



**SWORWIB QUARTERLY MEETING**  
**OhioMeansJobs Center**  
**November 10, 2016 • 8:00 a.m.**  
**Minutes**

**SWORWIB Members Present:** Omari Aarons, Julia Abell, Karen Arnold, Michael Beck, Valarie Boykins, Brad Brezinski, Steve Browne, Nick Buschur, Scott Conklin, Michael Conner, Chad Day, Catherine Dooley, Kimber Fender, Margaret Fox, Sanserrae Frazier, April Gillespie-Hurst, Darin Hall, Joseph Kramer, Peter McLinden, René McPhedran, Detries Miller, Donald Moffett, Chris Monzel, Ruth Nkrumah-Martey, Gregg Oshita, Gary Prater, Eric Rademacher, Eric Riddick, Jennifer Roeder, Carol Sorenson-Williams, Tyronne Stuckey, Roberta Thomas, Robin Throckmorton, Alicia Tidwell, Greg Toebbe, Dani Watkins, Karen Wessel, Charles Wright.

**SWORWIB Members Absent:** Omar Ahmad, Oscar Bedolla, Dwayne Dews, Chris Fridel, Natalie Galbato, Shawn Harter, Gregory Johnson, Laurence Jones, Matthew Jones, Robert LaMothe, David Mann, Tim McCartney, Mike Moroski, Matthew Owens, Bridget Patton, Terry Phillips, Kevin Powell (Ex Officio), Gwen Robinson, Harry Snyder, Amy Waldbilling.

**SWORWIB Team:** Pat Bready, Cheryl Brueggeman, Natalie Hemmer, Sherry Kelley Marshall, Wes Miller, Clarye Scott

**Resources:** Kevin Holt, Lynn Murphy, Tim Dingler

**Guests:** Gena Bell, Erica Fears, Michael Martey, Amelia Orr, John Quatman (for Harry Snyder), Megan Ryan (for Oscar Bedolla), Benita Spraggins.

**I. Opening – Welcome**

Having exceeded quorum, Chair Brezinski opened the meeting at 8:07 a.m. welcoming everyone and asking all members and guests to introduce themselves. He reminded everyone to sign the attendance record at the registration desk as attendance recordkeeping is required and signatures need to be legible or printed beside the signature. Brezinski thanked Vonderhaar's for the catering and setup of the breakfast buffet and his company, General Tool Company, for providing the catering.

**II. Approval of the Agenda**

Chair Brezinski reviewed the agenda and reminded members that the consent agenda is used by larger boards to handle the business of the organization addressed in committee work or other venues in an efficient fashion in order to have time to focus on essential discussions. The practice is that everyone reviews the entire agenda before approval including a close review of the consent agenda and then indicates during the "Approval of the Agenda" any consent agenda item they wish to move from the consent agenda to "Other Business" for separate discussion. Stuckey raised a concern about the performance numbers featured in the Annual Report and asked when we would discuss changes in performance results under WIOA and CCMEP. Marshall responded that performance would be a major topic for the 2017 Annual Meeting and Stuckey noted he would ask his questions then. Marshall noted an error with workforce added after the Emerging Workforce Committee on the Agenda and requested assistance from the OMJ and SWORWIB teams to copy board packets that had been incorrectly double-sided without odd and even pages. Chair Brezinski noted that one of the presenters requested an earlier presentation time so he would be advancing the CCMEP Report up in the agenda and then returning to the order of the agenda thereafter. Stuckey moved, Kramer seconded a motion to approve the agenda with the agenda adjustment and corrections already noted. Motion passed unanimously.

### III. Consent Agenda

Chair Brezinski reviewed the consent agenda and called for a motion to approve the consent agenda. Browne moved, Conner seconded a motion to approve the consent agenda. Motion passed unanimously.

The following materials provided in the Consent Agenda were approved:

- August 11, 2016 Quarterly Meeting Minutes
- 2017 Calendar of Meetings
- Chair's Report
- President' Report with attachments of the Audit & Grants Update and Scorecard
- Committee Reports
  - Emerging Workforce Committee
  - OMJ4PWD Committee
  - OMJ Business Engagement Committee
  - WIOA Core Partners
  - ETP Evaluation Review Committee
  - WIOA Regional Strategic Plan Committee
- OMJ Center Report
- Fiscal Agent Report and Local Area Budget
- NewsWIBs

### IV. Presentation – CCMEP

#### ***MARCC Research Summary***

Chair Brezinski, introduced Margaret Fox, co-chair of the Emerging Workforce Committee (EWC) focused on the implementation and results of the Comprehensive Case Management Employment Program (CCMEP) for which the SWORWIB confirmed it would collaborate with Governor Kasich's initiative and combined efforts of TANF and WIOA to support 16-24 year olds on public assistance. Fox shared that the EWC discussed CCMEP at all of its quarterly committee meetings and graciously thanked all the members of the EWC for their commitment to our youth. Furthermore, she acknowledged Kevin Holt and President Marshall for their outstanding partnership in the research project. Fox noted the key contributor, Zakary Kadish, a student from Washington University St. Louis, provided data and found key patterns and correlations. Fox reported the data set used for research was for a pilot project last year on the Comprehensive Case Management Employment Program (CCMEP) drawn from the Comprehensive Assessment Forms that included 775 individuals participating in Hamilton County Jobs and Family Services Ohio Works First Project. Fox stated that the correlations suggest relative success in employment is directly connected in multiple ways: if customers have children, if they have a high school degree or GED and if they have experience with adult or juvenile criminal justice systems. She outlined 11 key data points and correlations: Those who do not have children (n = 110) have fewer jobs by a significant amount and worked significantly higher amounts on average. They also experience lower amounts of mental distress but generally have stronger feelings of worthlessness and restlessness. Former felons (n = 117) have higher wages, greater ambition to receive a GED and 100% have some sort of career goal. However, they disproportionately have been through the juvenile justice system. Those without felonies (n = 657) were disproportionately less affected by the juvenile justice system. Those without children who are also not felons (n = 93) feel mental stresses significantly less than other groups and are much less likely to have gone through some sort of court system. However, they work fewer hours and, of those that experience feelings of worthlessness, feel that emotion in higher quantities. Those who have jobs (n = 122) tend to have better childcare, have not been through the juvenile justice system and experience significantly lower levels of stress than those with jobs. However, more of those who have jobs experience some level of stress when compared to other categorizations of individuals not having employment (n = 652) does not cause any significant variation. Approximately 90% of individuals who have had an experience with adult court (n = 143) have had an experience with the juvenile justice system. There are other interesting correlations which Board members can read for themselves or contact Fox to discuss in more detail. Fox suggested that the Workforce Investment Opportunity Act can build its workforce by providing a higher percentage of funding for the 16-24 age group in urban communities, much as the SWORWIB did six years ago when its own research focused on increasing the percentage of WIA youth funds for serving out-of-school youth and now as WIOA is doing also focusing on out-of-school youth and raising the age to 24. She further noted that urban areas in Ohio have a larger percentage of at-risk-individuals ages 16-24. It makes sense to direct as many resources from the state to urban areas to increase job skills, job training and placement to build a stronger pool of skilled workers for urban employers to hire. MARCC further supports direct contracts

from state and other grant dollars to this age group to invest in GED and job training. With this focus it may reduce the potential for early pregnancy, act as a diversion from the juvenile/adult justice system and decrease the high school dropout rate. She noted that the CCMEP effort is challenging but does move in the direction of providing expanded resources to serve this population. Chair Brezinski thanked Fox and MARCC for their investment in the review of the data and willingness to share their findings and recommendations.

### ***Talbert CCMEP Team Report***

Erica Fears reviewed the CCMEP report from the collaborative team of the Community Action Agency, Easter Seals Tri-State, the Urban League of Greater Cincinnati and Talbert House as the lead entity. This collaborative had collectively won the procurement process to coordinate the CCMEP delivery for the City of Cincinnati and Hamilton County in collaboration with the SWORWIB. Fears reviewed the written report included in the Board packet noting that their contract for services had just been signed by the Hamilton County Board of Commissioners on October 26, 2016. She shared the progress made by the CCMEP Collaborative and the WIOA Youth providers and responded to questions from the Board members about the service delivery model and predictions for success with educational goals and employment. She noted that there were already 376 referrals, 238 CCMEP assessments completed and 187 IOPs (individual opportunity plans). They hoped to have another eight case managers by the end of the year and have a full schedule of meetings planned for all entities, including the WIOA/CCMEP youth providers who are delivering services to the population. Board members expressed support for the CCMEP and the focus on the age group while also noting concerns about the process of change that would be required to meet the short time frame of a two-year special effort. Fears offered to meet with individual Board members or groups who wanted to learn more about the program roll-out and focus. She also encouraged those who are most interested to talk with Fridel and Fox about joining the Emerging Workforce Committee. Chair Brezinski thanked Fears for the solid update she provided to the Board.

### ***Kasich Editorial***

Marshall referred the Board members and audience to the August 2016 New York Times Op-Ed Column by Governor John Kasich entitled "20 Years after Reform, Welfare is Still Broken" which elaborates on Kasich's recommendations for redirecting public assistance into workforce related results. This editorial provides background on the Governor's perspective relative to developing the Ohio CCMEP effort as an example to the nation when Temporary Assistance to Needy Families (TANF) legislation comes up on the federal agenda for reauthorization.

## **V. Nominating Committee**

***Appreciation for Term Completing Board Members:*** Chair Brezinski noted that the Board would now return to the agenda and asked Marshall to lead the presentation of Board members who were completing their term at the November meeting. Marshall asked the Board Members to join her in thanking the term-completing Board Members and wishing them the best in their next service contributions. The following Board members who were present joined together to be recognized and to receive the SWORWIB crystal paperweight in appreciation for their years of service. A photograph was also taken to recognize their service in the upcoming NewsWIB. The term-completing members present were: Omari Aarons, Steve Browne, Sanserrae Frazier, Joseph Kramer, Ruth Nkrumah-Martey and Gregg Oshita. Robert LaMothe and Gwen Robinson were not present yet also recognized for their service to the SWORWIB. Each Board member shared something about their service on the SWORWIB and their future goals.

### ***Nominating Committee Report***

Marshall reported that Matt Jones had an emergency and requested that she present the Nominating Report and slate recommendation to be presented to Mayor Cranley. Marshall encouraged all members to review the recommendation for Mayoral Appointment of 2017 Board Members, Officer Slate and Committee Leadership Report. She reviewed Mayor Cranley's request that the Board achieve a maximum of 50 members and indicated that the committee had worked with completing members to reach this goal with only one addition, Tessa Xuan of the Chinese Chamber of Commerce, thereby maintaining Asian representation on the Board as Oshita retired. She further noted that with the recent election, there might be a change in representation from the Hamilton County Board of Commissioners in January and also the possibility of a third representative from

Hamilton County as a result of negotiations underway among the SWORWIB, City and County for the WIOA required Local Governance Agreement. She reviewed the recommendations for officers and for committee leadership which the Nominating Committee had included in their annual report. Chair Brezinski called for a motion. Oshita moved, Toebe seconded a motion to approve the Nominating Committee Report. Motion passed unanimously.

#### **VI. Presentation: Made in Hamilton County**

At Chair Brezinski's request, Marshall introduced the importance of manufacturing for the SWORWIB's workforce efforts and OMJ's growing successes with hourly wage results after appropriate training and on-the-job training investments with jobseekers and manufacturing employers. Marshall reminded Board members that the SWORWIB is a collaborating partner with urban cities in St. Louis, Minneapolis, Milwaukee, Chicago, Indianapolis, Detroit, Cincinnati, Columbus and Cleveland and is one of partners included in the TechHire national grant to this collaborative and the America's Promise Apprenticeship Training Grant as well. The SWORWIB will be involved in working with 3-5 employers over the next three years to implement in-house apprenticeship training in manufacturing operations with Kroger and Patheon as initial sponsors. With this focus on manufacturing for the SWORWIB, knowing about the economic development focus on manufacturing in Cincinnati and Hamilton County is all the more important. She introduced Melissa Johnson, Director of Industrial Development and Logistics at the Port of Greater Cincinnati Development Authority. In that role, Johnson coordinates the promotion of assets for leading targeted industry cluster including aerospace, polymers, automotive and food processing. Marshall noted that the SWORWIB and OMJ Center work with many of these industry sectors which are known for in-demand occupations for our residents and jobseekers. Johnson reviewed the Industrial Revitalization Vision for 2022 with both a PowerPoint presentation and distributed the joint report on "Made in Hamilton County" by the Port of Greater Cincinnati and TechSolve. She highlighted the concentration on the redevelopment of underutilized industrial land along key transportation corridors such as I-71 and I-75. The strategy outlines repurposing existing urban industrial zones within transportation corridors to position replacement industries where legacy losses have been greatest. Other transformations include neighborhood revitalization that will transform communities for lasting impact, including residential properties and commercial business districts. The strategy relates to working with target communities to return vacant, blighted properties to productive use. Johnson reported on their public finance tool kit that will cultivate a nationally-recognized public finance program that supports economic and community development efforts. The strategies identify and fill gaps in the development finance tool-kit to support private for-and non-profit property in Hamilton County, Ohio. In addition to detailing the economic development partnerships, financing and strategic efforts, Johnson reported on the benefits of manufacturing which employs a disproportionate share of workers without college degrees, innovates and inspires long-term improvements in a standard of living, dominates foreign trade and closes the trade deficits and creates an extensive multiplier effect in manufacturing jobs. At the completion of the presentation data points, Johnson opened the floor for discussion along with her colleague and SWORWIB board member, Darin Hall. The discussion was lively and challenging with an abundance of questions from Board Members relating to hiring individuals from neighborhoods where construction and community revitalization is occurring, dealing with the wages impact, supporting African American businesses within the communities where renovation efforts are focused, and working closely with the OMJ Center and the SWORWIB on the workforce aspects of these changes, particularly is as successful as predicted. Chair Brezinski, as a representative of a successful aviation-related manufacturing company in Hamilton County, raised questions about how the Port and economic development plans to build the workforce for manufacturing rather than contribute to these new companies mining the existing employers for employees. He asked questions pertaining to wages within various manufacturing operations currently as it will relate to those wages required with the additional public assistance for these new producers. He expressed his strong support for these manufacturing efforts and requested engagement of the continuing industry representatives in order to assure a broad approach for workforce development that does feed on the existing companies through poaching talent rather than expanding talent throughout the county. Chair Brezinski thanked Johnson and Hall for their presentation and acknowledged the importance of the effort while also asking for participation in the workforce development efforts by current manufactures and the SWORWIB. He further welcomed them to return for a future update on the development of a workforce partnership that expands beyond the economic development and chamber models and truly involves interested



manufacturers and the SWORWIB. Other board members expressed similar sentiments related to both employers and community jobseekers.

## **VII. Due Diligence Committee for Consideration of Clermont County Request to Merge**

Chair Brezinski reported on the efforts related to working with Area #12 (Butler, Clermont and Warren Counties) in which he had been involved partly related to the State of Ohio requiring the SWORWIB to assume leadership for the process and completion of the Southwest Ohio WIOA Regional Strategic Plan out of convenience because Marshall had applied for Sector Partnership funding for administrative professional occupations through the State's National Emergency Grant from the Department of Labor. Moreover, Butler & Warren County wanted to advocate for Area #13 to adopt Clermont County. Subsequently, Clermont County made overtures first to the Hamilton County Job and Family Services Department, then to the Board of Hamilton County Commissioners and then to the SWORWIB President. Chair Brezinski shared that the officers had at first viewed this discussion as a potential "merger and acquisition" discussion. However, the interest was not the SWORWIB's interest but rather the interest of two of the three counties in Area #12 and then an interest by the other county, Clermont, to separate from Area #12 and begin explorations with Area 1 and Area #13 selecting Area #13/Cincinnati-Hamilton County as priority. Brezinski asked Marshall to provide an update on the overture with Marshall noting that she had suggested such a change should be part of the required Southwest Ohio WIOA Regional Strategic Plan process with public disclosure at the recent public forums for the whole regional area and specifically with the WIOA core partners of both local areas. She reported that she had asked Clermont to come and share their thoughts at the October public forum for which she led the disclosure to the attendees.

President Marshall reviewed her "Recommendation for Due Diligence Relative to Clermont County" pages 50-53 in the Board packet. The recommendations assumed the formation of a SWORWIB and Clermont Joint Ad Hoc Committee to conduct a due diligence process, detail the benefits and challenges, and jointly determine ongoing interest and a process for addressing the major challenges associated with such a merger in the State of Ohio during the certification processes under WIOA and expressed broad reorganization interests by Governor Kasich during early WIOA implementation and after this stage when Governors have more authority to redesign implementation in their states. Marshall reviewed the elements of the recommendation that will require the SWORWIB to reopen processes that the SWORWIB had already led the state in implementation such as rebidding the youth providers and rebidding the one-stop operator. Some Board members expressed concerns that there was more employer and jobseeker relevance for following the I-75 manufacturing corridor already a focus for the Manufacturing Partnership designation from Dayton through Butler and Hamilton Counties to Northern Kentucky. Others were concerned that the SWORWIB is already over extended with the newest grants it will be implementing for the next three years and a small staff team that has already done the procurement work that was designed to last for up to four years and would then have to be redone. Some were concerned that although there are strong commuter patterns, the employment base is not as strong in Clermont and the culture of excellence, productivity and results doesn't appear to be a hallmark given Clermont's OJT, ITA and other statistics. Others argued that we could have a positive effect that would improve services to employers and jobseekers in Clermont County through this merger. Still others were concerned that services to customers in Cincinnati could be risked by the distraction and extra workload such a merger would require of the President and the Board. Other members felt it was not necessary for the SWORWIB to assume leadership in this effort just because we had a Chair and President with capabilities. Others asked if we had to spend even this much time on an effort that wasn't of our own design but rather other counties who had readily enough abandoned the four-county collaboration after unrest in Cincinnati in April 2004. Stuckey asked if Clermont County had yet received anything official, such as the due diligence items Marshall prepared for the Board's review. Chair Brezinski stated that there had been discussions and encouragement from Area #12 leadership and leaders in Clermont County but nothing written had been shared yet. Marshall proposed that Board be open to a due diligence approach to Clermont County by sending them our questions and concerns and seeking information from their data and perspective. Riddick proposed that Marshall send a due diligence letter to the Commissioner of Clermont County who had approached her and the Hamilton County Commission with a time limit for a response. Various members then debated how much time to allow Clermont. There was agreement that if Clermont doesn't respond in a reasonable time frame, then the SWORWIB should discontinue further consideration of a merger and continue to implement successfully for

the City of Cincinnati and Hamilton County. Response times proposed ranged from 5 days to 30. Marshall noted that she would not be in the office for a couple of weeks over the holidays and she recommends that as SWORWIB President she send a due diligence consideration letter with more details about elements of consideration in early December to Commission President Proud. Tidwell moved, Boykins seconded a motion that Marshall revise and expand the report she reviewed designed for Clermont County's discussion and request a response within 30 days. Stuckey and Riddick recommended a shorter time frame so this would not still be discussed in 2017 if Clermont was not willing to undertake the full elements for a merger. Tidwell asked if she could offer a friendly amendment to her motion allowing for a response date of 30 days. Boykins seconded the amendment. Chair Brezinski asked for any further amendment or discussion. There being none, he called the question with a majority confirming the motion and three Board members dissenting.

### **VIII. President's Report**

Chair Brezinski noted that the meeting's traditional end time was very close and asked Marshall to address the topics in her report quickly. Marshall asked members to contact her directly for any questions on her written report. She noted that the Annual Report had been distributed and hoped all members would review the critical work and results achieved from July 1, 2015 through June 30, 2016. She shared that the SuperAwards nomination form is in the Board packet and nominations are welcomed from the Board members and are needed by December 1. She reported that the WIOA Core Partners continue to focus on how to share information on their combined efforts and the document enclosed in the packet is a solid effort and one that other Ohio workforce areas have not yet begun to consider despite being required under WIOA. She also highlighted a report from the Northern Kentucky Career Centers which is led by the State of Kentucky and focused on shared processes and measurements. The State of Ohio does not provide information on partners for their Workforce Boards, but the Governor's Executive Workforce Board and new Office of Workforce Transformation Director Ryan Burgess are considering various other process and result measures so it is likely we will be expected to expand this kind of data across all partners and jointly report more officially in 2017. She noted that what we have is a baseline we can grow from to meet new mandates. Marshall reported that there is progress after 20 months on the Local Governance Agreement and related Fiscal Memorandum of Agreement that recognizes the inherent and managed conflicts of HCJFS as fiscal agent and one-stop operator. She expressed hope that the agreement would be signed by our Annual Meeting in February which is essential to our ability to submit a subsequent designation of the SWORWIB as the certified workforce board for Area #13. Chair Brezinski asked members to contact Marshall directly with any questions.

### **IX. Announcement and Public Comments**

Chair Brezinski called for announcements from Board members and questions or comments from the general public. There being none, he announced that his birthday falls on the next Board Meeting, February 9, 2017.

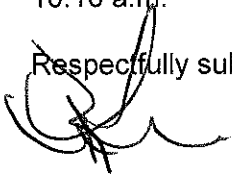
### **X. Next Quarterly Board Meeting:**

Chair Brezinski asked members to review the schedule from December through March for the Quarterly Board meetings and other scheduled committee meetings.

### **XI Adjournment**

Chair Brezinski offered holiday best wishes to all board members November through New Year's Day. Aarons moved, Sorenson-Williams seconded a motion to adjourn. Motion passed unanimously. The meeting ended at 10:10 a.m.

Respectfully submitted,



René McPhedran  
Secretary