutions to work together to pilot and learn from this transitional jobs effort, and to leverage job placement services through Workforce Solutions and Network RI.

6. How?

Providers will be solicited by the City of Providence in collaboration with Workforce Solutions, the Providence Re-Entry Steering Committee and our co-funders, including Making Connections Providence and the United Way of Rhode Island. The City of Providence will leverage \$100,000 in Governor's Workforce Board resources to match \$25,000 in United Way of Rhode Island funds, \$25,000 in City of Providence resources, \$75,000 in Making Connections Providence funds, and \$50,000 in SCA resources for a total Transitional Jobs budget of \$275,000. The City of Providence, along with our co-investors and PRI members will develop a detailed RFP and solicit for a Transitional Jobs program provider, who will be contracted to provide services to 50 members of the targeted 125 member cohort. The provider will be required to work closely with Workforce Solutions to ensure that Transitional Jobs related resources are integrated with, and leveraging, relevant state and federal employment training resources.

Successful bidders will manage the development and implementation of the Transitional Jobs program through the designated contract period. The successful respondent must develop and implement a Transitional Jobs program that adheres to the program design elements set out in the Program Description below and developed by the National Transitional Jobs Network.

This demonstration will be highly coordinated with other Second Chance Act services, including a pilot community based discharge planning/case management system that will employ case managers to work with program participants inside the prison and offer support one year following release.

B. Project Proposal

1. Introduction

To transition into productive workers, succeed in our region's labor market, and become productive members of their neighborhoods, former prisoners require comprehensive case management and support services, meaningful work-place experience, and opportunities to learn and re-learn work behavior and necessary work-place skills.

Transitional Jobs (TJ) is a workforce strategy that combines wage-paid real work, supportive services, skill development and case management to rapidly and successfully transition people into the labor market. Transitional Jobs programs include:

- Orientation and assessment
- Life skills classes
- Subsidized Transitional Job work slots which pay participants wages equal to or above the federal or state minimum wage (whichever is higher)
- Employment-focused case management to support participants and to resolve barriers to longer-term employment
- Unsubsidized job development and placement
- Post placement retention services.

Mayor Cicilline's Providence Re-Entry Initiative, through its Employment Subcommittee led by Mr. Bob Ricci from the Providence-Cranston Workforce Investment Board and Mr. Bert Cooper, Director of Mayor Cicilline's Pathways to Opportunity initiative recommended implementation of a Transitional Jobs program as a priority strategy to reduce recidivism and improve employment outcomes among formerly incarcerated individuals returning to the City of Providence. As part of this process, the subcommittee, through an Annie E. Casey Foundation grant, was provided technical assistance by the National Transitional Jobs Network to help research best practices and program models. The results of this assistance are reflected in this proposal.

Generally, TJ programs work with individuals to experientially address their particular employment challenges, while the individual is working and earning a paycheck. For former prisoners, Transitional Jobs programs:

- Increase stability during the immediate transition from incarceration into the community by linking individuals with experiential, wage-paid, real work that assists in meeting their needs;
- Foster a positive routine, build confidence through success on the job, and offer realistic hope for moving into permanent employment;
- Allow time to get reestablished as a productive member of the labor market while building a current work history;
- Provide opportunities to prove and improve upon key facets of employability;
- Provide intensive supportive services, that allow for relationship building and management and reduction of barriers to employment; and
- Offer linkages to important community supports such as housing, substance abuse treatment, family counseling, etc.

2. Required Program Elements

The Providence Re-Entry Initiative's Second Chance Act demonstration requires the development of a Transitional Jobs program that will work in close coordination with other elements of the demonstration, including long term case management provided both inside and outside of the prison, supportive housing, family reunification, mentorship programs, and access to substance abuse and mental health treatment.

While all Transitional Jobs Programs vary to some degree, we anticipate that the Providence Re-Entry Initiative would require our selected contractor to provide the following elements:

Alignment with Industry Partnerships and Growth Sectors: As part of the solicitation process, the Providence Re-Entry Initiative will require close work with the employer community and alignment of the Transitional Jobs program with existing industry based partnerships currently being developed and implemented by the Governor’s Workforce Board, with likely sectors being Construction (Building Futures-The Providence Plan) and/or Green (TBD), both of which align with the City of Providence’s current investments and plans. The alignment of this Transitional Jobs demonstration to existing industry partnership work creates the opportunity to “on ramp” lower skilled, ex-offenders into growth sectors in the State and would leverage existing investments, infrastructure and relationships.

Recruitment & Referral: All eligible transitional jobs participants will be referred from Providence Re-Entry Funded case managers, who will be developing and executing individual discharge plans with the participant as they prepare for release. The demonstration will target males 18 to 64 who have been assessed as having a moderate or high likelihood of recidivating, and are returning to Providence Police Districts 2,5, and 7.

Orientation & Assessment: The provider must institute program services that begin with an initial screening and a review of program requirements. The provider must review program goals and expectations of both the program and participants with participants and document this in the participant files. In addition, the provider must assess participants in the areas of academic skills, vocational skill development, employment experience and vocational goals and interests. Provider(s) must use the assessment to assist the participants in their development of both short-term employment goals and long-term career planning.

Life Skills & Job Readiness: The provider must institute program services that include no fewer than five days consecutively at the beginning of the program for life skill classes and activities focusing on skills needed to succeed in the transitional job as well as resolving challenges at work. Additional classes, equaling no fewer than 10 days throughout the course of the program should also be implemented. These classes do not need to be implemented consecutively. These short-term, peer-to-peer classes shall address at minimum, soft job skills, family support issues, and personal barriers. Classes shall address anger management, stress reduction, conflict resolution, and other life skills to support the work of the employment-focused case management (see below). Additionally, classes should include writing a resume, filling out an employment application, how to interview and conduct a job search, learning real wage expectations, learning how to dress on the job, displaying appropriate workplace behaviors, developing financial literacy, and engaging in career planning. Classes should be flexible enough to allow for off-site interviewing and to address other requirements of parole.

Transitional Job Placements: The provider must identify and create Transitional Job slots that are short-term employment opportunities, either through their own organization, or in non profits, governmental agencies, or for-profit employers. ‘TJ employers’ must agree to participate in the program, identify meaningful job slots, assign a mentor on the job, and agree to have the mentor report to the case manager on work performance and any workplace issues. However, the Provider is the employer of record - that is they prepare, place and pay the wages of the program participant. Once the provider places participants with an identified Transitional Job slot in the community, participants shall engage in the transitional job for no fewer than 20 and no more than 32 hours per week. Participants shall remain in the transitional job on average for 90 days but no fewer than 60 days. Participants shall be paid no less than minimum wage.

Employment-Focused Case Management: The provider will assign at least one case manager to each participant. This case manager will provide employment counseling, arrange for supportive services and monitor participant progress toward the obtainment of permanent employment. Providers shall:

- Provide ongoing employment counseling during job readiness training, and the Transitional Job assignment;
- Evaluate and review weekly performance on the job;
- Conduct weekly planning with participants to improve workplace success, support continual development of basic employment skills and integration of education and training with the work experience;
- Monitor participation in job search and interviewing with job leads;
- Provide transportation assistance;
- Make linkages to other supports to gain unsubsidized employment while in a transitional job;
- Coordinate with the Providence Re-Entry Case Manager and other service providers throughout the community as necessary to meet the needs of each participant.

Unsubsidized Job Placement & Post Placement Support: The provider must institute permanent job placement services that link and place participants in unsubsidized jobs within the community upon completion of the Transitional Job. Job placements may be with non-profit, government, or for-profit employers. Provider(s) must institute program services that monitor participants and provide retention services for no fewer than six months following unsubsidized job placement. As part of their job development activities, the provider will inform potential employers of the availability of the Work Opportunity Tax Credit and the Fidelity Bonding Program.

Data Collection and Evaluation Activities: To ensure proper program monitoring and evaluation, the Provider will be required to collect the following data while under contract with the Providence Re-Entry Initiative:

- Number of persons referred or recruited
- Number of program starters
- Number of terminations
- Termination Summary Reports
- Number of participants placed into transitional jobs
- Number of participants who complete the transitional work phase

- Number of participants who enter unsubsidized employment
- Wages at entry to unsubsidized employment
- Hours per week at unsubsidized job placement
- Unsubsidized employment status at 60, 90, and 180 days post placement
- Number of participants who recidivate at 60, 90, 180 days post placement
- Number of participants linked to other service providers
- Number of participants linked to faith-based mentoring partners
- Monthly data collection reports detailing all services provided to participants
- Bi-weekly progress reports to parole agent

The Provider will be required to coordinate with local evaluators working to document and measure the impact of both the larger SCA demonstration and its Transitional Jobs component. The Department of Justice is also reviewing their plans to evaluate its SCA demonstration sites and is requiring that all sites cooperate and participate in future evaluation efforts.

3. The Partnership

The City of Providence, through its Pathways to Opportunity Office will be the lead partner in the Second Chance Act proposal effort and will work in close partnership with the Providence-Cranston Workforce Solutions to lead and manage the Transitional Jobs element of the Demonstration.

Other partners will include The Department of Labor and Training, the United Way of Rhode Island, the Department of Corrections, and other members of the Providence Re-Entry Steering Committee. Finally, we would seek to include representatives from relevant GWB industry partnerships as we will attempt to align this work with relevant sectors: likely Construction (Building Futures-The Providence Plan) and Green (To be Determined). A full list of Providence Re-Entry Steering Committee members is listed in Attachment #1.

4. Cost of the Project

The following budget reflects the potential costs associated with a Transitional Jobs program that would serve 50 people over the course of a year while providing a full range of supports over a 3 month transitional job placement.

<i>Model Transitional Jobs Program Budget</i>		
<i>Item</i>	<i>Cost Justification</i>	<i>Amount</i>
Personnel		
Trainer	.5 FTE @ \$35K per year	17500
.5 Job Developer	.5 FTE @ \$45K per year	22500
.5 Case Manager	.5 FTE @ 35K per year	17500
<i>Subtotal</i>		57500
Fringe (28%)	Assume 28% of Personnel	16100
<i>Subtotal Fringe</i>		16100
<i>Total Personnel and Fringe</i>		73600
Office Expenses	Assume 10% of Personnel	7360
Occupancy	Assume 10% of Personnel	7360
	Assume minimum wage at 32hrs/wk for 12 weeks	
TJ Wages		142080
Support	\$425 per person for 50 Participants	21250
<i>Subtotal</i>		251650
Indirect	@ 9%	22648.5
Total Cost		\$274,298.50

5. Leverage

As indicated above, a \$100,000 GWIB investment to support a Transitional Jobs pilot as part of our Second Chance Act proposal would directly leverage the following *cash* resources specifically for the Transitional Jobs Demonstration:

<i>Leveraged Transitional Jobs Related Resources</i>		
<i>Source</i>	<i>Status</i>	<i>Amount</i>
Annie E. Casey Foundation (T.A)	Committed	\$3500
Making Connections Providence	Committed as SCA Match	\$75000
United Way of Rhode Island	Committed as SCA Match	\$25000
City of Providence	Committed as SCA Match	\$25000
Federal Second Chance Act	Proposal to be Submitted 4/16	\$50,000
Total Direct Leverage		\$178,500

It is important to note that a \$100,000 GWB investment in Transitional Jobs would complete our efforts to raise \$250,000 in non federal cash match for our 2009 SCA Proposal, and would enable us to submit a full \$500,000 request for the larger SCA demonstration. This investment from the Governor's Workforce Board would play a *critical* role in assisting us to apply for a full \$500,000 federal grant in 2009 for the larger SCA demonstration, which includes community based case management, transitional housing, improved service coordination, evaluation, etc.

Total GWB Second Chance Act Leverage: 2009 SCA Proposal

Type of Resource	Sources	Amount
Local Cash Match	City of Providence, United Way of Rhode Island, Annie E. Casey Foundation/Making Connections Providence	\$150,000
Local In-Kind Match	Department of Corrections, City of Providence	\$250,000
Second Chance Act Grant	U.S. Department of Justice	\$500,000
Total GWB 2009 Leverage		\$900,000

If our Federal proposal is successful, there is a very strong likelihood of an additional two years of funding following the initial 12 month grant, which could mean a 3 year annual \$100,000 investment from the Governor’s Workforce Board could leverage up to \$1.5 million in new Federal Funding and \$1.2 million in local cash and in kind match, or \$2.7 million, over the course of a 3 year Demonstration. The Second Chance Act has already been reauthorized for twice its original allocation for next year.

6. Sustainability

A. Potential for Continued Second Chance Act Funding: As noted above, initial SCA awards will be for 12 months, however, grantees will be eligible for continued funding for an additional 2 years contingent on the availability of funds and progress.

B. Explore use of Internal Service Funds: Internal Service Funds are a government budgeting tool that accounts for the financing of goods and services provided by one State agency to another governmental unit on a cost re-imbursement basis and have been employed by Transitional Employment providers in New York State to sustain Transitional employment programs. These funds facilitate intergovernmental transactions in lieu of bidding and procurement processes, simplify access to labor, and can provide a critical earned income revenue stream for the Transitional Job provider. For example, in NY, the Division of Parole houses the Fund. The transitional jobs provider bills Parole directly for services provided to partnering State Agencies, such as College Campuses and the Department of Transportation, who assign work to the TJ provider. Parole gets reimbursed directly by the agency that requested the service.

C. Revenue Generation: In addition to the use of Internal Service Funds, many transitional jobs programs and their sponsoring agencies generate revenue through partnerships with public and private sector organizations. Examples of revenue generating partnerships could include:

- Contracting with Cities, the State, and other land owners to board, maintain, and demolish vacant and abandoned homes due to the current foreclosure crisis.
- Contracting with Cities and the State to do weatherization work associated with President Obama’s American Recovery and Reinvestment Act.
- Partnering with private sector firms to provide labor to recycle computers, televisions, and other potentially valuable recyclable goods.

D. Food Stamp Employment and Training (FSET) FSET provides dollar-for-dollar matching funds for the majority of non-federal workforce development dollars spent on any food stamp recipient. FSET 50/50 match funding is uncapped and separate from the 100% Food Stamp formula allocation that all states receive. The match funding is administered as a cost reimbursement program. The funds are paid in support of allowable expenses – defined by the states themselves under broad federal guidelines – for services provided to food stamp recipients. Customarily, states administer the program thru their designated Food Stamp administrative agency. State plans must describe what services will be provided and how they will be delivered in order to draw down the matching funds.

Rhode Island currently does not take advantage of this federal resource. SCA Community Coaches will be enrolling program participants into the food stamp program upon discharge, so most ex-offenders should be eligible to participate in an FSET funded program. If the State of RI were to establish an FSET demonstration, all unmatched State and philanthropic resources invested into a transitional jobs program could be matched dollar for dollar, and used to sustain, and potentially expand, the Transitional Jobs effort.

Allowable costs under FSE&T include (but are not limited to) direct and indirect costs for education, training, job placement, case management and career coaching as well as for the administrative costs of managing the program.

E. Cost Benefit and “Justice Reinvestment”: Preliminary findings from an MDRC random assignment evaluation show that participants in CEO, a model Transitional Jobs program in New York, have significantly lower rates of recidivism. The study’s authors noted that such a change is “rarely” seen in such significant studies. Participants in the study were re-incarcerated at a rate of 9% one year post release, while the rate of the control group was twice that of CEO participants. Assuming our demonstration was able to achieve a similar 50% reduction and we are able to cut the RI one year recidivism rate 50% from 32% to 16% among demonstration participants, the Governor's Workforce Board's \$100,000 investment would result in 8 fewer people from our cohort returning to prison during that first year. At a cost of \$40,000 per year to incarcerate an individual, savings to the state could quickly amount to as much as \$320,000 over the first 18-24 months of the initiative. In other words, our collective investment would quickly pay for itself.

Should the SCA demonstration grow to scale, these savings have the potential to increase dramatically. According to a 2007 analysis conducted by the DOC and the Providence Plan, in 2006, the Department of Corrections spent almost \$12 million to incarcerate residents of our selected target communities. Please see Attachment #3 for a map setting out the costs to incarcerate the 2006 sentenced population by neighborhood. As we reduce recidivism among the targeted population, we would advocate for re-investment in areas such as effective diversion, employment training and placement, and adult education to prevent people from returning to prison, or even going in the first place.

5. Conclusion

Transitional Jobs are a potentially valuable tool in Rhode Island's efforts to reduce recidivism among those returning to our communities from Prison. The Providence Re-Entry Initiative's Second Chance Act demonstration offers the Governors Workforce Board and other local investors the opportunity to potentially leverage over \$1 million per year in Federal and local resources over the next three years to test the Transitional Jobs program model and address the issue of recidivism in a deep and deliberate fashion. If our Second Chance Act demonstration proves successful, this initial investment could potentially save the State of Rhode Island millions of dollars per year in reduced crime and a reduced prison population. We look forward to the opportunity to work with the Governor's Workforce Board on this important issue.

Attachment #1 Providence Re-Entry Committee Membership

Name	Last	Title	Organization	Role
PRI Steering Committee Chair People				
Dean	Esserman	Colonel	Providence Police Department	Steering Committee
Pastor Charles.	Berkley	Pastor	Providence Assembly of God Church	Steering Committee Subcommittee Co-ch
Robyn	Frye	Reentry Coordinator	Providence Reentry Initiative	Reentry Coordinator
Bert	Cooper	Director	Office of Pathways to Opportunity	Employment Subcom
Robert	Ricci	Director	Network RI	Employment Subcom
Ms. Solangel	Rodriguez	Director	Family Life Center	Policy Subcommittee
Joe	Fernandez	City Solicitor City of Providence		Policy Subcommittee
Nancy	Howard	Community Safety Coor	Rhode Island LISC	Housing Subcommit
Eileen	Hayes	Director	Amos House	Housing Subcommit
Pastor D. Sherrod	Jones	Pastor	Victory Outreach Center	Faith Based Subcom
Dale	Klatzker	CEO	The Providence Center	Mental Health and S Subcommittee Co-C
Caitlin	Thomas-Henkel	Director	Mayor's Substance Abuse Prevention Council	Mental Health and S Subcommittee Co-C
Ms. Margaret	Holland McDuff	Director	Family Services	Children of the Incar
Ms. Grace	Williams	Community Leader	Grand Divas	Children of the Incar
Consultants				
Ira	Barbell	Sr. Associate	Annie E. Casey Foundation	Steering Committee
Mark	McDaniel	Consultant	Annie E. Casey Foundation	Steering Committee
Sally	Turner	Consultant	Turner Communications	Steering Committee
Tracie	Jones	Intern	Casey Family Servces	Steering Committee
Community Partners				
Melissa	Husband	Community Relations	Rhode Island Housing	Steering Committee
Farid	Ansari	Imam	RI Muslim	Steering Committee
Rabbi Wayne M.	Franklin	Senior Rabbi	Temple Emanue-el	Steering Committee
Brother Brendan	Gerity	President	Ocean Tides	Steering Committee
David A.	Logan	Dean & Prof. of Law	Roger Williams University School of Law	Steering Committee
Michelle	Wilson	Director	Community Services Urban League of RI	Steering Committee
Toni	Roderick	Sr. Associate	Institute for Non-Violence	Steering Committee
Reverend Joyce	Penfield	Priest-In-Charge	St. Peter's and St. Andrew's	Steering Committee
John	Farley	Sr. Associate	Family Services	Steering Committee

Peter	Villafana	Director	The Bridge	Steering Committee
Barbara	Fields	Director	LISC RI	Steering Committee
Marianela	Dougal	Director	Community Services Crossroads RI	Steering Committee
John	O'Hare	Director	Department of Labor and Training	Steering Committee
Fr. Micheal	Reis	Director	Family Services	Steering Committee
Nzinga	Misgana	Director	New Roots Providence	Steering Committee
Elizabeth	Burke-Bryant	Director	RI Kids Count	Steering Committee
Owen	Heleen	Prog Officer	RI Foundation	Steering Committee
City Departments				
Matthew	Stark	Director	Providence Policy and Legislative Affairs	Steering Committee
Donald	Eversley	Director	Providence Economic Development Partnership	Steering Committee
Aminthia	Cinotti	Sr. Manager	Providence Department of Planning	Steering Committee
Matthew	Soursourian	Mayor's Office	Providence Policy and Legislative Affairs	Steering Committee
State Departments				
Mr. A.T.	Wall	Director	Department of Corrections	Steering Committee
Roberta	Richman	Asst. Director	Department of Corrections	Steering Committee
Mr. Robert	Clark Corrente	U.S. Attorney	US Attorney General Office	Steering Committee
Mr. John J.	Hardiman	Public Defender	Office of the Public Defender	Steering Committee
Mr. Mike	DiLauro	Public Defender	Office of the Public Defender	Steering Committee
Mr. Alan	Goulart	Special Officer	Attorney General's Office	Steering Committee
Mr. Kevin	McKenna	Director	DCYF Probation	Steering Committee
Noreen	Shawcross	Director	RI State Office of Housing	Steering Committee
Rebecca	Boss	Director	MHRH	Steering Committee
Sandy	Thorton	Admin Asst	Department of Corrections	Steering Committee
Connie	Parks	Acting Coordinator	Dept of Labor and Training	Steering Committee

