

THE
UNIVERSITY
OF RHODE ISLAND

REAL JOBS RHODE ISLAND CASE STUDY:

Marine Trades and Composites Partnership

Prepared for:

Rhode Island Department of Labor and Training

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1511 Pontiac Avenue,
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APRIL 2018 REPORT

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Marine Trades and Composites Partnership

Real Jobs Rhode Island (RJRI)

In 2015, The Rhode Island Department of Labor and Training (DLT) awarded funding to workforce development collaborations throughout the state. Funding was provided through development grants to create sector-based partnerships and create a plan to provide workforce training aimed at sector needs. Implementation funding was then provided for these partnerships to develop training materials and train workers in Rhode Island in targeted industries including healthcare, technology, marine trades, and the arts. Sector partnerships were developed through public private partnerships that included industry, workforce intermediaries, and educational institutions to address the economic needs of the state.

I. Sector Need

The Marine Trades and Composites Partnership (MTCP) was designed to attract and retain skilled workers in the marine trades industry through training programs for both potential and incumbent employees. The MTCP was formed by the Rhode Island Marine Trades Association (RIMTA) and numerous companies in the marine trades industry, including Bristol Marine, Confident Captain/Ocean Pros, Goetz Composites, Gowrie Group, Hunt Yachts, IYRS, Jamestown Boatyard, Motoring Technical Training Institute, New England Boatworks, New England Institute of Technology, Nicholson Yachts, Old Port Marine, Resolute Racing Shell, Ship to Shore, Symmetrix Composite Tooling, US Watercraft, and Workforce Solutions of Providence/Cranston.

After surveying marine trades and composites businesses as part of its planning grant in 2015, RIMTA estimated that industry members were planning to hire between 1,600 and 2,000 workers over a three year period in response to planned retirements and the expansion of the industry in Rhode Island. Filling these needs would be especially critical, because RIMTA had learned from a 2014 economic impact and skills gap study of the marine trades industry that wages in the industry, at \$46,776, tend to be higher than the state average. Also, businesses in the industry account for \$325 million in payroll. RIMTA responded by designing a training program to address common skills gaps, expand recruitment efforts, and increase retention of skilled workers. Specifically, the MTCP was formed for the following reasons:

- The marine trades and composites industry faced a shortage of qualified, skilled labor.
- The marine trades and composites industry labor force was growing older and beginning to retire.
- Rhode Island's youth was not informed of opportunities in Rhode Island's marine trades and composites industry. Potential workers and talent, therefore, were not being drawn into the labor pool, which interfered with the industry's efforts to grow a more skilled and qualified workforce.

II. Grant History

RIMTA was founded in 1964 and is located in Bristol, RI where it seeks to advance Rhode Island's recreational boating industry by representing over 300 companies. It is also the lead organization for the Composites Alliance of Rhode Island, which seeks to position Rhode Island as a national leader in the marine and composites industry. RIMTA has set itself apart from many other industry sectors by employing among its leadership team workforce development professionals who have steered the organization toward addressing the workforce development needs of the recreational boating industry. The focus on workforce development means that the association has a long history of partnering with the Rhode Island Department of Labor and Training and other nonprofit organizations to institute training programs that meet the needs of the marine trades sector. These past initiatives included a Governor's Workforce Board (GWB) grant to conduct an industry skills gap study, the development of a youth workforce training program, and an industry skills development initiative that provided incumbent worker training needed to increase the industry's productivity. As part of its execution of a RJRI planning grant, the MTCP held several focus group sessions with members of the composites and recreational boating industry to learn more about the future workforce needs of the marine trades and composites industries. This allowed RIMTA to, for the first time, design Pre-Apprenticeship Training, Carpentry Apprenticeship Training, and Incumbent Worker Training programs around the specific needs of the marine trades and composites industries.

III. Goals and Objectives

In order to address industry-wide skills gaps, expand recruitment efforts, and increase retention of a talented workforce, the MTCP established two specific goals for this training program.

1. Establish training opportunities that prepare workers for current jobs in the marine trades and composites industry.
 - As part of this goal, the MTCP offered Carpentry Apprenticeship Training, marine and composites Pre-Apprenticeship Training, Launch Tender program, and Incumbent Worker Training programs.
2. Expand outreach and create pipelines to increase recruitment into the marine trades and composites industry.
 - As part of this goal, the MTCP planned to increase public outreach efforts and expand "greenhousing" activities: industry development programming targeted at young potential workers in secondary and postsecondary education.

IV. Partnerships

RIMTA has a long history of bringing its many diverse partners together to learn about

the workforce development needs of Rhode Island's recreational boating industry. Bringing these industry representatives together is challenging, but RIMTA's member engagement strategies allow its members to socialize, network, and meet through annual events and gatherings. These gatherings have also proved to be a fruitful way to learn about the industry's needs and recruit partners for the MTCP.

The MTCP's partners include organizations that are responsible for skills training (training partners) and employers. Its key training partners were Confident Captain, New England Institute of Technology, IYRS, Gowrie Group, and MotoRing Technical Training Institute (MTTI), while its key employer partners included Bristol Marine, Goetz Composites, US Watercraft, and New England Boatworks. These key groups were the MTCP's guaranteed partners who participated in all rounds of training. Other partners were not involved in all rounds of training, only working with the MTCP for specific trainings or for certain rounds of training. The MTCP has found that its training partners are equipped to deliver the type of targeted training that is necessary for employees to succeed in the industry and its employer partners are able to deliver necessary feedback about the training programs to make sure they effectively address industry skills gaps.

As the main applicant, RIMTA coordinated training and industry needs and subcontracted with its training partners and employers to design a program to train and create a pipeline for trainees to enter into employment.

Table 1: Partnership Members and Responsibilities

<p>Rhode Island Marine Trades Association</p>	<p>Lead applicant: Responsible for acting as fiscal agent; coordinating training components; compiling employer workforce needs through direct communication and recruitment; screening and placing trainees and potential employees; leading marketing and communication efforts; implementing the training plan; reporting and tracking outcomes.</p>
<p>Confident Captain</p>	<p>Training provider for the Pre-Apprenticeship Training program and Launch Training program; Responsible for providing Workboat Handling and Dockside Seamanship Training through experiential learning; administering the Safe Boaters Exam; offering First Aid/CPR training.</p>
<p>Gowrie Group</p>	<p>Training provider for the Pre-Apprenticeship Training program: Responsible for providing OSHA 10 training; administering the OSHA 10 test for certification; issuing OSHA 10 credentials.</p>
<p>IYRS</p>	<p>Responsible for developing the program design; leading recruitment for the Pre-Apprenticeship Training program; developing curriculum for the Pre-Apprenticeship Training program; participating in the RI Marine Trades High School Advisory Committee; training provider for the Pre-Apprenticeship Training program; providing experiential learning for basic skills in carpentry, composites, basic wiring and mechanics, systems, and intro to sailing and sailboats; hosting tours of its Newport and Bristol Campuses; working with RIMTA on a marketing plan to help promote careers in the marine and composites industries; participating in Real Jobs Implementation Grant planning and implementation meetings; offering to provide incumbent worker and group training as necessary.</p>
<p>Motoring Technical Training Institute (MTTI)</p>	<p>As a training provider for the Pre-Apprenticeship Training program, responsible for developing and delivering training in welding and trailer service and repair; collaborating with RIMTA on a marketing plan to help promote careers in the</p>

	marine and composites industries; participating in Real Jobs Implementation Grant planning and implementation meetings; offering to provide incumbent worker and group training as necessary.
New England Institute of Technology	Responsible for helping develop the program design and curriculum for the Pre-Apprenticeship Training program; participating in the RI Marine Trades High School Advisory Committee; training provider for the Pre-Apprenticeship Training program; developing and delivering training in winterization and commissioning, customer service, forklift and travel lift operation, industry measurements and calculations, blueprint reading, machining, and CNC (Computer Numerical Control) exposure; introducing students to SAMI (the Shipbuilding and Advanced Manufacturing Institute); hosting tours of its Warwick and East Greenwich campuses; working with RIMTA on a marketing plan to help promote careers in the marine and composites industries; participating in Real Jobs Implementation Grant planning and implementation meetings; offering to provide incumbent worker and group training as necessary.
US Watercraft	Responsible for acting as the primary training provider for the Carpentry Apprenticeship Training program by implementing a registered apprenticeship program in the finish carpentry trade; hiring and mentoring Carpentry Apprenticeship Program participants; providing experiential learning job shadow opportunities for Pre-Apprenticeship Training program participants; connecting graduates of the Pre-Apprenticeship Training program to paid work experiences and/or employment; and participating in Real Jobs Implementation Grant planning and implementation meetings.
Bristol Marine, Goetz Composites, Hunt Yachts, Jamestown Boatyard, New England Boatworks, Nicholson Yachts, Old Port Marine, Polaris MEP, Resolute Racing Shell, Ship to Shore, Symmetrix Composite Tooling, Maritime Solutions, Freedom Boat Club,	Employers provided at least one of the following: training through experiential learning for the Pre-Apprenticeship Training program; job shadowing opportunities; connection of graduates of the Pre-Apprenticeship Training program to paid work experiences and/or employment; promoted careers and opportunities in the Marine Trades and

Kellogg Marine Supply, Sail Newport, Brooks Marine Group	Composites Industry; participated in Real Jobs Implementation Grant planning and implementation meetings; and took part in Incumbent Worker Training.
Workforce Solutions of Providence/Cranston	Responsible for providing outreach to urban youth about opportunities in the marine and composites industries; supporting recruitment, assessment, and pre-screening for Pre-Apprenticeship Training program or continuing exploration into the Marine Trades and Composites industry; providing case management and transportation assistance to the Pre-Apprenticeship Training program for participants; participating in Real Jobs Implementation Grant planning and implementation meetings.

V. Implementation Activities and Processes

Goal #1: Establish training opportunities that prepare workers for current jobs in the marine trades and composites industry.

The MTCP created three training programs to assist in closing the industry skills gap, recruiting potential employees, and retaining talented workers. These programs were designed to give current and potential employees the skills needed to succeed in the marine trades and composites industry, including “cross-industry” skills that suit the common needs of many employers in the industry. The MTCP anticipated that workers completing the training would become more employable and provide the sector with the skilled and competent workforce needed to grow. These programs were the Carpentry Apprenticeship Training program, the Marine and Composites Pre-Apprenticeship Training program, a Launch Training program, and the Incumbent Worker Training program.

The Carpentry Apprenticeship Training program was designed to establish a successful apprenticeship program in the marine trades and composites industry. Partners predicted that the program’s success would allow small companies to become more accustomed to apprenticeship programs despite the commonly held view that apprenticeship programs lead to unionization. Many small companies have been resistant to these types of trainings in the past because they do not want to be associated with unions. By introducing a successful apprenticeship program that trained valued new members in the marine trades and composites industry without unionization, the MTCP hoped small businesses would start to view apprenticeship programs in a more positive light. Participants in the Carpentry Apprenticeship Program, which lasted over a four-year time period, were hired and mentored at US Watercraft. Through a combination of 7,500 hours of job training and 500 hours of classroom training, participants were trained to be marine cabinet makers. Participants were taught the basics of boat building and interior construction, which allowed participants to gain skills in lofting, calculations, and safety. Participants also studied the interior fitting of boats, the use of specialized machinery, how to finish timber, and how to correctly laminate and join timber. Further, they learned how to build and install wooden marine furniture by acquiring skills in timber selection, machining, interpreting plans, and knowledge of glues and adhesives finishing.

The marine and composites Pre-Apprenticeship Training was designed to combine classroom time, hands-on projects, and job experience to train new employees in marine trades and composites. Prior to receiving RJRI funding, the Pre-Apprenticeship Training was established through a GWB Innovation Grant and has since been offered by RIMTA for many years. The RJRI Implementation Grant differs in that the GWB grant entailed goals and objectives that were designed by DLT, while the RJRI grant allowed RIMTA to meet with industry members, assess the needs of the industry, and then design a training module that meets the specific needs of the industry (e.g., if a specific need for sailmaking arises, then RIMTA can tailor a training module around that specific industry skill). The execution of the RJRI Implementation Grant required that it be implemented in two sessions, with one involving eight

recruited participants by February 2016 and beginning in June of that year, and the other recruiting 10 participants by June 2016 and beginning in July 2016. The program targeted adults, some of whom came from the minimum security prison population, who could lift over 50 pounds of weight and were comfortable working with their hands. A particular emphasis was placed on recruiting participants through Rhode Island high schools, Career and Technical Education (CTE) programs, vacation camps that were held by local organizations, and by outreach through the state's community colleges. The long-term recruitment strategy for the MTCP is to continue its strategy of "greenhousing" so that youth outreach continuously occurs.

Participants in this program were provided the following skills training: carpentry and wooden boatbuilding, marine systems, bottom painting and varnishing boats, welding, trailer repair and maintenance, boat detailing, shrink wrapping boats, engine repair and maintenance, winterization and commissioning boats, customer service skills, sailboat basics and operation, measurements and calculations, fork and travel lift with hands-on application, hauling and rigging boats, and sail making and repair. Trainees also worked towards the following skills: workboat handling and dockside seamanship resulting in a US Coast Guard Boaters Safety Card; forklift certification; OSHA training resulting in certification earned; First Aid and CPR training resulting in certification earned; and work readiness training in preparation for the National Career Readiness Credential (NCRC) exam. Program participants also received the following employment-related services: job shadowing placement; industry tours; soft skill training; wrap-around case management services; job search and placement assistance; assistance with the creation of an individual employment plan; individual career counseling; short-term prevocational services; internships and work experience; and work preparation activities. All participants received a daily stipend up to \$20 and at the conclusion of training, graduates received an industry-recognized Pre-Apprenticeship Certificate of Completion from RIMTA.

The Launch Training program aimed to teach program participants how to safely and legally operate a launch boat, and provide participants with the skills needed to obtain the proper licensure to operate a launch in Rhode Island's waters. To qualify for participation, interested recruits needed to submit a written application, sit for an interview with RIMTA and Confident Captain, the program's training provider, and provide written evidence of their ability to pass a drug test and meet United States Coast Guard standard physical requirements to be able to safely operate a boat. The MTCP planned to have no more than 15 participants take part in this program.

The Launch Training program consisted of five days of training held at the Confident Captain offices in Middletown, RI. Program participants received the 16 hour United States Coast Guard (USCG) launch tender course, an eight hour USCG first-aid and CPR course, and a 16 hour safe boating course provided by the Rhode Island Department of the Environmental Management (RIDEM). As part of their training, participants took an exam proctored by RIDEM regarding boating safety and a FCC Marine Radiotelephone Operator's Exam. Participants also received assistance compiling and submitting applications for a USCG boating license and

Transportation Worker Identification Credentials. The MTCP reimbursed participants for the cost of the application and issuance fees for these licenses, and for the cost of a drug test and the USCG physical examination. At the conclusion of training, Confident Captain arranged a networking event with program graduates and representatives from local marinas and yacht clubs who were in need of launch drivers to help facilitate the placement of program graduates into training-related employment.

The Incumbent Worker training program planned to address lifelong learning needs, enable employees to move up the career ladder, and help companies to remain on the cutting edge by training employees in new skills. RIMTA has executed Incumbent Worker Training programs with its partner companies for many years and received funding through RJRI funds, GWB Express Grants, and On the Job training funds. The program began in February of 2016, and 11 workers were trained by their respective companies until October 2016, while another cohort of workers were set to be trained in October 2016 and to conclude their training by December 2017. Employers who wanted to participate in this training program submitted program applications to RIMTA, who evaluated them based on their stated goals, available funding, and their impact with respect to the number of training participants who were eligible for a raise or promotion after completing training. Employer trainings were not limited only to the employees of that company, however. All industry employees could attend any offered incumbent worker training with their employer's assent. Employers provided a mix of off-site classroom training and onsite training that allowed participants to gain a variety of skills. The goals and contents of these trainings varied from employer to employer, but all training was done with the goal of filling a skills gap in the industry, and giving participants opportunities for wage increases and promotions. To ensure that these goals were met, the MTCP attached a stipulation to the Incumbent Worker Training funds that employers accessing the funds must promise to promote or increase the wages of a certain percentage of their trainees.

Goal #2: Expand outreach and create pipelines to increase recruitment into the marine trades and composites industry.

The MTCP sought to improve outreach by expanding recruitment and creating a more robust pool of potential employees by directly engaging its target populations. The MTCP enhanced pre-existing "greenhousing" efforts offered by RIMTA by working with vocational-technical high schools, public high schools, and institutions of post-secondary education like the Community College of Rhode Island (CCRI) to align educational programming with the needs of the marine trades and composites industry. The MTCP recruited students for early training programs and raised awareness about the marine trades and composites industry. This was done through two methods. First, the MTCP worked with the state Department of Education and six schools across the state to introduce a marine trades and composites industry-certified career tech curriculum to its students. Second, the MTCP increased "greenhousing" efforts in state high schools and vocational-technical high schools to give students more opportunities for industry

internships, tours, and networking. These efforts made it possible for interested students to develop the skills necessary to work in the marine trades and composites industry while in high school, attend CCRI to complete their training, participate in an industry apprenticeship program, and become employed after receiving a degree. These programs are formed through connections with a teacher, guidance counselor, or program coordinator at each school. The MTCP usually tries to work with individuals with connections to the industry who understand its needs and goals so the MTCP will not spend time teaching and tailoring these things to the school's program leader. Also, these programs target entire school districts, not single schools, so there is continuity of funding, understanding, and curriculum throughout the district's administration and schools. The MTCP plans to reach an average of 200 students per year with general industry exposure, and narrows that population down to between 65 and 75 students who are connected with paid work opportunities in the industry.

Further, the MTCP planned to conduct outreach to the general public, students, veterans, adults with English as their second language, and community sailing programs to raise more public awareness of the marine trades and composites industry. The MTCP conducted this outreach through a variety of methods, including a summer boat building "vacation camp," an advertising presence at boat shows and industry employer career days, hosting guest speakers, and facilitating tours in industry companies and manufacturing facilities. While recruiting, the MTCP targeted adults who were seeking non-traditional employment, had at least an eighth grade math and reading level, could solve problems, were able to work as part of a team, and were able to work with their hands.

Finally, the MTCP planned to work with the University of Rhode Island to execute a marketing program to introduce young people to a different aspect of the marine and composites industry. This program centered on the Providence Boat Show, and introduced participants to marketing concepts and practices used by industry professionals. The goal of this program was to introduce students who were more interested in academic, service, or marketing fields to the white collar side of the industry.

VI. Achievements

Partnerships

Responsiveness and partner engagement

One of the key achievements of the MTCP came as a consequence of the flexibility and efficiency of the RJRI program. As the lead organization, RIMTA designed its program by focusing on the immediate needs of its industry partners. This allowed RIMTA to be more responsive to its employer partners, and to demonstrate both its own responsiveness to industry concerns and the responsiveness of its government connections.

Recruitment

Recruitment at minimum security prisons

The MTCP pointed to its successes in developing relationships with minimum security prisoners as a key recruitment strategy for the marine trades and composites labor pool. The MCTP was asked by the Governor's Workforce Board to work with the ACI and ManUp to recruit within this population, but mostly worked with the ACI. The MTCP was able to recruit from this population because the industry, and especially the manufacturing companies in the industry, are willing to work with former inmates and people with criminal records. The MTCP made additional plans to cultivate its relationship with the ACI by developing and executing a composites training program inside minimum security prison facilities to prepare inmates for jobs once they are released. The MTCP is currently searching for an instructor to start this program.

Greenhousing success

The association also succeeded in developing its "greenhousing" strategy to reach out to youth they are aware of employment opportunities in this sector. The MTCP both worked directly with schools and recruited students for training programs and summer programs at public events like the Providence Boat Show and the IYRS Career Day. The MTCP's recruitment efforts have extended into Community and Technical Education programs, institutions of higher education, and local youth day camps.

Recruiting at IYRS's Career Day

The MTCP consistently recruited interested students into its training programs and youth "greenhousing" programs with a presence at the IYRS Career Day. This event is usually held on a Saturday, and the MTCP has found that this attracts students and their parents who are serious about pursuing a career in the marine and composites industry.

Trainee Barriers

The MCTP did not discuss any achievements with trainee barriers.

Training

Incumbent worker training and advancement

During the recession, the MTCP focused its efforts on building a robust Incumbent Worker Training program and has continued to execute that program under the RJRI program. Of the 15 participants targeted for entry into Phase I of this program, 8 were enrolled and 6 completed the training program. The MTCP attached a stipulation to the delivery of the training funds that employers promote or increase the wages of employees completing this training.

Transition from Training to Employment

Employee placement

Of the 20 participants enrolled in the 280-hour Pre-Apprenticeship Training only two dropped. To date, 13 of the 18 who remained in the Pre-Apprenticeship Training program have

been employed. The high completion and placement rate is likely due, in part, to paying trainees for completing the training.

Reimbursing partners for the payroll of new hires

The MTCP also knew from its relationship with employer partners that the risk associated with hiring new employees was a key barrier to developing the marine trades and composites workforce. In response, the MTCP integrated an incentive program as part of its Implementation Grant which subsidized the payroll of new employees for four months in order to reduce the uncertainty of hiring new workers. RIMTA's combination of rapport with its partners and in-depth knowledge of skills needs within the industry played a key factor in giving employers the confidence needed to hire workers who completed Pre-Apprenticeship Training.

VII. Challenges

Partnerships

The MTCP did not discuss any challenges with partnerships.

Recruitment

Recruitment

One of the key challenges described by the MTCP was developing a workforce and recruiting participants as the economy became stronger and fewer people were actively looking for work. This challenge led to the adoption of a long term "greenhousing" strategy and outreach to minimum security prison populations. So far these approaches have been successful and it is expected that the combination of exposing Rhode Island's youth and under- or unemployed populations to employment opportunities in the marine trades and composites industry will allow the MTCP to continue meeting the employment needs of the marine trades and composites industry.

Trainee Barriers

The MTCP did not discuss any challenges with trainee barriers.

Training

The MTCP did not discuss any challenges with training.

Transition from Training to Employment

The MCTP did not discuss any challenges with the transition from training to employment.

Table 2: Performance Metrics for All Training Programs

IG-05 Rhode Island Manufacturing Growth Collaborative (Polaris MEP)	Start Date of First Cohort	Proposed End Date	Target Enrollment	Enrolled	Target Completed	Completed
Recruitment, Training, and Employment						
Goetz Training - Phase 1 (Incumbents)	2/22/16	11/2/16	15	8	15	6
Goetz Training - Phase 1 (New Hires)	2/22/16	11/2/16	5	10	5	8
Goetz Training - Phase 2 (Incumbents)	10/3/16	12/30/17	20	1	20	1
Goetz Training - Phase 2 (New Hires)	10/3/16	12/30/17	5	12	5	12
Launch Training (2016)	4/18/16	6/30/16	12	11	12	11
Marine Pre-Apprenticeship Training (2016)	7/11/16	8/26/16	10	10	10	9
Composites Pre-Apprenticeship Training (2016)	11/14/16	12/15/16	10	10	10	9
Carpentry Apprenticeship	3/20/16	12/31/18	1	1	1	1
Total Participants placed in training-related employment					33	42
Other Objectives						
Total Participants that earn an industry recognized credential					25	31
Total Participants retained in training-related employment					17	29
Total Participants promoted due to training (Incumbent Workers Only)					8	4
Total Participants receiving an increased wage due to training (Incumbent Workers Only)					8	4

VIII. Sustainability

The MTCP specifically developed its programs with the goal of making them replicable, expandable, scalable, and sustainable. The partners anticipate the sustainability of the MTCP because the features of the programs make them eligible for funding under other state funding streams. Numerous sources of funding for these programs outside of RJRI include the Employer Training Provider List, Veteran Credit Funds, or the nascent Rhode Island Promise Scholarships program. Even with these sources of funding available, however, the MTCP considers its training programs more effectively funded through the flexibility of programs like RJRI. The alternative sources of funding are aimed to promote worker development and hireability, while RJRI funding allows the MTCP to fund programs that focus on meeting the skills needs of industry by training employees. Although the MTCP's training programs can be sustained without RJRI funding, future programs may lack the robust features of today's program that is targeted toward industry needs. Since the primary goal of RIMTA is to respond to the employment needs of partners within the marine trades and composites industry, the MTCP expects to sustain relationships with its many industry partners regardless of whether RJRI funding is delivered to the MTCP.

IX. Best Practices

These best practices were utilized by the MTCP:

- Offered compensation to Pre-Apprenticeship program participants so as to minimize attrition and help offset the costs of participation.
- Subsidized the payroll of new employees for four months in order to reduce the uncertainty and cost to employers of hiring new workers.
- Operated with RIMTA, an industry workforce intermediary, as its lead applicant, allowing the MTCP to work on behalf of employers across the industry without the pitfalls that might be associated with a competitor in charge of workforce development.

X. Recommendations

Based on the implementation successes and challenges for the MTCP, the following recommendations for RJRI are suggested:

- Implement a recruitment strategy to reach the target populations that were described in the initial grant proposal (e.g., veterans, ESL speakers, etc.) or develop connections with the prison population more formally by bringing in a community organization with connections to these populations into the MTCP or by finding an instructor to deliver training at the ACI.