

**City of Providence
First Source Director Report**

**Reporting Period:
(July 1, 2012 – December 31, 2012)**

Introduction

First Source made building a stronger infrastructure its primary focus under the leadership of the program's Director who was appointed to the position as of July 2012. Her extensive experience in developing, funding and implementing workforce development programs has made for significant gains already, including a practical and strategic approach for building the new vision of First Source which is to become an effective system that can deliver job-ready Providence residents to its covered employers and to become an important intermediary - connecting the employer and job seeker community.

This report represents progress made in the first 6 months under new leadership of this important program for the City of Providence and lays out a shift in focus to one of becoming a resource for employers and job seekers alike while simultaneously emphasizing compliance.

The First Source ordinance was revised as of June 2012, and as such employers receiving \$25,000 or more in aid from the City who have 5 or more employees, must (1) forward all of their job openings to First Source and (2) submit reports summarizing all hiring activity. Although the revised ordinance did address some of the serious administrative deficiencies of First Source Providence, it is important to recognize that even if covered employers fully comply with the law, they may not end up hiring more Providence residents.

History has proven that compliance and enforcement alone does not directly translate to more jobs.

Instead, the focus must shift to building and marketing an effective First Source system that can deliver skilled, job-ready Providence residents to employers. Only then will the true power of First Source as an economic development/job creation tool become a reality. If this program is to reach its full potential, the paradigm needs to and has begun to shift.

To this end, the new First Source office has taken proactive measures to actualize the vision of becoming a resource to both employers and job seekers. Strategies include improved communication with employers, fully automating the jobseeker-to-job matching process, developing a network of local employment and training programs who offer job training, improved connectivity to Network RI, and slowly building an infrastructure that will support growing program capacity. Captured in this report are some of the important highlights of major accomplishments made by First Source between July 1 and December 31, 2012 with mention of some additional accomplishments to date and recognition that there is still distance to travel.

6 MONTHS OF PROGRESS - July – December 2012

Improved Communication with Covered Employers

Up until now, it has largely been the recipients of CDBG funding whose compliance was being monitored. Most of the businesses that received economic development loans or entered into tax stabilization agreements were subject to far less interaction. To address this inconsistency and ensure a level playing field, the First Source Director has worked diligently to assemble a complete "master list" of all businesses and organizations covered by the ordinance. That process is ongoing and the list is not

complete. Working with the data provided on businesses who must comply with First Source, the Director proactively began making appointments to talk with as many organizations and companies as there was knowledge of at the time. More work needs to be done internally with the master list to ensure that it contains all companies, businesses and nonprofit organizations who are subject to the First Source ordinance.

Communication with employers has dramatically improved since July 1st through face-to-face meetings, regular email communication, and improved response time to inquiries and questions. Through in person meetings with both nonprofit and for profit businesses on the master list, the Director has been laying the groundwork to encourage compliance and position First Source as a resource. During these initial meetings, employers are being introduced to the First Source mission and informed of the requirements for compliance as well as the benefits of having a cost-free, quality staffing resource at their disposal. A review of the First Source webpage and administrative improvements are also covered. More importantly, these meetings are being used to relationship build and help potential employers learn how they can play a key role in fulfilling the First Source vision of putting Providence residents to work. These meetings have also been informative as well, providing the Director the opportunity to learn about some of the challenges that employers have faced in their efforts to recruit qualified people to fill their job vacancies.

Improved Connectivity to Network RI

With an eye to fully utilizing the existing resources of the City's public workforce development system – Network RI, also known as the One Stop - the First Source Director regularly meets with Workforce Solutions/NetworkRI staff to strategize ways to better coordinate efforts. These discussions led to the addition of the First Source application process into NetworkRI's weekly orientation activities and since September, there has been a notable increase in the number and quality of First Source applications emanating from the local One Stop office. These applications are immediately reviewed and considered for candidacy for existing First Source job vacancies.

A very important development in the First Source/Network RI relationship occurred in January 2013 when it was agreed that First Source staff could be outstationed at Network RI one day per week. Staff having a presence there has tremendously enhanced service delivery to job seekers who are Providence residents, improved program visibility, and helped promote First Source and as of March 2013 that presence has increased to two days per week. This integration of basing First Source staff at the One Stop also provides future opportunities for First Source to partner with other program units based at Network RI (i.e. Veterans, Unemployment, etc.) that could potentially serve as resources for additional referrals of Providence residents who are looking for work, a very important development.

Finding Qualified Candidates – The Cornerstone of the new First Source

The Director is also working to improve the process of identifying job ready candidates and as such has established a network of community-based organizations with expertise in delivering employment training programs. This network of local job training providers met regularly with First Source in the first six months of FY '13 to strategize better ways to connect their job-ready program graduates to First Source job openings. In between those meetings, First Source sends out weekly electronic "Job Alerts" which inform the network of current First Source job openings and gives them the opportunity to refer their qualified candidates to First Source for consideration and presentation to the employer. As of this report, 40 + "Job Alerts" covering a range of positions, has been circulated electronically. Below is an example of a job order excerpted from an actual "Job Alert".

Job Order #: DEC312012-SS-0001

Job Title: Lead Case Advocate

Typical Job Duties: Provides case management services to women's shelter clients, including assessments, case planning and evaluation of services. Works with shelter team to maintain a supportive trauma informed environment that assists the clients in moving into housing as quickly as they are able. Delivers services with safety, respect, and effectiveness. Follows all policies and procedures of the organization.

Full or Part time: Full time

Annual or Hourly Salary: \$19-22/hr

Benefits: ☒ Yes ☐ No

Work Schedule: M-F noon-8pm; 37.5 hours/wk

Required Experience, Skills, Education:

- Bachelor's degree in Human services or related field or certification in Case Management.
- At least 4-6 years experience in Human Services field with individuals with mental illness and substance abuse, strong case management skills and a strong knowledge of the referral and resource network.
- Must work well under pressure.
- Ability to maintain confidentiality in all aspects of the work environment.

Automation

Since July 1st, First Source has been working to replace the out-dated, onerous paper system with automation. For First Source to evolve into a more effective job creation tool, a more streamlined process is necessary for employers and job seekers alike. To this end, the Director identified a cost effective, industry-recognized, web-based software product that tracks all First Source activity electronically. The job seeker portion of the new system is now "live" on the First Source webpage within the City of Providence's website. Providence residents are now able to register with First Source online and upload a resume.

In late February, close to 20 First Source employers were trained on the new system learning how to post their job openings directly into the system and track job seekers who have registered in the new First Source system and linked themselves to a specific job opening for that company. ***Job openings are searchable by job seekers and job seeker resumes are searchable by employers.*** By investing in the development of a strong infrastructure in FY '13, First Source is laying the groundwork to support its growing capacity while simultaneously fulfilling the compliance function of the

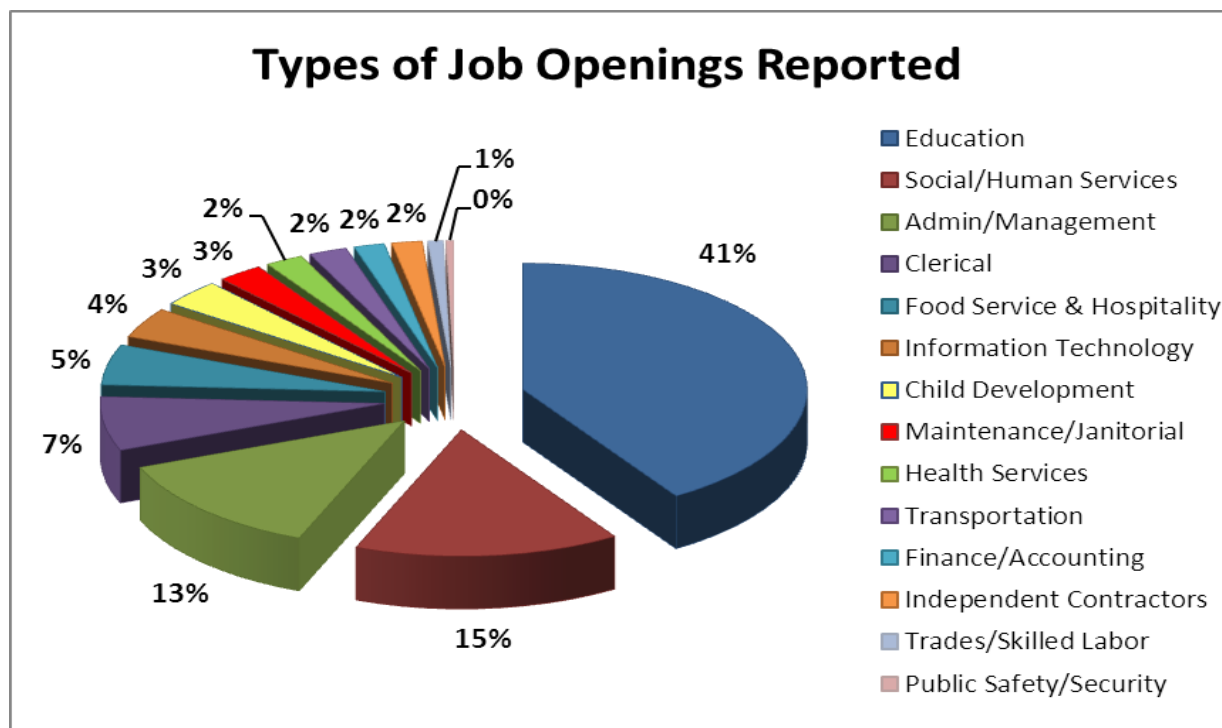
First Source Ordinance. Future trainings for additional employers will be coordinated in the coming quarter.

TRENDS IN REPORTED JOB OPENINGS: (September 2012 – February 2013)

An analysis of the first 40 Job Alerts that began circulating in the Job Alerts in September 2012 reveals that employers are reporting a broad range of employment opportunities to First Source. Just as importantly, it speaks to the skills, experience and qualifications that these employers are looking for in the candidates that First Source refers. It should be noted that the analysis of job openings below covers a five-month period (September 2012 – February 2013) starting with the first week that the Job Alerts were implemented.

Positions ranged from part-time restaurant servers and van drivers to full-time lead teachers of Pre-Kindergarten programs and director-level staff for non-profit organizations. The majority of reported job openings were in Education (41%), Social/Human Services (15%) and Administration/Management

(13%). Clerical, Food Service/Hospitality and Information Technology jobs comprised a notable percentage (16%) of all job openings.



Minimum education requirements for these positions ranged from having a high school diploma or equivalent to having a post-secondary or graduate degree. Over one-third (37%) of all job postings required a high school diploma or equivalent. Another 35 percent required a minimum of a post-secondary degree with 3 percent requiring an associate's degree, 27 percent a bachelor's degree and 5 percent a master's degree. Although about one quarter (24%) of job openings did not specify minimum education requirements, 9 percent cited prior work experience as a pre-requisite for consideration.

More than half of job openings were for full-time, permanent positions where benefits would be made available. Most (91%) job postings were for permanent full- and part-time positions with only 9 percent being temporary, contractual or seasonal assignments. As far as full-time status is concerned, almost two-thirds (64%) of all posted positions were full-time, permanent positions and more than a quarter (27%) were for part-time-permanent positions. With respect to benefits, more than half (53%) of the job postings – both full and part-time - indicated that benefits were available.

Pay rates for many of these positions were also attractive to job seekers. Although many employers did not disclose pay rates in their job postings - a common practice among employers today - those who did share this information paid on average \$14.63 an hour. Compensation ranged from minimum wage and stipends to salaries upwards of \$50,000. Most (73%) employers that provided information on wages offered an hourly rate of \$9.00 or more. The majority (46%) of these positions paid between \$9.00 and \$12.00 an hour and another 20 percent offered more than \$15 an hour.

Clearly, the data from these Job Alerts reveals that the typical employment opportunity coming through First Source is not a minimum wage, part-time, entry-level position. Rather, **the emerging trend is that employers are coming to First Source to find skilled candidates to fill full-time, permanent positions that offer competitive compensation and benefits packages.**

NEXT STEPS

- Develop advertisements in the Providence Journal and other local media outlets encouraging Providence residents to register online with First Source
- Post First Source success stories to the City of Providence's webpage
- Link First Source to other pages on the City of Providence website to increase visibility and drive more unemployed Providence residents to the First Source site
- Create a 'program name' and logo to establish brand identity
- Develop a full complement of marketing materials (i.e. employer packet, banners, brochures, etc.).
- Increase internet connectivity and access in strategic community locations (i.e. Network RI, community based organizations, libraries, etc.) so that there are more resources in the community for job seekers to register with First Source online
- Refine and update the Master List of covered employers
- Promulgate rules and regulations to implement the provisions of the First Source Ordinance
- Develop a citizen complaint form
- Sponsor and develop program elements focused on basic work readiness (i.e. resume building, interview preparation, etc.)
- Develop specialized services for employers based on identified needs, an endeavor which could generate program revenue over time
- Integrate into current and future projects within the City of Providence across City Departments

PROGRAM ENROLLMENT

	Total
Total First Source Participants: <i>Note: First 6 months of 'FY 13 began the move from paper applications to online applications.</i>	390 paper applications for Q1

SUMMARY OF QUARTERLY REPORT HIRING ACTIVITY

	Total
Number of job openings reported on Quarterly Report Form	321
Number of unfilled vacancies reported on Quarterly Report Form	109
Number of Providence resident hires reported on Quarterly Report Form	71
Number of non-Providence resident hires reported on Quarterly Report Form	82
Total number of hires made (Providence and non-Providence)	**153
Number of Providence residents hired as a result of First Source referrals	1
Percentage of total hires resulting from First Source referrals	1.4%
<ul style="list-style-type: none">**Several FS employers use the <u>old form</u> for their quarterly reports. The question about hires of non-Providence residents was added to a <u>revised quarterly report form</u> resulting in not every report coming in accounting for both Providence and non-Providence hires. Total number of hires made (153) is the total number of reported hires. First Source assumes there were additional hires made (i.e. 57) but not reported to First Source because of the change in reporting forms.	

DETAILED REPORT ON HIRES

Below is a list of covered employers from the master list that are currently in compliance with the First Source ordinance and their hiring activity for the first six months of FY'13. In person meetings were held with the employers in bold. If job openings or quarterly reports were provided in the quarter *following* this report period (i.e. Q3) that is indicated beside the employer name. Additional employers will be added to the master list as it becomes final.

Employer	Summary of Hires				Summary of Vacancies	
	Aid received from the City	Non-Providence Residents Hired	Providence Residents Hired	First Source Referrals Hired	Reported Vacancies	Unfilled Vacancies
1. Aids Care Ocean State Housing	CDBG	0	1	0	1	0
2. Amos House	CDBG, PEDP	3	5	0	8	2
3. Betaspring	PEDP	0	0	0	0	0
4. The Biltmore	TSA	0	0	0	0	0
5. Boys & Girls Club of Providence – Q3 opening	CDBG					
6. Blue Cross Blue Shield	TSA	7	13	n/a	58	22
7. Capital City Community Center (Smith Hill Early Learning Center)	CDBG	1	1	0	2	0
8. Children's Friend	CDBG	9	9	0	46	13
9. City Year Rhode Island		0	0	0	1	1
10. Club Fete	PEDP, TSA	0	0	0	0	0
11. ProCap	CDBG	5	8	0	30	14
12. Community Works RI	PEDP	1	0	0	1	0
13. Crossroads of RI	CDBG	20	5	0	39	14
14. Dorcas Place	CDBG	n/a	1	n/a	2	n/a
15. Family Services of RI – Q3 openings	CDBG					
16. Federal Hill House Association – Q3	CDBG					

17. Fox Point Senior Citizens, Inc	CDBG	0	0	0	0	0
18. Genesis Center	CDBG	1	0	1	9	8
19. Hasbro	TSA	0	0	0	0	0
20. International Institute of Rhode Island	CDBG	0	0	0	0	0
21. Institute for Study & Practice of Non-Violence	CDBG	0	0	0	0	0
22. Justice Resource Center	CDBG	0	0	0	0	0
23. Local Initiative Support Corp. (LISC)	CDBG	0	0	0	0	0
24. Mental Health Association of RI /ACCESS	CDBG	0	0	0	0	0
25. Mount Hope Neighborhood Association	CDBG	0	0	0	0	0
26. Narragansett Creamery	PEDP					
27. New Urban Arts	CDBG	0	0	0	0	0
28. Olneyville Housing Corporation	CDBG, PEDP, TSA	1	0	0	2	1
29. Providence After School Alliance (PASA)	CDBG	1	3	0	25	22
30. Providence Housing Authority	CDBG	3	1	0	5	1
31. Providence Community Library	CDBG	4	2	0	8	2
32. Providence Plan	CDBG	7	1	0	9	1
33. Providence Revolving Fund	CDBG	0	0	0	0	0
34. Refocus, Inc.	CDBG, PEDP	9	9	n/a	24	3
35. Renaissance Hotel	TSA	1	8	0	27	1
36. Roger Williams Day Care	CDBG	0	0	0	4	4
37. Silver Lake Community Center	CDBG	0	0	0	0	0
38. Sophia Academy	CDBG	0	0	0	0	0
39. Stanley Street Treatment and Resource, Inc. (SSTAR, Inc.)	CDBG	0	0	0	0	0
40. SWAP, Inc.	CDBG	0	0	0	0	0
41. Trinity Repertory Company	CDBG, PEDP	10	1	0	11	0
42. Walco Electric for Dolphin Measurement Systems, LLC	PEDP					
43. Washington Park Citizens' Assoc.	CDBG	n/a	0	n/a	2	n/a
44. West Elmwood Housing Development Corp.	CDBG, PEDP	0	1	0	1	0
45. West End Community Center	CDBG	n/a	2	n/a	6	1
Total		83	71	1	321	109

DEMOGRAPHICS - PROVIDENCE RESIDENTS HIRED

Race	Number Hired	Percent
American Indian/Alaskan Native	0	0%
Asian	0	0%
Black/African American	15	21.4%
Caucasian	28	38.6%
Native Hawaiian/other Pacific Islander	0	0%
Other Multi Racial	6	8.6%
Undisclosed	22	31.4%

Ethnicity	Number Hired	Percent
Hispanic	19	27%
Non-Hispanic	48	67%
Undisclosed	4	6%

Gender	Number Hired	Percent
Male	19	27%
Female	52	73%

Disabilities	Number Hired	Percent
Disabled	0	0%
Non-Disabled	71	100%

There were approximately 70 additional organizations/businesses that were required to comply with First Source who have not yet had an in person visit by the First Source Director but will in upcoming quarters. There are no quarterly reports for these entities and internal discussions are needed to determine the status of the PEDP loan and the business it was made to, and in the case of CDBG have grants been finalized and signed off on by the respective grantees. Below is that list of approximately 70 and the aid received by the City of Providence.

Name	Aid received from the City
1. 50 Agnes, LLC	TSA
2. AARFCO, Inc.	PEDP
3. Ada's Creations, Inc	PEDP
4. Aids Action Committee	CDBG
5. Alley Cat Corporation	PEDP
6. Alteris Renewables, Inc.	PEDP
7. Andrea Valentini	PEDP
8. Ann Huntington D/B/A Po Gallery	PEDP
9. Armory Revival Co./Pearl Street Lofts	PEDP
10. AS 220	PEDP
11. Bali Holdings, LLC	PEDP
12. Bannister House, Inc.	PEDP
13. Big Fish	PEDP

14. Brix, LLC D/B/A Scoreboard Restaurant	PEDP
15. Broad Street Restaurant	PEDP
16. Butcher Block Mill, LLC	TSA
17. Cafe Rene's	PEDP
18. Clinica Esperanza / Hope Clinic	PEDP
19. Cuban Revolution	PEDP
20. Dave's Catering Service	PEDP
21. DaVinci Center	CDBG
22. Douglas Oil Company	PEDP
23. Dr. Dennis Karambelas	PEDP
24. Eagle Square Commons (New England Expedition Providence I, LP)	PEDP
25. Epivax, Inc.	PEDP
26. Exnihilo Design, Inc.	PEDP
27. Fat Belly's Irish Pub And Grille	PEDP
28. Fatty Mcgee's Restaurants, Inc.	PEDP
29. Festival Ballet Providence	PEDP
30. Franklin Rogers, Ltd.	PEDP
31. Hecht Development	TSA
32. Heritage Harbor Corporation	PEDP
33. Italian Oven	PEDP
34. Italian World Boutique	PEDP
35. Joslin Community Development Corporation	CDBG
36. Latino Consulting, Inc. D/B/A Henderson Learning Center	PEDP
37. Los Andes, LLC	PEDP
38. IP.21 Studio, LLC	PEDP
39. Maximino Ramos D/B/A El Jibaro	PEDP
40. Mexico Restaurant Garibaldi, Inc./Viva Mexico	PEDP
41. Mi Sueno, Inc.	PEDP
42. Mills Tavern Restaurant, LLC.	PEDP
43. Murphy's Deli & Bar	PEDP
44. Naga Food Products, Inc.	PEDP
45. Nappa Construction Management F/K/A Nappa Building Corporation	PEDP
46. Palmieri's Bakery (Steven Meresi D/B/A)	PEDP
47. Pastry Gourmet	PEDP
48. Pioneer Shoppe, LLC	PEDP
49. Pisaturo Real Estate, LLC	PEDP
50. Providence Capital, LLC	PEDP
51. Providence en Espanol	PEDP
52. Realm Industries, Inc	PEDP
53. Rhode Island Monthly Communications, Inc.	PEDP
54. Rising Sun Mills	PEDP
55. Roger Williams Brewery, LLC	TSA
56. Rosario Society	PEDP

57. Salon Bianco	PEDP
58. Sharpe Building Associates, LLC	TSA
59. Smith Hill Community Development Corp.	CDBG
60. South Providence Development Corp.	PEDP
61. The Arcade - 130 Westminster St. Assoc, LLC	TSA
62. The Bus, LLC D/B/A Julian's Omnibus	PEDP
63. The Conrad, LP	PEDP
64. The Dorrance, LLC	PEDP
65. The Providence Center, Inc.	PEDP
66. Tobey Waste & Recycling (Fusion Steel, LLC)	PEDP
67. Touch of Class Wheels	PEDP
68. Trinity Mortgage Solutions	PEDP
69. Trinity Place (TP10, LLC)	PEDP
70. Urban League of Rhode Island	CDBG
71. Villa Dolce Vita (GFM Realty)	PEDP

TRAINING FUNDS ALLOCATED

Grantee Name	Building Futures
Total Funds Issued	\$62,500 (Training and Apprenticeship Utilization Compliance oversight)
Name of Training Program(s)	Construction Pre-Apprenticeship Program
# Enrolled in Program(s)	25 enrollments
# Completing Program(s)	19 completions. (5 placed in trade apprenticeship programs, 2 enrolled in Graduate Service Learning Program, 7 in application process for apprenticeship program)
# Job Placements	5 job placements in construction trade. 2 placements in jobs other than construction trade
% People of Color	100%
% Female	22%
% with Disabilities	0%
Hiring Employers	6 (Tara Construction, Apollo Roofing, Custom Drywall, Haven Restoration, H. Carr. Cosco)

Grantee Name	Institute for Labor Studies and Research (ILSR)
Total Funds Issued	\$20,000
Name of Training Program(s)	Providence Hospitality Sector Training, Literacy & Job Placement Program
# Enrolled in Program(s)	11 enrollments (Fall Semester 10/1/12 – 12/18/12)
# Completing Program(s)	9 completions. Also, 8 students completed and passed the ServSafe Starters food handlers' certification training.
# Job Placements	0 job placements
% People of Color	
% Female	
% with Disabilities	
Hiring Employers	

