



An Open Letter to the People of Rhode Island

Dear Friends,

I am pleased to present for your evaluation my *Congressional 21st Century Jobs Plan*. This initiative is unprecedented in its scale, detail and goals. It charts the course for our state that, if followed with discipline, courage, and unified effort, will put Rhode Islanders back to work by creating 10,000 jobs over five years.

I submit to you that I am uniquely qualified among the candidates for Congress from Rhode Island's First District to create jobs insofar as I alone have done so on a large scale – more than 300 *sustainable* jobs – during the most challenging of economic environments.

As many of you know, I am a lifelong Rhode Island resident. I was raised in the Mount Pleasant neighborhood of Providence, the youngest of nine children born to working class parents.

My solid work ethic was instilled at the age of ten, when my father introduced me to our family's small plumbing business. In 1998, I assumed the role of Executive Vice President and shortly thereafter, was appointed to President and CEO of Gem Plumbing, a position I held until 2008. During that period I worked tirelessly to create new, sustainable jobs, manage healthcare costs, and develop performance standards applicable for businesses nationwide. As a result, Gem Plumbing today has sales in excess of \$40 million.

Unlike the employment strategies presented by other candidates, my *Congressional 21st Century Jobs Plan* challenges all of us to move beyond politics as usual. Its detail is as daunting as its promise is thrilling, for unprecedented challenges demand unprecedented solutions. Yet you will find that every step I propose to take is supported by copious documentation. And rest assured that I know precisely how high the stakes are for every man, woman, and child in Rhode Island.

Let me be direct: When my *Congressional 21st Century Jobs Plan* is successful, it will be remembered as the opening engagement in a New Industrial Revolution for the 21st century.

Sincerely,

Anthony Gemma



CONGRESSIONAL 21st CENTURY JOBS PLAN

ABSTRACT

As the Congressman representing Rhode Island's First Congressional District, my first priority will be getting Rhode Islanders back to work.

Based on the findings gleaned from formal meetings with Rhode Island economists, key business and economic development strategists, and forward-thinking educators, I created the *Congressional 21st Century Jobs Plan*. Once enacted, it will stop the systemic unemployment and underemployment crises in Rhode Island by accelerating job creation and laying the foundation for long-term sustainable employment.

Our innovative, strategic, and transparent plan consists of four action goals -- or, if you prefer, the four ultra-efficient cylinders which will drive our economy in the 21st century – in order to create jobs and enable Rhode Islanders to acquire the skills necessary to succeed in a fast-changing 21st century global economy:

- **Positioning Rhode Island to become the center of America's \$125 billionⁱ wellness industry.**
- **Encouraging additional job growth in the accelerating health care industry.**
- **Creating traditional and green construction jobs to build and restore infrastructure to support the development and expansion of new and existing businesses in the wellness and healthcare industries.**
- **Aligning the workforce with available jobs by facilitating easier access to demand-driven education and training at the Community College of Rhode Island and other higher education and technical institutions.**

EXECUTIVE SUMMARY

My *Congressional 21st Century Jobs Plan* is an efficient and innovative program designed to create jobs. **We reasonably and conservatively estimate that this plan will create ten thousand new jobs for Rhode Island in the wellness industry, the expanded healthcare sector, and a revitalized construction industry over five years of operation.** In 2011, I plan to secure federal, private, and foundation funding to further develop this proposal.

In creating my *Congressional 21st Century Jobs Plan*, I met with Rhode Island economists, key business and economic development strategists, and forward-thinking educators. Their best ideas and sound counsel are reflected in these pages.

I also studied the manner in which Michigan utilized federal stimulus funds to create sustainable jobs in an automotive industry. The key to that success was tapping into the state's unique combination of educational and professional resources.

Here in Rhode Island, those resources are to be found in our health and wellness, healthcare, education, and construction communities/industries.

Accordingly, my *Congressional 21st Century Jobs Plan* positions Rhode Island to become the center of America's growing \$125 billion wellness industry.

It encourages additional job growth in the accelerating health care industry.

It creates traditional and green construction jobs to build and restore infrastructure to support the development and expansion of new and existing businesses in the wellness and healthcare industries.

Finally, it aligns the workforce with available jobs by facilitating easier access to demand-driven education and training at the Community College of Rhode Island and other higher education and technical institutions.

Successful planning and implementation of my *Congressional 21st Century Jobs Plan* are not possible without collaboration, analysis, and proactive strategy as detailed below.

Collaboration is required among the federal, state, and municipal agencies, as well as banks and private sector businesses. Our plan is to initiate a dialogue that will lead to transparency, accountability, and effective changes in how we create sustainable jobs.

Analysis of Rhode Island's job market is required before realizing job growth and the state's full economic potential. I will establish and implement procedures to solicit information pertinent to the *Congressional 21st Century Jobs Plan* from current and recent job seekers, economists, employers, unions, and federal, state, and local government officials. This feedback will assist me in developing government measures that will mitigate the challenges of the job search, so that job seekers—especially those suffering long-term unemployment—may find gainful employment.

Proactive strategy will be implemented through the development of twenty-seven employment *workgroups* that will assist me in creating the appropriate tools and measurements necessary to yield results [see appendix on page 25]. The workgroups, my congressional staff policy director, and I will be consistently engaged throughout the year and will remain active in Rhode Island's job policy and issues debates. The workgroups will help me analyze the current conditions that cause Rhode Island to have a high unemployment rate, examine the impact of these policies on job creation, and advise me on how we can best create useful tax credits and legislation.

HISTORICAL PERSPECTIVE: THE JOBS CRISIS IN RHODE ISLAND

In June 2010, 69,300 Rhode Islanders were out of workⁱⁱ. The number is an all-important quantification, but ultimately it is a cold abstraction. We are talking about our children. Our husbands and wives. Our parents. Our neighbors. Ourselves.

Rhode Island is facing its worst economic crisis in 75 years. Our state has the fourth highest unemployment rate in the nationⁱⁱⁱ. As of June, 12 percent of Rhode Islanders are unemployed^{iv}, and 6.6 percent of individuals have been out of work for more than 15 weeks^v.

Rhode Islanders want to work. We value personal responsibility, a strong work ethic, and independence.

The economic downturn in Rhode Island was caused by a lack of planning, lack of adequate job training, lack of finance, and a weak governmental response.

These incompetencies at the state level are evident in a number of ways. Rhode Island historically was one of the manufacturing centers of the nation. As recently as 1990 [QR code below], we had 92,600 manufacturing workers¹. As of this year [QR code below], we have only 39,900 jobs in the manufacturing sector¹. Furthermore, other states have created thousands of jobs in new and growing industries in the last twenty years: Massachusetts, for example, employs 45,901 individuals in the emerging biotechnology field¹. We have missed many extraordinary opportunities for economic growth.



Follow this QR code to view employment figures from 1990 in RI on your Smartphone.



Follow this QR code to view employment figures from 2010 in RI on your Smartphone.

The American Recovery and Reinvestment Act of 2009 was the largest economic intervention the federal government has made in its entire history. Over \$840.2 million was awarded in the form of contracts and grants in the state of Rhode Island^{vi}. Still, the 2,017 new jobs created from the federal funds are far from the substantive results necessary for a large-scale recovery^{vii}. Furthermore, the creation of each job cost approximately \$416,560, an undesirable reality that worsens our dissatisfaction with how state government allocated this critical funding.

Rhode Island is historically one of the first states to enter and last to exit a recession. It is evident that our state has not taken calculated measures to prevent this trend from continuing. After all, as the adage coined by well-known time management author Alan Lakein states, “Failing to plan is planning to fail.”

POINT ONE: Positioning Rhode Island to become the center of America’s \$125 billion wellness¹ industry

In order to do more than simply emerge from this economic downturn, Rhode Island needs to create a *new industry*.

¹ Wellness, in this context, relates to measures and consumer goods and services used to prevent disease and the promotion of physical well-being through active and healthier lifestyles.

The United States does not have a “wellness capital,” a distinction that I intend to secure for Rhode Island as Congressman through the following actions:

- Creating transparent policies and legislation to attract new ventures and promote existing companies that **manufacture** consumer wellness products
- Creating transparent policies and legislation to attract new ventures and promote existing companies that provide wellness services.
- Seeking funding and fostering new curricula that will enable the Community College of Rhode Island and other higher education and technical institutions to train Rhode Islanders to perform jobs in a demand-driven wellness industry [please refer to page 17].
- Encouraging increased employment by giving tax credits to all employers who create standard and manufacturing wellness jobs.
- Proposing tax credits that will attract the nation’s leading hospitals and clinics to establish satellite wellness facilities in Rhode Island.
- Encouraging innovative research and development that will help Rhode Islanders who have a traditional manufacturing background to obtain a competitive advantage in the wellness arena.
- Undertaking a cost-effective and extensive branding and marketing campaign that will make Rhode Island the center of America’s \$125 billion wellness industry.

Background: The Wellness Industry Offers a Critical Opportunity

The Centers for Disease Control state that 75 percent^{viii} of all U.S. medical expenditures are accounted for by chronic conditions such as heart disease, cancer, diabetes, obesity, and depression - many of which are preventable by changes in healthy eating, exercise, and changes in our lifestyles. Meanwhile, less than five percent^{ix} of health care spending in the U.S. goes toward the prevention of chronic disease.

The wellness industry has been growing rapidly since the establishment of the first wellness center in 1975^x. The increasing rates of obesity and overweight have been met with rising local consumer demand for gym memberships, fitness programs, and athletic and recreational products. Retail sales of the U.S. consumer wellness packaged goods in the health and wellness industry alone reached \$125 billion in 2009, representing an overall growth of 12.9% over the previous five years^{xi}. Consumer wellness packaged goods include:

- functional/fortified food
- beverages
- organic foods/beverages
- vitamins and minerals

- herbal and dietary supplements
- natural foods/beverages
- natural/organic personal care

In fact, health and wellness has continued to grow in 2009, with minimal impact from the global economic downturn, due to sustained consumer demand for healthier eating and the leading of healthy lifestyles^{xii}. Successful non-profit organizations such as the YM/WCA and Shape Up RI² have encouraged health and wellness programming for a large number of Rhode Islanders. The Rhode Island Department of Health's Worksite Wellness Council works to identify and advance evidence-based worksite wellness programs and measure their local impacts. In Rhode Island, it is evident that the private, non-profit, and public sectors have recognized the important economic impact of the wellness industry.

The growing wellness industry also has resulted in the creation of jobs. Companies, hospitals, fitness centers, health care providers, research groups, as well as universities and wellness companies are hiring professionals to run and oversee wellness programs that deal with smoking cessation, management of diabetes, weight loss and other health issues. We have also witnessed growth in wellness jobs that include personal trainers, aerobics and pilates instructors, managers, researchers, Web site designers, wellness and fitness writers, and dietitians. Fitness and recreation centers alone, for example, are expected to account for 613,981 jobs in 2014-up from 485,200 in 2004.^{xiii}

The significance of wellness is being realized through monetary gains and job creation. In addition, there are numerous examples of legislative attention on the federal and state levels. For example, the Child Nutrition and WIC Reauthorization Act of 2004 expanded the availability of nutritious meals and snacks to more children in school, in outside school-hours programs, and in child care. The 2010 Health Care Reform Act also includes federal grants for small business wellness programs^{xiv}. Under section 10408, a \$200 billion, five-year program would provide Wellness Program grants to businesses with fewer than 100 employees for the purposes of creating comprehensive workplace wellness programs. Rhode Island businesses may apply for these grants through the U.S. Department of Health and Human Services. My office will help employers design wellness programs with the following components in order to qualify:

- health awareness initiatives (education, preventive screening, health risk assessments)
- efforts to maximize employee participation
- initiatives to change unhealthy behaviors or lifestyle choices

² Shape Up RI is a statewide exercise and weight loss challenge that encourages Rhode Islanders to pursue healthy lifestyles through increased physical activity and better nutrition.

- workplace policies to encourage healthier lifestyles

A significant 82 percent of Rhode Island small businesses (about 15,700 small businesses) will additionally qualify for a wellness program tax credit through the Patient and Protection Affordable Care Act. Approximately 3,900 Rhode Island small businesses will qualify for the maximum health insurance tax credit of 35 percent. These are businesses with fewer than 10 employees and who have an average wage of less than \$25,000^{xv}.

Rhode Island Can Become America's "Wellness Capital"

In 2007, our state received the designation as the first "Well State" in the nation by the Wellness Councils of America. The award was earned because 20% of the state's workforce is employed by "Well Workplaces."^{xvi} In July 2009, the State of Rhode Island earned another Wellness Councils of America honor, the Gold Level Well Workplace designation, for successfully building comprehensive worksite wellness initiatives and demonstrating concrete outcomes^{xvii}. With these recent achievements, Rhode Island is primed to become the nation's wellness leader.

For example, Shape Up the Nation, an entrepreneurial program developed out of Shape Up RI, encourages wellness behavior through social networking. Participants are able to engage in health plans that are linked through the program's online social application. Rhode Island's merits, resources, and peer networking capabilities demonstrate a strong commitment to wellness. Shape Up the Nation has raised more than \$6 million and hired 30 people in less than two years.

Creating transparent policies and legislation to attract new ventures and retain existing companies that manufacture consumer wellness products and that provide wellness services.

I will offer the following opportunities and financial incentives that will attract new ventures and retain existing companies that manufacture consumer wellness products and businesses that provide wellness services:

- Encouraging the creation of wellness start-ups by providing access to a capital fund created exclusively to attract new businesses to Rhode Island.
- Eliminating the income taxes of the employees of new wellness firms during the first 18 months after the company relocates to Rhode Island.
- Creating an Office of Wellness outreach to put Rhode Island into a strong position to compete with other states in order to secure new wellness companies.

- Issuing a \$250 million bank-backed bond to make grants available to hundreds of companies with 100 or fewer employees that relocate to or that are currently doing business in Rhode Island.

Business-friendly regulatory environment

It is incumbent upon us to eliminate the over-regulation of the small businesses which are the engines that drive the Rhode Island economy. I will create a workgroup to review all federal and state regulations that hinder wellness and health-oriented businesses, in order to promote stability and the growth of companies that are part of Rhode Island's health and wellness industries.

Additional Rhode Island features

As part of our efforts to attract new wellness companies to Rhode Island, we will need to market and promote the educational, social, and recreational resources that our state offers. According to findings from *Rhode Island Economy: What's Next? Beyond the Problems to the Solutions*, a 2010 Bryant University conference study aimed at identifying ways to achieve sustainable economic development in Rhode Island, our state's location is a key asset to its future. The study recommended that the Route 295 corridor be targeted as a location for strategic development. Rhode Island's location is a strategic asset particularly for manufacturing companies that require access to waterways and ports, and proximity to coastlines. The Rhode Island Economic Development Corporation has observed that the state's compact size and accessible peer networks form an ideal environment for growing businesses^{xviii}. Furthermore, new companies can benefit from our state's excellent highway, rail, and airport service connectivity, abundant wind-energy resources^{xix}, availability of a workforce with a manufacturing background that is prepared to be educated and trained, and plentiful commercial spaces. The state also features numerous institutional resources for higher education including Brown University, Rhode Island School of Design, University of Rhode Island, Johnson & Wales University, Rhode Island College, and Bryant University. In addition, Rhode Island's natural beauty and cultural attractions provide support enticing lifestyle alternatives.

Encourage increased employment by facilitating the access to tax credits and capital to all wellness employers who create new jobs

Getting Rhode Islanders back to work is my priority.

As a way of attracting the wellness sector to establish businesses in Rhode Island, we will stimulate job creation by acquiring federal funds to offer the following incentives:

- Providing tax credits to incentivize businesses to hire unemployed Rhode Islanders.
- Restoring the flow of credit by guaranteeing bank loans that will enable small businesses in the wellness sector to expand and hire new employees.
- Providing tax relief and access to federal programs to encourage businesses to invest in the purchase of equipment
- Offering each Rhode Island employee who is working for a new wellness business a one-year tax break up to \$5,000.

Through these legislative actions, we will establish an inviting environment for people who operate or who want to create wellness businesses. The demand-driven training provided at the Community College of Rhode Island in my workplan will educate the Rhode Island labor force in order to provide the skilled workers needed to create products, information, and service sector employees in the wellness industries.

In order to facilitate a demand-driven wellness industry, we will also gather data at each point of interaction in order to provide guidance to the expanding Rhode Island wellness industry. We will also provide this critical information to out-of-state employers in order to attract them to Rhode Island.

Proposing tax credits that will attract the nation's leading hospitals and clinics that provide wellness programs to establish satellite wellness facilities in Rhode Island.

We plan to use tax credits, the bonding authority of the state, and federal grants to encourage the nation's leading hospitals and clinics that offer wellness programs such as the Mayo Clinic³ and Tufts Medical Center⁴ to create satellite facilities in Rhode Island.

The establishment of a satellite facility by a leading hospital or clinic will have numerous benefits for Rhode Island. In terms of employment gains for our state's economy, thousands of jobs would be created for Rhode Islanders. The world's brightest and most talented individuals in the medical field will also be attracted to our state. In terms of quality of life benefits, Rhode Islanders will receive a wide-range of preventive and specialized healthcare. Rhode Island's reputation as one of the nation's leaders in healthcare and wellness will be guaranteed.

³ Mayo Clinic is one of top medical centers in the nation that offers primary healthcare services. It pioneered the development of integrated group practice, where physician specialists and other healthcare professionals work as a team to meet the needs of patients.

⁴ Tufts Medical Center is a world-class academic medical center located in Boston, Massachusetts.

Encouraging innovative research and development that will help Rhode Island obtain a competitive advantage.

I will encourage organizations, colleges, and research groups to utilize the resources available through my congressional office to seek federal grants from the CDC, Department of Health and Human Services, the Commerce Department, and the Department of Education to support innovative research and development in the wellness industry. My congressional office will provide assistance in a variety of capacities, which will include but not be limited to writing letters of recommendation for grant applicants and directing grant seekers to appropriate federal agencies. My congressional website and the federal government's online grants program will serve as informational resources with valuable links.

For example, I plan to work diligently to secure resources from the Obama Administration's FY 2010 Prevention and Public Health Fund⁵ to be allocated toward the following purposes:

- Expanding wellness programs at community health centers
- Strengthening core capacity of the state health department and local wellness programs
- Expanding the public health workforce, including funding for the education of nurses
- Building upon science- and evidence-based prevention research funding for Brown University and other academic centers

It was announced that \$500 million will be allocated in 2010 toward these initiatives^{xx}. The funds would significantly increase our investment in community health prevention, as well as expand the capacities of the state health department and local wellness programs. These funds will allow Rhode Island to jump-start the workforce programs authorized in the Health Care Reform Act, made sustainable through research and evaluation.

Particular attention will be focused on developing new trends and approaches to expand the wellness industry in Rhode Island. Organizations, corporations, and small businesses will be incentivized to develop comprehensive, integrated, and transferable products and services that will position Rhode Island as America's "wellness capital." New priorities will also focus on ways that the state and other government entities can promote practices to support or expand the industry.

⁵ The Prevention and Public Health Investment Fund will provide \$15 billion over ten years to renew focus on prevention and public health.

A cost-effective and extensive branding and marketing campaign that will make Rhode Island the center of America's \$125 billion wellness industry.

In order to become the center of America's wellness industry, it is vital that Rhode Island brands itself as the nation's primary location for wellness facilities and services. Consumers and investors continue to rely on branding images to influence spending decisions. My plan for developing a Rhode Island wellness brand for businesses and manufacturers in our state will require the creation of a brand equity⁶ campaign. Such a campaign will develop brand loyalty and recognition for Rhode Island as a provider and producer of high-quality wellness products and services.

The branding campaign will represent the concerted and integrative effort of all stakeholders in Rhode Island's wellness industry. I will enable collaboration between the State and private businesses to promote an image that promises value in Rhode Island's wellness services. The initial goal of the branding campaign will be to reach top decision-makers at small to medium sized companies, large corporations, and research organizations in the wellness sector. A targeting strategy to reach these entities will advertise Rhode Island as a location that is both quality-assured and cost-effective for launching wellness enterprises. I will shape Rhode Island's tax policies and career-training programs to promote a culture of wellness for our state. I will also direct the necessary funding to support technological advancement in the wellness industry. Technological advancements will represent the products of in-state manufacturing, but they will also serve as resources to Rhode Island's wellness service providers. The following targeting strategy fully outlines the procedures that will brand Rhode Island as America's wellness capital:

A RHODE ISLAND BRAND OF WELLNESS

- Create high-quality Rhode Island-branded wellness products and services to be used by the state and the nation.
- Establish a Standards of Excellence advertising campaign for Rhode Island's wellness providers in order to create and establish our state's recognition as America's wellness capital.
- Seek federal funding to create a national marketing campaign.
- Work with the Rhode Island School of Design and other local universities and businesses to create an elaborate wellness website logo, slogan, and creative images.

⁶ In Principles of Marketing, noted marketing experts Phillip Kotler and Gary Armstrong identify brand equity as "the value of a brand based on the extent to which it has high brand loyalty, name awareness, perceived quality, strong brand associations, and other assets such as patents, trademarks, and channel relations."

- Create the nation’s first permanent, week-long wellness conference and tradeshow.
- Create a documentary wellness film festival.
- Design a state-maintained wellness website and database.
- Use social media to promote the nation’s use of Rhode Island’s wellness resources.
- Create a Rhode Island wellness magazine (online and print).
- Create an annual national wellness jobs fair for manufacturers and nutritional supplement firms at the Convention Center.

POINT TWO: Accelerating job growth in the health care industry

Between January 2008 and June 2010, healthcare has been the only consistent growth industry in Rhode Island. Between 1998 and June 2010, health care employment in Rhode Island grew from 64,700 to 77,200.

Health Care Employment in Rhode Island (seasonally adjusted)

<i>Year</i>	<i>Number Employed in Rhode Island</i>
1998	64,700
2000	65,900
2002	69,800
2004	72,100
2006	75,200
2008	76,700
2010	77,200

Source: Rhode Island Department of Labor and Training’s Labor Market Information for Current Employment Statistics^{xxi}

The health care industry’s effort to retain its quality health care workers in Rhode Island is reflected in the annual wage growth that increased by 41.8 percent between 1999 and 2006. In 2006, The Rhode Island Department of Labor and Training, Labor Market Information predicted that 10,000 new jobs will be added to the healthcare industry by 2014. This projection for health care industry growth also estimates that 53% of job openings will be the result of economic growth and business expansion^{xxii}. The state has additionally experienced shortages in several areas of health care personnel. An analysis of Behavioral Risk Factor Surveillance System data, for example, reveals a nursing shortage of 3,000 in the state of Rhode Island as of January 2010^{xxiii}

The Rhode Island Department of Labor and Training also defines the health care industry as a high-wage sector, with a healthcare worker earning an average annual salary of \$46,000^{xxiv}.

The Rhode Island healthcare industry outlook remains positive. According to the Bureau of Labor Statistics, job opportunities in health care should be excellent in all employment settings because of high job turnover, owing to the large number of expected retirements and tougher immigration rules that are slowing the numbers of foreign health care workers entering the U.S.^{xxv} Health care reform is expected to slow the growth rate of health spending as efficiency is improved. However, the expansion of health coverage under the Health Care Reform Act will lead to increased demand for workers.

As one of the largest industries in 2008, health care provided 14.3 million jobs for wage and salary workers. In Rhode Island, there are currently 77,200 health care workers. Ten of the twenty fastest growing occupations are health care-related.

Wage and salary employment in the health care industry is projected to increase 27 percent through 2014, compared with 14 percent for all industries combined. Employment growth is expected to account for about 3.6 million new wage and salary jobs—19 percent of all wage and salary jobs added to the economy from 2004–2014. Projected rates of employment growth for the various segments of the industry range from 13 percent in hospitals, the largest and slowest growing industry segment, to 69 percent in the much smaller home health care services.

A wide variety of people with various educational backgrounds are necessary for the health care industry to function. The health care industry employs some highly educated occupations that often require many years of training beyond graduate school. However, most of the occupations in the health care industry require less than four years of college^{xxvi}.

A variety of postsecondary programs provide specialized training for jobs in health care. People interested in a career as a health diagnosing and treating practitioner—such as physicians and surgeons, optometrists, physical therapists, or audiologists—should be prepared to complete graduate school along with many years of education and training beyond the college level. Careers in social work, health service management, and in some registered nurse positions require a bachelor's degree. A majority of the technologist and technician occupations require a certificate or an associate degree; these programs usually have both classroom and clinical instruction and last about 2 years.

Nursing aides, orderlies and attendants, and home health aides are among the occupations adding the most new jobs in this industry between 2008 and 2018, about 592,200 combined. In contrast, occupations with relatively few replacement

openings—such as physicians and surgeons—are characterized by high pay, lengthy training requirements, and a high proportion of full-time workers^{xxvii}.

Numerous jobs in the health care industry offer considerable career advancement opportunities and only require two years of education. The current radiography program at the Community College of Rhode Island, for example, is two years long and accredited by the Joint Review Committee on Education in Radiologic Technology. Students participate in six semesters of classroom instruction at the college and clinical education at imaging facilities linked to the program. Upon successful completion of the program, students must take the American Registry of Radiologic Technologists exam, which prepares and licenses them for positions in Rhode Island^{xxviii}. There are a total of 82 required credits in the program, so at an in-state cost of \$153 per credit, total tuition for the program is about \$12,546^{xxix}. The American Society of Radiologic Technologists has recorded \$59,735 as the average yearly income for x-ray technicians in 2009. With 11-20 years of experience, this average increases to \$64,500. The highest 5 percent of x-ray technician salaries reaches over \$90,000^{xxx}.

Rhode Island has a shortage of x-ray technicians. As of August 5, Lifespan has over 452 unfilled positions. Of that number, 92 jobs fall in the job category of nursing. It is clear that Rhode Islanders require additional training in order to provide enough employees for the growing healthcare sector.

POINT THREE: Creating construction jobs to build and restore infrastructure and to support the use of green and renewable technologies in the development and expansion of new and existing businesses in the wellness and healthcare industries

Getting Rhode Island construction workers back to work is my priority.

Though the construction industry was projected in 2009 to recover over time and add jobs in the coming decade,^{xxx} we are still witnessing falling employment figures. The Rhode Island construction industry lost 700 jobs,^{xxxii} according to the Associated General Contractors of America, which cited weak private, state, and local demand as the reason for the decline.

To address the overall lack of demand for construction, I am prepared to propose the Health and Wellness Tax Credit, which will be modeled after the Rhode Island Historical Preservation Investment Tax Credit.⁷ Referring to the impact of the

⁷ The Rhode Island Historical Preservation Investment Tax Credit, which became effective in 2002, is administered and monitored by the Rhode Island Historical Preservation and Heritage Commission. The tax credit allowed developers to receive a reimbursement worth 30% of the cost of restoration and a total of 50% when combined with the federal credit worth 20%. Deemed as, “one of Rhode Island’s most effective

Preservation Tax Credit, the Economic Policy Council of Rhode Island indicated, "...[spurring] mill renovation activity at levels that no one thought possible^{xxxiii}."

Rhode Island's construction industry is in dire need of economic assistance. The reality is that Rhode Island has been struggling for decades to find ways to bring new uses to underutilized industrial and commercial structures.

My proposal will create new construction jobs to support the growth of the wellness and healthcare industries in Rhode Island. The Health and Wellness Tax Credit, which will be funded by federal grants, is my core proposal to create jobs and reverse our state's economic decline.

The Health and Wellness Tax Credit would make additional incentives available to health and wellness initiatives in Rhode Island to restore and build industrial and commercial structures for health and wellness entities. A special focus should be on the use of solar and green technology to enhance the energy efficiency all new and existing buildings.

Green Jobs

The expanded construction industry will facilitate environmentally responsible growth in Rhode Island's jobs market. Development of new buildings and facilities will follow construction practices that reduce the building's carbon footprint, total energy consumption, and reliance on fossil fuels. Environmentally sustainable building practices will stimulate and enable job growth across numerous sectors including construction, green technology, health, and wellness. I intend to make use of the following clean energy practices and resources in order to reduce greenhouse gas emissions in Rhode Island:

tax incentives" by The RI Economic Policy Council, the Rhode Island Historical Preservation Investment Tax Credit yielded several quantifiable results, which include the following:

- \$484.91 million in private investment in 111 projects statewide
- \$289 million in wages for 8,728 construction jobs
- \$289 million in wages for 8,728 construction jobs (5,334 construction jobs paying \$184.9 million)
- (3,394 indirect employment jobs paying \$103.6 million)
- \$154 million in annual wages for over 3,000 permanent jobs
- 1,699 residential units rehabilitated
- 409 (24%) low/moderate-income units
- \$795.25 in million economic output
- \$1 in tax credit created per \$5.47 economic output
- 75% of the projects and 83% of the total investment occurred in census tracts where family income levels were below the RI statewide median of \$52,781
- \$145.47 in tax credits spread over 2003-2007 (average \$29.5 million per year)
- \$29.1 million new tax revenue during construction period (before credits issued)
- \$42.14 million present value of future taxes paid by new jobs and households
- \$179.4 present value of increase in local property tax revenue⁷

- solar roof panels
- wind, geothermal, and other renewable energy technologies
- biofuels such as ethanol and biodiesel, as well as equipment for blending or refining renewable fuels
- smart grid technology for energy delivery
- fuel cells and microturbines for converting clean source fuels into electrical currents

I am committed to clean energy practices that will cap Rhode Island's current greenhouse gas emissions and lower emission levels 10 percent by 2018, a goal defined by state participation in the Regional Greenhouse Gas Initiative^{xxxiv}. Ten Northeastern and Mid-Atlantic states have currently pledged involvement in this program. Clean and sustainable electricity sources will be partially sponsored by the Rhode Island Renewable Energy Fund, which awarded over \$3 million in grants and loans in 2009^{xxxv}. I will ensure Rhode Island's continued commitment to meeting the Regional Greenhouse Gas Initiative goal by directing the necessary funds to clean energy resources for new building projects. The growth of a green building and technology sector will create sustainable jobs, as well as energy-efficient facilities for the health and wellness industries.

Under section 48C of the 2010 American Recovery and Reinvestment Act, Congress awarded \$2.3 billion in tax credits to manufacturing facilities for clean energy technologies^{xxxvi}. Although \$2.3 billion were awarded, application requests totaled over \$8 billion in tax credits. We expect an expansion of the 48C tax credit program to provide an additional \$5 billion to foster further growth in green building projects for Rhode Island and the nation. Financial support in the form of tax credits, grants, and loans will support the use of renewable energy and green technology by new and already existing buildings.

Application of the Health and Wellness Tax Credit

Examples of The Health and Wellness Historic Tax Credit will be made available to be used on the following segments of the healthcare industry:

- Hospitals
- Nursing and residential care facilities
- Physician offices
- Dental offices
- Other health practitioners from whom hospitals nursing facilities may contract for services including physical therapists, psychologists, audiologists, speech-language pathologists, and dieticians. Practitioners of alternative medicine are also included: acupuncturists, homeopaths, hypnotherapists, and naturopaths.

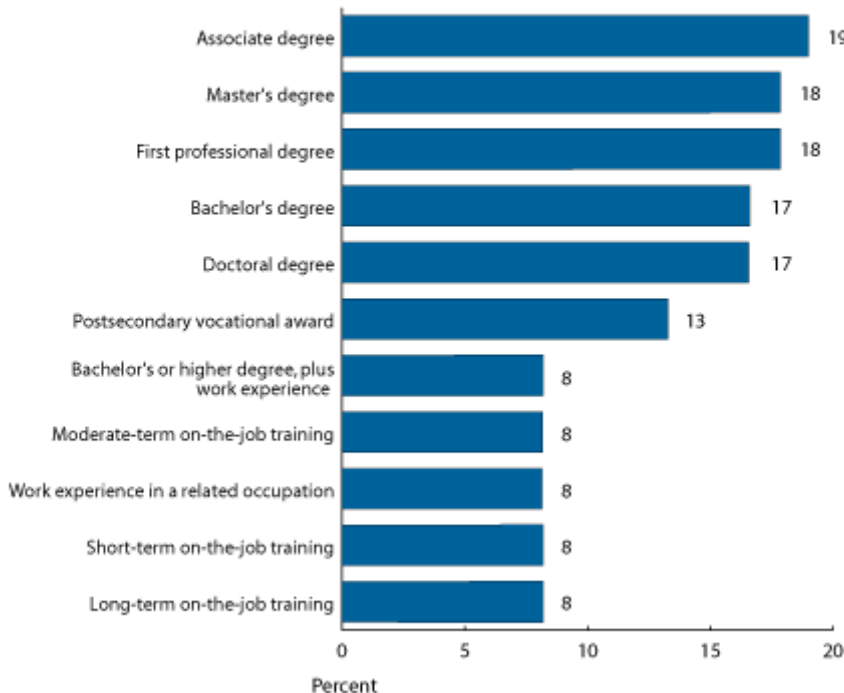
- Ambulatory healthcare services- outpatient care center, medical and diagnostic laboratories, kidney dialysis centers, outpatient mental health and substance abuse centers, blood and organ banks, as well as medical labs that analyze blood, do diagnostic imaging, and perform other clinical tests.

The Health and Wellness Historic Tax Credit will lead to high long-term return on investment as Rhode Island transitions from a cycle of disinvestment to a cycle of reinvestment and development in our commercial and industrial buildings. In addition to creating jobs for construction workers, the credit will breathe life into our new healthcare and wellness industries. Furthermore, this initiative will stimulate the growing renewable, solar, and green products being used by construction firms.

POINT FOUR: Facilitating easier access to demand-driven education and training at the Community College of Rhode Island and other higher education and technical institutions

The objective of the Congressional 21st Century Workforce Plan will be to use the Community College of Rhode Island and other higher education and technical institutions to balance accelerated job creation in the wellness and healthcare industries with a trained, educated, and demand-driven workforce.

Chart 7. Percent change in employment, by education or training category, 2008–18 (projected)



Source: BLS Division of Occupational Outlook

The Congressional 21st Century Workforce Plan calls for any Rhode Island adult to be able to attend community college for one year for free.

I plan to seek federal funds from the Community College and Career Training Grant Program, an element of the Student Aid and Fiscal Responsibility Act. In March 2010, Congress voted to pass the Student Aid and Fiscal Responsibility Act (SAFRA), a landmark pledge to make college more affordable. This legislation represents the single largest investment in federal student aid ever^{xxxvii}. It demonstrates a commitment to expanding educational opportunities so that we may improve our economic future. Within this investment package, a proposed \$2 billion have been allocated to a Community College and Career Training Grant program^{xxxviii}. \$500 million in mandatory funding will be provided through 2014 with the provision that each state receives no less than .5 percent, or \$1 million per year, of the total appropriated funds^{xxxix}.

These funds may be used to finance development of career-training programs at the Community College of Rhode Island, as well as partnerships with employers to provide job-skills training. I intend to direct the necessary funds from this program to finance programs that will prepare individuals for skilled work. I will also use these funds to provide tuition coverage to those eligible for unemployment compensation, so that they may receive the necessary training to reenter the workplace. The effectiveness of this program will be tracked through the creation of the federally-mandated “Learning and Earning Research Center” which will establish a set of standard metrics to measure the education and employment outlook for community college students.

I also plan to ask Rhode Island’s seven largest employers to make a one-time donation of \$250,000 each. This will add up to \$1,750,000 to be used for tuition waivers and to assist the community college to structure both the curriculum and the administrative support necessary.

An effective education and training structure centered at our community college is what Rhode Island needs.

According to the July 2009 report *Preparing the Workers of Today for the Jobs of Tomorrow*, “well-trained and highly-skilled workers will be best positioned to secure high-wage jobs...[The] fastest growth is among occupations that require an associate’s degree or post-secondary vocational award.”

The Community College of Rhode Island-focused educational training of the Congressional 21st Century Workforce Plan will promote an expansion of new jobs in Rhode Island and will have a strong impact on the economy, as outlined below:

- Cumulative Rhode Island investment (2011-2014) in wellness and health sectors under my plan will increase by at least \$2 billion
- 25,000 wellness and health sector jobs will be generated by 2014. This is approximately \$1.25 billion in salary
- The new wellness industry will benefit from an improved labor pool and the clustering of resources into one state
- The Federal government and private industries will make the domestic wellness industry more competitive against its overseas competition, and make the industry more innovative from its New England base
- The Health and Wellness Tax Credit is designed to foster construction jobs and retrofit wellness and health facilities
- Existing Federal and state tax credits will be identified and directed to companies that build or invest in new or expanded wellness and health projects in Rhode Island
- I will find resources to assist the Community College of Rhode Island to work in collaboration with other educational institutions and with local and national businesses to prepare the curriculum that will be used to train workers for 21st century jobs
- My plan will provide a staff person who will assist small business owners who need technical assistance to apply for the tax credit or design a workplace curriculum
- This workforce program will analyze, modify, and seek federal funding and resources for the Rhode Island construction industry

In addition to working with the Community College of Rhode Island, I plan to seek partnerships with private sector entities engaged in the creation of new paradigms for workforce development within higher education models. Toward this end, I have met with the principals of one such corporation.⁸

Whether or not this particular enterprise becomes involved in my ***Congressional 21st Century Jobs Plan*** is hardly the point. Rather, its principals' observations and goals are worthy of review insofar as they align with my own needs assessments and broader vision for workforce development.

I agree with their assessment that, by the start of the 21st century, the majority of men and women for whom a college degree was an inescapable prerequisite for

⁸ It should be noted that the model herein discussed, while applicable to and in part designed to support health and wellness-related workforce development and higher education, is sufficiently broad-based to encompass multiple academic disciplines and business applications.

sustained economic success either could not afford steeply escalating tuition costs, or were forced to forgo their educational dreams due to the need to work full time and/or meet other socio-economic responsibilities that conflicted with certain enrollment requirements of rigid traditional academic models.

In addition, we share the conclusion that by the same point in history, many institutions of higher learning had come to equate their value and prestige in direct proportion to the exclusiveness of their admission policies – as opposed to a long-atrophied commitment to the inclusiveness that is the core value of the democratic process.

If we are to train, educate and otherwise fully prepare our workforce for 21st century industry needs, these trends must be reversed through the implementation of an affordable, accessible, and new educational model for 21st century American higher education and training that can find a way to permit innovation and tradition to co-exist.

As the principals argue, such a combination would recognize that:

- The students’ existing knowledge base must be valued.
- We must customize learning plans with measurable outputs and milestones that meet workforce needs.
- Faculty members must be not only academically credentialed but also successful, experienced managers, directors, and community leaders, and effective coaches and mentors.

They state that, “The essential difference between traditional educational models and a new model combining tradition with innovation is summarized in a single word: *OPPORTUNITY*.”

“In the [new model], the substantial benefit of opportunity for advancement does not accrue solely to the students. *The employer benefits from heretofore unavailable opportunities to engage in meaningful workforce development, motivates employees by making their degrees attainable, and solves problems at a fraction of the cost that would have been incurred had the process been outsourced to consultants.*

“*Workforce development* is a concept familiar to every forward-thinking American lawmaker and educator. The [proposed new model] is synonymous with workforce development. ***And the economic future of Rhode Island, it is safe to say, is securely hitched to the workforce development star.***

“Today, businesses call for flexible, team-oriented, efficient, innovative, adaptive workers. *Such team players are of inestimable value as they have an immediate,*

focused, positive impact on their employers. The combining of the best elements of two distinct educational paradigms engages these workers far more directly than do either of the educational paradigms applied singularly.”^{xl}

In addition to exploring implementation of the above model or equivalent, I plan to promote greater access to educational opportunities using a model like Stepping Up.

Stepping Up is a successful partnership started in the fall of 2007 between the United Nurses & Allied Professionals/Rhode Island Hospital Health Care Education Trust and Women & Infants Hospital, local hospitals and healthcare organizations, education and training providers, and labor unions.

Stepping Up offers a range of programs including:

- Job shadowing opportunities at local hospitals
- Mentorships for enrollees in college and certificate programs
- Workshops at Stepping Up's "Career Advancement Academy," which is designed to offer participants the professional skills they need in a health service workplace. At the end of the workshop program, participants receive certification recognized by management and human resources at Rhode Island Hospital and Women & Infants Hospital
- Pre-college and college courses at CCRI, as well as tuition assistance--and sometimes full coverage--for healthcare degree prerequisite courses and courses with multiple Stepping Up participants enrolled
- Sponsorship for Stepping Up participants to take GED and ESOL courses

Similar educational opportunities would encourage growth in other sectors also, so I plan to use Stepping Up as a model for a career-training program in the wellness industry. Creation of such a program will provide Rhode Island with a capable and educated base of wellness employees. The presence of these career-training opportunities will also position Rhode Island as an attractive location for prospective wellness providers. This will establish wellness in our state as a sustainable and quality-assured industry.

Every working or unemployed Rhode Islander should have access to the equivalent of at least one year of education or technical training post high school.^{xli}

Middle-skill jobs, which are defined as those that require more than a high school diploma but less than a four-year degree, represent the largest share of jobs in Rhode Island--some 47 percent^{xlii}--and the largest share of future job openings. The

demand for middle-skill workers in Rhode Island will remain high through 2016, with more than 68,000 job openings.^{xliii}

Middle-skill jobs within the healthcare industry that are critical to Rhode Island's recovery are:

- x-ray technicians
- certified nursing assistants
- dental hygienists
- diagnostics medical sonographers
- licensed practical nurses
- medical lab technicians
- radiology technicians
- respiratory therapists
- physical therapists
- surgical technologists
- emergency medical technicians

In 2008, Rhode Island employers reported that about ten percent of their job vacancies had been open for 60 days or more^{xliv}. Almost thirteen percent of all job openings required vocational training or an associate's degree, and fifteen percent required a professional license or certification.

According to the Rhode Island Department of Labor and Training, more than half of all new jobs created in the next ten years will require skills learned on-the-job, but only one-third will require a college degree^{xlv}. However, it is projected that the proportion of middle-skill workers will decline due to the following reasons:

- retirement
- current aging workforce
- immigration that occurs will lead to increases in low- and high-skill workers as opposed to middle-skill workers

The Community College of Rhode Island is well positioned to address the demand for middle-skill workers in Rhode Island.⁹ With a graduating class of roughly 1,500 students per year, it is Rhode Island's largest supplier of healthcare workers.^{xlvi}

⁹ In addition, private sector higher education and technical institutions (including the entity previously referenced) with similar and even more expansive areas of training will be engaged.

The CCRI Commission, in its April 2010 report, indicates the demand for workers in the financial, accounting, information technology, and engineering fields requires CCRI to:

- Increase enrollment.
- Graduate more students with certificates.
- Graduate more students with degrees in areas of industry demand.
- Offer more opportunities for students to gain work experience.

U.S. Under Secretary of the Department of Education Martha Kanter has expressed concern about the access and opportunity to two-year colleges due to the recession^{xlvii}. The CCRI Commission, in a report released in April 2010, identified lack of funding as an obstacle to the institution's job placement and workforce development programs.

Action must be taken to close the widening gap between the demand and supply of middle-skill workers in the healthcare industry. This is the issue that I plan to address by facilitating easier access to demand-driven education and training at community college and technical institutions.

To meet the demands of middle-skill workers in the health care and wellness industries, I will seek funding to offer one year's *free* tuition to the Community College of Rhode Island and technical institutions for all Rhode Island residents.

A majority of the technologist and technician occupations require a certificate or an associate degree; these programs usually have both classroom and clinical instruction for 1 or 2 years^{xlviii}.

Rhode Island requires an innovative and bold plan to accelerate job growth. My community college plan has similarities to Michigan's highly successful "No Worker Left Behind (NWLB)" program, which was launched in 2007. Displaced autoworkers were provided up to two years of free tuition to any community college or other approved training program in the state. A recent report released by Michigan's Department of Energy, Labor & Economic Growth indicates that the program has been successful. As of June 1, 2010, 131,833 people have entered education and training through the NWLB program. Of the 57,855 individuals who completed training, 75 percent have either obtained or retained jobs^{xlix}.

FROM ALIGNMENT TO EMPLOYMENT

As the attached chart titled “Positioning Rhode Island to Become the Center of America’s Wellness Industry” graphically represents, my ***Congressional 21st Century Jobs Plan*** depends for successful long-term implementation upon support deriving from the alignment of Rhode Island’s federal and state office holders toward a common goal.

On the chart I have suggested action areas in which our state’s Congressional delegation, general officers, and Economic Development Corporation executive director can provide, in the most efficient manners, the varieties of support that, in the aggregate, represent the *sine qua non* for our success.

None of the factors that have been missing from previous and failed workforce development/education models can rival the alignment of which I write in terms of its importance to the overall success of initiatives such as these.

CONCLUSION

Throughout this campaign I have done more than simply reiterate its theme. At every opportunity I have endeavored to begin the processes of *reinventing and reinvigorating public service for the 21st century*.

My ***Congressional 21st Century Jobs Plan*** represents just such effort. By any empirical measurement it is the most ambitious, aggressive, documented, challenging, and promising jobs plan currently before the people of Rhode Island.

While the economic downturn has presented seemingly daunting challenges, Rhode Island has maintained some of its core strengths. The Ocean State is home to CVS Caremark and Textron, two Fortune 500 companies. Additionally, we are home to six Fortune 1000 companies- Hasbro, Nortek, American Power Conversion, Amica Mutual Insurance, FM Global, and NTK Holdings ¹. Today, health and life sciences, education, hospitality and tourism, and marine-related industries are important growth sectors of our state’s economy.

And soon we shall strengthen, expand, and add to their number.

In creating and presenting my ***Congressional 21st Century Jobs Plan***, I am firing the first salvo in what likely will be remembered as a New Industrial Revolution – and thus beginning the process of *reinventing and reinvigorating the economy of Rhode Island*.

Getting Rhode Islanders back to work is my priority.

APPENDIX OF WORKGROUPS

The 21st Century Jobs Plan will include workgroups customized for the towns and cities and areas of focus in Rhode Island's First Congressional District. Separate workgroups will be dedicated to the following purposes:

- Serving each of the twenty towns and cities in the First District:
 - Barrington
 - Bristol
 - Burrillville
 - Central Falls
 - Cumberland
 - East Providence
 - Jamestown
 - Little Compton
 - Lincoln
 - Middletown
 - Newport
 - North Providence
 - North Smithfield
 - Pawtucket
 - Portsmouth
 - Providence
 - Smithfield
 - Tiverton
 - Warren
 - Woonsocket
- Making the Community College of Rhode Island an effective and accessible tool for demand-driven job-skills training for people with manufacturing backgrounds.
- Promoting and enhancing the construction industry, while aligning it with the emergent needs of the health and wellness sectors.
- Accelerating job growth in the health care industry.
- Positioning and branding Rhode Island as America's wellness capital.
- Reviewing and identifying all federal and state regulations that hinder health and wellness oriented businesses.
- Securing federal funding for *unions* and *manufacturing* associations in partnership with the Community College of Rhode Island to train their employees for work in the wellness and health care sectors.
- Providing career-training opportunities to people 62 and older to enhance their skills or return to the workforce.

Each workgroup will consist of seven to nine individuals, with two members serving as functional co-chairs. Workgroups for individual towns and cities will be composed primarily of residents and at least one elected official from each respective municipality. Each workgroup will also be required to report to a large group of stakeholders. Stakeholders will, in turn, provide information on a monthly basis to members of the workgroups. All of the workgroups will be linked by a website page and a monthly **Congressional 21st Century Jobs Plan** e-newsletter.

REFERENCES

-
- ⁱ Pilzer, Paul. The Wellness Revolution. Hoboken: John Wiley & Sons, 2007.
- ⁱⁱ "Rhode Island Economy at a Glance". United States Bureau of Labor Statistics. 08/10/2010 <<http://www.bls.gov/EAG/eag.ri.htm>>.
- ⁱⁱⁱ "Local Area Unemployment Statistics". United States Bureau of Labor Statistics. 07/20/2010 <<http://www.bls.gov/web/laus/laumstrk.htm>>.
- ^{iv} Smith, Andy. "State's Jobless Rate Declines to 12 Percent." Providence Journal. 07/16/2010, <http://www.projo.com/news/content/RI_JOBS_JUNE_07-16-10_U7J74I3_v18.3643958.html>.
- ^v "Alternative Measures of Labor Underutilization for States, Third Quarter of 2009 through Second Quarter of 2010 Averages". United States Bureau of Labor Statistics. 08/10/2010 <<http://www.bls.gov/lau/stalt.htm>>.
- ^{vi} "Recipient Reported Data Map". Recovery Act Spending Tracker. 08/10/2010 <<http://www.recovery.gov/Transparency/RecipientReportedData/pages/RecipientReportedDataMap.aspx?State=RI&datasource=recipient>>.
- ^{vii} "Recipient Reported Data Map". Recovery Act Spending Tracker. 08/10/2010 <<http://www.recovery.gov/Transparency/RecipientReportedData/pages/RecipientReportedDataMap.aspx?State=RI&datasource=recipient>>.
- ^{viii} "Chronic Disease: the Power to Prevent, the Call to Control--At a Glance, 2009". Centers for Disease Control and Prevention. 08/10/2010 <<http://www.cdc.gov/chronicdisease/resources/publications/AAG/chronic.htm>>.
- ^{ix} Obama, Barack. "Remarks by the President to a Joint Session of Congress on Health Care". Office of the Press Secretary. 09/09/2009 <http://www.whitehouse.gov/the_press_office/Remarks-by-the-President-to-a-Joint-Session-of-Congress-on-Health-Care/>.
- ^x Miller, James William. "Wellness: The History and Development of a Concept". Spektrum Freizeit. 01/2005 <http://www.fh-joanneum.at/global/show_document.asp?id=aaaaaaaaabdjus&download=1>.
- ^{xi} Nickel-Kailing, Gail. "NMI Reports 2009 Health and Wellness Industry Sales at \$125 Billion". Food CEO. 05/31/2010 <<http://foodceo.com/news/2010/05/nmi-reports-2009-health-wellness-industry-sales-at-125-billion-2/>>.
- ^{xii} "New Health and Wellness Sales Fueled by Developing Markets of China, Mexico, and Brazil". Euromonitor International. 04/13/2010 <<http://blog.euromonitor.com/2010/04/new-health-and-wellness-sales-fuelled-by-developing-markets-of-china-mexico-and-brazil.html>>.
- ^{xiii} Kahlenberg, Rebecca R. "Wellness Industry Is Looking Strong." Washington Post. 03/05/2006, <<http://www.washingtonpost.com/wp-dyn/content/article/2006/03/04/AR2006030400452.html>>.
- ^{xiv} "Health Care Reform: Wellness Initiatives & Legislative Brief". The Jenkins Group. 06/11/2010 <www.jenkinsgroup.com/pdfs/benefittrends/Benefit%20Trends%2006_10%20-%20Health%20Care%20Reform-Special%20Edition-Wellness%20Initiatives.pdf>.

^{xv} Lemmon, Dave. "New Report Shows 82 Percent Rhode Island Small Businesses Eligible for Health Care Tax Credits". Families USA. 07/20/2010 <<http://www.familiesusa.org/resources/newsroom/press-releases/2010-press-releases/new-report-shows-82-percent.html>>.

^{xvi} "Rhode Island Officially Designated as First "Well State" in the Nation". State of Rhode Island Employee Wellness Initiative. 04/2008 <<http://www.wellness.ri.gov/awards/award.php>>.

^{xvi} "State Wellness Awards". State of Rhode Island Employee Wellness Initiative. 08/10/2010 <<http://www.wellness.ri.gov/awards/>>.

^{xvii} "State Wellness Awards". State of Rhode Island Employee Wellness Initiative. 08/10/2010 <<http://www.wellness.ri.gov/awards/>>.

^{xviii} "Rhode Island's Innovation Economy". Rhode Island Economic Development Corporation. Nedeljkovic-Cunningham, Irena <<http://www.riedc.com/data-and-publications/economy-and-workforce>>.

^{xix} Roberts, Charlie. "Rhode Island Could Be the Center of a Clean Energy Revolution". Eco-RI. 04/05/2010 <<http://www.ecori.org/renewable-energy/>>.

^{xx} "Investing in Prevention: The New National Prevention, Health Promotion, and Public Health Council". U.S. Department of Health and Human Services. 06/30/2010 <<http://www.healthreform.gov/newsroom/preventioncouncil.html>>.

^{xxi} "Current Rhode Island Employment Statistics". Rhode Island Department of Labor and Training. 08/10/2010 <<http://www.dlt.ri.gov/lmi/ces.htm>>.

^{xxii} "Rhode Island Healthcare Industry Skills Gap Analysis". The Center for Health Professionals. 04/2008 <www.hari.org/nurse/skillsgap_08.pdf>.

^{xxiii} "Nursing Shortage Estimates (2010)". Trust for America's Health. 2010 <<http://healthyamericans.org/states/states.php?measure=nursingshortage>>.

^{xxiv} "Occupations in Healthcare". Rhode Island Department of Labor and Training. 05/2007 <<http://www.dlt.ri.gov/lmi/pdf/healthopp.pdf>>.

^{xxv} "Health Care Outlook and Job Prospects". Bureau of Labor Statistics. 02/02/2010 <<http://www.bls.gov/oco/cg/cgs035.htm>>.

^{xxvi} "Training and Advancement in Health Care". Bureau of Labor Statistics. 02/02/2010 <<http://www.bls.gov/oco/cg/cgs035.htm>>.

^{xxvii} "Health Care Outlook and Job Prospects". Bureau of Labor Statistics. 02/02/2010 <<http://www.bls.gov/oco/cg/cgs035.htm>>.

^{xxviii} "Radiography Program of Study". Community College of Rhode Island. 06/2010 <<http://www.ccri.edu/catalog/pdfs/health/ps-xray.pdf>>.

^{xxix} "Tuition & Fees". Community College of Rhode Island. 06/16/2010 <http://www.ccri.edu/bursar/tuition_fees.shtml>.

^{xxx} "Radiologic Technology Wage and Salary Survey". American Society of Radiologic Technologists. 07/2004 <<https://www.asrt.org/content/RTs/SurveyResults/WageandSalarySurvey/WageSalSurvey2004.aspx>>.

^{xxxix} "Preparing the Workers of Today for the Jobs of Tomorrow". Executive Office of the President & Council of Economic Advisors. 07/2009 <<http://www.whitehouse.gov/administration/eop/cea/Jobs-of-the-Future/>>.

^{xxxix} Barret, Chris. "Construction Employment Falls Again". Providence Business News. 07/30/2010 <<https://www.pbn.com/detail/51453.html>>.

^{xxxix} "Economic Policy Council Economic Performance Scorecard, 2004-2005". http://www.riedc.com/files/EPC_04_PerformanceScorecard.pdf.

^{xxxix} "Regional Greenhouse Gas Initiative". Pew Center for Global Climate Change. 06/18/2009 <http://www.pewclimate.org/what_s_being_done/in_the_states/rggi>.

^{xxxix} "2010 Financial and Performance Report". Rhode Island Economic Development Corporation. 06/2010 <http://www.riedc.com/files/Financial_and_Performance_Report_2010.pdf>.

^{xxxix} "\$2.3 Billion in New Clean Energy Manufacturing Tax Credits". Office of the Press Secretary. 01/08/2010 <<http://www.whitehouse.gov/the-press-office/fact-sheet-23-billion-new-clean-energy-manufacturing-tax-credits>>.

^{xxxix} Kittredge, Betsy Miller. "Education Reconciliation: The Student Aid and Fiscal Responsibility Act". Committee on Education and Labor. 03/18/2010 <<http://edlabor.house.gov/blog/2009/07/student-aid-and-fiscal-respons.shtml>>.

^{xxxix} "A Landmark Investment in Rhode Island's Economic Future". Committee on Education and Labor. 03/18/2010 <<http://edlabor.house.gov/documents/111/pdf/publications/safra-district-by-district/2010319/RI-1.pdf>>.

^{xxxix} Dortch, Cassandra. "The SAFRA Act: Education Reconciliation in the 111th Congress". Congressional Research Service. 03/19/2010 <<http://www.clhe.org/documents/crssafrareport.pdf>>.

^{xl} Ocean State Management, *A New Educational Paradigm*

^{xli} "Rhode Island's Forgotten Middle Skill Jobs". The Workforce Alliance for the National Skills Coalition. 10/2009 <<http://www.nationalskillscoalition.org/resources/reports/state-reports/forgotten-jobs-ri.html> >.

^{xlii} "Rhode Island's Forgotten Middle Skill Jobs". The Workforce Alliance for the National Skills Coalition. 10/2009 <<http://www.nationalskillscoalition.org/resources/reports/state-reports/forgotten-jobs-ri.html> >.

^{xliii} "Forgotten Jobs in Rhode Island". The Poverty Institute. 10/2009 <<http://www.povertyinstitute.org/matriarch/documents/FORGOTTENJOBSRIFINAL%281%29.pdf>>.

^{xliiii} "Rhode Island's Forgotten Middle Skill Jobs". The Workforce Alliance for the National Skills Coalition. 10/2009 <<http://www.nationalskillscoalition.org/resources/reports/state-reports/forgotten-jobs-ri.html> >.

^{xliiii} "Rhode Island's Forgotten Middle Skill Jobs". The Workforce Alliance for the National Skills Coalition. 10/2009 <<http://www.nationalskillscoalition.org/resources/reports/state-reports/forgotten-jobs-ri.html> >.

^{xliiii} "Community College of Rhode Island: Building a 21st Century Workforce". Rhode Island Economic Development Corporation. 03/04/2010 <www.riedc.com/files/EDC_CCRI%20Report_FINAL.pdf>.

^{xliiii} Kanter, Martha. "Regarding College Affordability". Community Colleges for International Development. 02/21/2010

<http://ccid.kirkwood.cc.ia.us/programs/annual_conference/2010/presentations2010/CCIDDrKanter_final%20draft.pdf>.

^{xlviii} "Health Care Outlook and Job Prospects". Bureau of Labor Statistics. 02/02/2010
<<http://www.bls.gov/oco/cg/cgs035.htm>>.

^{xliv} Morrow, Mario. "Latest Report Shows 75 Percent of NWLB Workers Obtained, Retained a Job As a Result of Training". Michigan Department of Energy, Labor, and Economic Growth. 06/29/2010
<<http://www.michigan.gov/dleg/0,1607,7-154--239530--,00.html>>.

^l "Fortune 500 Companies in Rhode Island". CNN Money. 05/04/2009
<<http://money.cnn.com/magazines/fortune/fortune500/2009/states/RI.html>>.