

# The Southwest Ohio Region

## WORKFORCE INVESTMENT BOARD

### Quarterly Board Meeting

#### Super Jobs Center

May 8, 2008

8:00 a.m. - 10:00 a.m.

#### Minutes

**WIB Members:** Beth Brannigan, Michael Conner, Alphonso Cornejo, Kim Fender, Sherry Kelley Marshall, Ron McKinley, Walter McLarty, Paul Magnus, Doug Moormann, David Pepper, Rob Reifsnnyder, Paul Reynolds, Teji Adeyemon (for Jennifer Roeder), Gwen Robinson, Jim Schwab, Jeff Startzman, Harry Snyder (for Robin White), Tyrone Stuckey, John Young

**Staff:** Deborah Rose Milavec, Amy Nock, Lourdes Ramirez, Tim Riordan

**Others:** Michael Blackmon, Tom Grote, Kathie Kraemer, Jennifer Spohr, Tom Hutter, Bridget Doherty, Teri O'Brien, Lynda Hill

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#### I. Opening

With a quorum present, Chairman McLarty called to order the WIB Quarterly Board Meeting at 8:04 a.m. on May 8, 2008 at 1916 Central Parkway. Everyone present introduced themselves.

#### II. Approve Agenda & Meeting Minutes

McLarty asked if there were any additions to the agenda, or any questions or comments for the minutes of either the 2/14/08 Quarterly Board meeting, or the 3/20/08 Board Training and Strategic Planning meeting. With no additions or corrections raised, Conner moved, Young seconded approval of the agenda and minutes from last two meetings of February 14 and March 20. Motion was unanimously approved

#### III. Chairman's Report

##### National Conference Learnings

McLarty started off the meeting by giving a quick overview of the February 24-27 National Conference that he and Marshall attended and mentioned the two points he believed to be memorable: 1) the conversation about rescission on a national basis for WIA and its local impact during tough economic times for many areas, and 2) speculation and discussion regarding what will happen to WIA with the upcoming presidential election. McLarty stated that each time new leadership takes place, there is a tendency to tweak or make corrections/amendment revision to programs that exist today, he added that we have to wait and see what happens and react to that as necessary. Marshall added that at this time we have only speculation, but she would be available after the meeting to talk with any who wanted to discuss policy implications.

##### Consent Agenda

McLarty noted that Marshall had been extremely busy reviewing, updating and infilling necessary documents for upcoming routine audits. Consequently there was a lot of material to cover. Additionally, a consent agenda for business prepared and recommended from the committee level is an approach that we need to consider for the future. The use of a consent agenda recognizes and appreciates the efforts of committees while also providing valuable time for the Board to focus on key issues and explorations rather than administrative or bureaucratic details. Since this is the first meeting to propose the consent agenda, however, McLarty noted that items of critical concern could be addressed in this meeting this time.

##### WIB Industry Sector Priorities

McLarty requested that Marshall summarize the consent agenda items individually. Marshall noted that the WIB annually identifies the industries for which ITA dollars will be prioritized, and at this meeting the Board needed to determine its priorities for the upcoming year. In light of the work of various regional efforts, from GO Cincinnati to Agenda 360 and the Banks, Marshall had met with elected officials to discuss expectations on the WIB to support these initiatives and the Mayor and other officials felt the WIB should align with these efforts. However, since

construction was not included in the GO Cincinnati listing, but the County and WIB are committed to supporting the Banks, Marshall recommended that in addition to the GO Cincinnati selected industries, the WIB prioritize construction. Riordan pointed out that he has spoken to the mayor and his office and they are very accepting of Marshall's recommendation, and feel that it was an oversight in the plan. Robinson moved, Conner seconded a motion to adopt the recommended industry sector priorities and direct the President to implement as of the July 1, 2008 fiscal. Motion passed unanimously.

WIB Audit Required Service Delivery Policies

President Marshall referred to Pages 37 & 38 showing a list of all the policies that are expected to be in place when the WIB is audited by the State in late summer. The policies were generated by a team of WIB staff, county staff and SuperJobs Center staff and are based on prior policy when he was found or otherwise generated from state staff recommendations or samples from other WIBs in Ohio. The summary sheet identifies all the areas for which there must be policies, i.e. Youth or Adult policy. This packet of policies is for adult services and administrative needs. The Youth policies will be presented later as part of the Youth System Building technical assistance support from the State.

McLarty asked Marshall to identify any controversial aspects to the policies. She replied that all of the training items are always controversial and went on to explain that Workforce Development in this country used to have much more funds to spend on training. On the national level, right now there is debate related to publicly support worker training. The different ways that workers can get trained now through the WIB now are: 1. Individual Training Accounts which comes from our WIA resources. 2. Career Advancement Accounts funded through state resources for those impacted by manufacturing changes. 3. TAA dollars for those impacted by Trade Act Adjustments. 4. Training for On-the-Job opportunities which are not very often these days, and 5. Incumbent Worker Training, which is being adjusted as part of the Governor's TurnAround Ohio plan. There is never enough money to provide training to everyone who feels they are entitled to it. Additionally, our WIB has chosen to dedicate the use of these public funds to industry sectors with high demand, high skill, and high wage opportunities and in particular growth sectors. There is also controversy around Rapid Response in Ohio because many laid-off workers do not seek services until their unemployment insurance is exhausted, yet we are funded to serve them at the announcement of the layoff, so there is somewhat of a misnomer in the term. Additionally, Ohio is very heavily impacted by the manufacturing shift so demand for these services is expanded daily and is relatively new to our area which has not been as impacted previously as other Urban Ohio areas. For the upcoming fiscal year, there is likely to be controversy as the one-stop center has less resources for operations and training than it has had in the last two years, at a time when there is likely to be more demand from dislocated workers and special project activities such as the Banks, requiring the application of the limited funds policy in all likelihood.

Some members were concerned about the extensive amount of materials presented in both the February and May meetings and the number of policies and the degree to which the board needed to understand them thoroughly. Marshall apologized for the size of the board packets for her first two meetings and noted that these materials are essential to compliance with WIA requirements based on the prior audit and particularly in light of the upcoming audit in August. She asked the board to remember that there was an executive and administrative void with only one out-of-state consultant and one staff person doing an incredible job covering three positions. She shared that she thought there might be one more meeting with an extensive amount of administrative materials that require Board approval and then the backlog should be handled and more future focused work can be undertaken. Marshall further noted that these are largely operating policies for the one-stop center or the WIB's own operations for which the staff and contractors would be expected to be intimate. Marshall thanked Amy Nock and Joe Wright, in particular, for their quality assurance oversight in the development of the policies as well as Tom Grote and Kevin Holt for their assistance as administrative entity personnel. Conner moved, Cornejo seconded a motion to approve the policies and direct the President to apply them appropriately. Motion passed unanimously.

Marshall suggested that any board member who remained concerned about the number and level of detail in these policies could look them over and contact her about any concerns but she hoped that the Board had enough confidence in her, the staff, and the administrative entity to rest assured that the details of the many policies were developed with expertise and experience that would serve the Board's interests.

### WIB Financial Management Policies

Marshall reviewed the need for the various financial management related policies which were before the Board, and highlighted the points from the policy summary sheet. Robinson inquired if there is a requirement for D&O liability insurance. Marshall replied that the WIB's contract with the County requires insurance, and the Board is insured for liability as well as Directors and Officers coverage. Young noted that these kinds of policies are required of all nonprofits and thanked Marshall for developing them, he then moved and Moorman seconded a motion to approve the financial policies. Motion passed unanimously.

### One Stop Performance Measures

McLarty reminded the Board that the One Stop Operations were bid out in the late part of 2007 and at the February meeting; he had reviewed the procurement process, the proposal evaluation process and the RFP recommendation to select Arbor which the Board approved. Contract negotiations need to be completed by June 30 in order to maintain operations at the start of the new fiscal, July 1, without any interruption in services. The executive committee was presented the performance recommendations that resulted from management committee's review with Arbor and these are the measures identified, recommended and approved by the executive committee. He requested ratification of the Executive Committee approval. Reynolds moved, Conner seconded a motion to ratify the Executive Committee approval of the One-Stop Performance Measures for the contract. Motion passed unanimously, with abstention by Robinson related to conflict as a contracted required partner.

Brannigan raised a concern that the ODJFS staff handle considerable data entry for SCOTI and that with pending staffing changes at the state level this might be a challenge in the future. Marshall indicated that we would need to keep in regular contact about the impact on ODJFS because it would impact performance data recordkeeping for the one-stop operations if we lost ODJFS staff because we do rely on that partnership.

### Contract Cancellation

McLarty reported that the Executive Committee had approved a request by the WIB staff to cancel the Hinkels and McCoy (H&M) contract returning approximately \$350,000 in youth funds to be included in the upcoming youth services RFP as a result of the Youth System Building prioritization process. H&M basically provided computer equipment and training to area youth but in light of the prioritization process, this service was not as valuable and the resources could be recaptured to be spent on the youth service priorities. Stuckey commented that in the other priorities that were just voted on, we did not list ex offenders, and he thought we should. Marshall noted that the industry priorities that were approved relate to the demand side of the WIB's work and the particular subsets of youth and jobseeker are the supply side. Part of the process of the youth system building effort is to determine which youth to serve in what ways, and clearly dropouts and youthful, as well as other, offenders are priorities at the national, state and local level. Currently, Arbor provides services for the formerly incarcerated adults though a contract with a required partner to address ex-offender services and track ex-offender activities. The focus for youth is being determined through the Youth System Building process currently underway and will impact how the next round of requests for proposals is designed. McKinley moved and Magnus seconded a motion to ratify the Executive Committee approval for cancellation of the H&M contract in order to rededicate the dollars to new priorities for youth services. Motion passed unanimously.

### ODJFS/WIA/DYS Funds Trade

McLarty stated that the executive committee approved a recommendation from the President to commit about \$250,000 for TANF, WIA and DYS budget opportunities. Marshall referred members to the actual request on Page 81 of the Board packet. This exchange of dollars allows our Area to receive funds for services to hard to serve populations, without the constraint of meeting WIA performance requirements - which is difficult with the most hard to serve, such as youthful offenders. Connor moved, Pepper seconded a motion to ratify the Executive Committee's approval of the President's recommendation to execute this funds trade. Motion passed unanimously.

### Board Norm for Time Management

McLarty mentioned that at the Board Retreat session in March, he had suggested the use of the Peace Sign to signal each other if discussion on a topic had been overextended. He asked that we all respect everyone's time and keep comments to the point and avoid protracted discussions about work already explored by committees and brought to the board for approval. He asked that every one remember to raise the peace sign when they believe it is time to move on. When each of us sees the peace sign we need to commit to completing our comments because he will close discussion one minute after a raised peace sign.

#### **IV. Committee Reports**

##### **Nominating Committee**

Committee Chairman Reynolds announced that work was underway to prepare a slate of candidates for the November meeting and that several resignations from members whose jobs had changed or who were moving out of town were expected in the upcoming months. He asked that everyone consider good candidates for the Board and refer them to him or President Marshall. He also noted that a List of the Board Committees was being prepared and would be shared at the August meeting. Lastly, he requested board support for the conversion of the former Employment Measurement Committee into a Measurements and Continuous Improvement Committee (MCI) with former Board member Kathie Kraemer as Chairman. He referred members to the MCI report in the packet for details. He noted that although Kramer is not a current board member, this committee is formed in service to a grant from the Greater Cincinnati Foundation and was previously chaired by another former board member who was not a member at the time. This committee will have many nonboard members on it in order to develop a connection to other networks and develop not only the WIBs measurement framework, but hopefully contribute to a community measurement framework on employment. Marshall has negotiated a grant extension and modified implementation plan for the measure grant and this reformulated committee will oversee the measurement and continuous improvement efforts Marshall has designed. Pepper moved and McKinley seconded a motion to accept the modification of the committee and the chairship by Kathie Kraemer. Motion passed unanimously.

##### **Construction Workforce Policy Committee**

Marshall introduced Tim Riordan as the liaison to Mayor Mallory's office, stating that Riordan has been on board with us since April and will interact with the city on various issues i.e. contracts, potential board members. Riordan is also very involved with the Banks, and gave us the update on the Banks project since Pete Strange couldn't attend. Riordan explained that the objective for the Banks Working group and Strange's objective is to create a system for candidates who will receive approved training in the construction industry. The process of developing criteria for apprenticeship program both union and non-union is underway, as is an approach by President Marshall and the one-stop Business Services Unit to bring construction employers into the one-stop for services, and job posting. Progress is being made but there is much more to do to link jobseekers and construction apprenticeships and employment effectively in alignment with the economic inclusion vision and objectives.

##### **Measurement and Continuous Improvement**

Marshall introduced Amy Nock as the Measurement and Continuous Improvement Coordinator hired to implement the redesigned and extended GCF grant. Committee Chairman Kraemer reviewed the highlights of the work of the committee in its reformation, noting some new goals developed under President Marshall that relate to building more data tracking capacity through the optimization of the GStars software investment. She also shared progress that is planned on the logic model developed by the committee previously and planned as a requirement by the President in all future RFPs and contracts. There are also discussions with United Way and STRIVE for being able to "cross walk" with us in shared data management. Reifsnnyder stated that he is very excited about that possibility and the United Way welcomes the chance to partner with the WIB on this effort.

##### **Emerging Workforce Council**

Stuckey expressed a desire that all of the board appreciate Marshall and Milavec for all their hard work as leaders on and off the clock, since he personally could attest to their time, dedication and responsiveness. Stuckey reported that the Emerging Workforce Council had formed a subcommittee, chaired by Joe Hummel of ACI, with an emphasis on the construction trades to find a proactive approach to building a pipeline for the future labor force and develop a career pathway as distinct as that of the healthcare industry. He also reported that funds for an upcoming youth services RFP process were being saved in order to align the next youth services programs and contracts with the Youth System Building plans.

McLarty sought any questions on any of the committee reports. In the absence of further questions, Conner moved and Moormann seconded acceptance of all the committee reports. Motion passed unanimously.

## **V. President's Report**

### **Ford Rapid Response**

Marshall reported that she had worked with Tom Grote to advance a grant proposal to the State Jobs and Family Services office to obtain additional funds to assist in the Ford plant closing and related impact on the Sharonville plant and collateral industry. She expected to be awarded approximately \$750,000 so the Bridge Transition Center at the UAW Hall in Evendale could remain open to serve Ford and related dislocated workers. This grant application also included resources for both our Area and the Workforce One centers for training accounts.

### **Ohio Skills Bank/National Workforce Solutions Fund**

Marshall reported that the Ohio Skills Bank organizing is underway in our region and we expect to be asked to participate by the summer in the regional development of this approach from the state. Additionally, she reported that she and several board members have been involved in the workforce network that is preparing the National Workforce Solutions Fund Grant application, and expects that the Greater Cincinnati partnership for career pathways will be selected by the national foundation as a pilot city, perhaps along with Cleveland. Currently the structure for implementation is not clear, but the WIBs are engaged with the Greater Cincinnati Foundation.

### **Other Grants:**

Marshall reported that she had obtained a grant of \$10,000 from the Performance Excellence organization to support development of workforce after-care activities with faith-based volunteers. She is working with Rev. Chandler of the Amos Project and Margaret Fox of the Metropolitan Area Religious Coalition to develop a volunteer training program with these resources. Additionally, she has submitted an extensive proposal to the Spirit of Construction Foundation in order to be better able to focus on this industry sector with hopefully a dedicated staff person.

### **Building Lease and Sublease and Real Estate Tax Exemption Filing**

President Marshall has renegotiated the lease with the County for 2009, and the sublease with Arbor as well. Apparently the tax exemption for real estate was never completed and has resulted in arrears for \$100,000 which amounts to a contingent liability for the WIB. President Marshall will be meeting with the State to negotiate completion of the application to obtain a real estate tax exemption for state taxes on 1916 Central Parkway.

### **WIB Contract with HCJFS and Operating Budget for 2008-2010**

Marshall reviewed the proposed budget that would be included in the WIB Contract for 2008-2010 noting some significant assumptions that she had to make based on her first six months of work as President. This budget is considerably different than all past WIB contract budgets with HCJFS because it includes resources beyond WIA Administrative dollars and it is a composite of all resources; including building rental. She reported that she and the facilities manager, Wesley Miller, were rebidding all major maintenance contracts, and she had obtained a risk assessment on the building that provides advice on repairs and other needs. There are some extenuating circumstances that must be addressed in the upcoming year that are also reflected in this budget, such as a multiyear independent financial audit and use of WIA Adult/Dislocated Worker resources to assist in repairing the parking structure because we can no longer defer maintenance on the structure without liability risks. She went on to explain that she took the best possible scenario in the hope she would be allowed to make the necessary adjustments with the fiscal agent as the budgeting process matured over the upcoming couple of months when the rescission charges would be clarified. She also noted that program dollars are being proposed to cover 25% of Marshall's time because of dedicated efforts with Rapid Response and development of the Banks Program and youth program redevelopment. Similarly Milavec will be funded with youth dollars. These kinds of uses are eligible under WIA and were confirmed during the technical assistance services Marshall coordinated in the first months of the year, in partnership with HCJFS as fiscal agent and administrative entity. She requested that the Board approve the budget in concept but not specifics because of the lack of clarity due to pending rescission determinations, and that the board authorize her as president to make the budget amendments adjustments that align to what our fiscal agent is able to identify as final resources for the budget.

Young made a motion to approve the WIB's overall budget specifically as it relates to the direction of using WIA adult/dislocated dollars to be deployed to assist as possible with repair and/or maintenance costs, and WIA youth dollars to cover the youth services coordinator staff and also WIA program dollars to cover those activities of the

President that are programmatic activities for which her leadership is required. Further, the President is authorized to work with the fiscal agent to amend the budget as needed as rescission and next year's funds are finalized. McKinley seconded the motion. Stuckey questioned the impact of rescission on WIB and one-stop funds, as well as all other contracts. Marshall noted that we would be better positioned to answer that question when the size of the rescission return is known, and that either way, if we receive less money, or if we receive more money than anticipated, we would amend contracts appropriately. Brannigan expressed appreciation for having the budget information be consolidated and clear and for having the information shared with the whole board. She asked about the assumptions made on the rental income and was hopeful that since the WIB had a two-year Memorandum of Understanding with the required partners about operating costs for the facility that this would not be impacted by the as yet uncompleted changes at the State level. Magnus noted that the adult and dislocated worker dollars might be needed for services but then not having the parking area repaired would negatively impact service delivery and the reputation of the center. There being no further questions or discussion, the motion passed unanimously.

#### Code of Regulations

Marshall announced that there had been a thorough review of the minutes in anticipation of the audit, and that several code changes that Board members suggested had been approved were not recorded in the minutes, so she would be working with our corporate attorney and the Executive Committee to update the code of regulations. She requested that any one who welcomes code amendment work, please contact her immediately to assist. The amended Code would be presented at the August meeting.

#### Technical Assistance

Marshall reported she had received additional funds to underwrite technical assistance from the Center for Workforce Learning related to youth program budgeting, service mapping with required partners and other services for the one-stop operation continuous improvement.

#### Audits Scheduled

The last week of August will be dedicated to an audit by the state of the WIB operations, Adult and dislocated worker services and the youth program. Additionally, Marshall will be issuing a variety of bids for financial services, and independent audits and expects to have the multi-year WIB independent audit conducted in August and September.

#### WIA Strategic Plan 2010-2014 Development

Marshall reported that the Northern KY WIB, Workforce One WIB (Butler, Clermont, Warren) and SWORWIB are collaborating to obtain a Department of Labor grant called Regional Innovation, which would involve a variety of processes that could assist us in the development of our next five year plan. Meanwhile, the State of Ohio is considering a delay in the start up of the next five year plans in order to connect them to the statewide TurnAround Ohio initiatives more effectively. One way or another, the SWORWIB will begin strategic planning in 2009, so all board members who are interested in that process, please contact Marshall directly.

### **VI. Administrative Entity Report**

Grote looked at statistics from states from around the country looking for best practices in terms of number and cost of WIA participants served. Unfortunately, there is no state that stood out as particularly good at serving WIA participants. According to latest quarterly state performance results through the 2nd qtr. essentially our Area is meeting or exceeding all of our measures. The only exception is the youth literacy and numeracy standard which according to SCOTT shows we're failing, but it's recognized that the data in SCOTT is currently flawed, so we don't really have a good sense of how we're doing. But because of SCOTT's flaws, at this point and we can't rely on the State's data but it is understood that within a month or two the state will have new reporting out related to literacy and numeracy and all the measures that will provide us better information. Robinson questioned whether there was a point when you know that the data is not accurate? Grote answered that it is believed to be a technical problem that will be corrected soon. Milavec added that the performance on this measure across the board is terrible right now so we're not the only area that is not passing but also noted that there's been a lot to get this piece running both on the State side and on our side and there's room for improvement on both sides. Robinson added that she would like to add an asterisk to qualify the report because it is a public document and our performance could be misinterpreted without the qualifier. Marshall requested that the administrative entity add this notation to the chart. Young stated that at the executive committee Kevin Holt shared performance comparisons with other Ohio counties

showing that we were head and shoulders above their numbers in placement. Young felt we were succeeding in this way because of all the work that had been invested in our staying focused on the business customer from which we can then better serve the jobseeker customer. He added that if we continue to do this well we will continue to be successful.

#### **VII. Super Jobs Center Report**

Blackmon reviewed the Center performance report noting the success in all categories and featuring the significantly improved performance in several. He commented that since Marshall has come on board the Arbor staff has continued to be stretched, not in a negative way but to raise the bar and pick up the pace. He is pleased to report that the team has not faltered, but has continued to press forward and meet performance expectations. On June 26 a second job fair is scheduled which involves 25+ employers who have already registered. Blackmon stated that they were holding the job fair in June because last year it was held in July and August and the numbers came in very slow and when they looked back it was realized that they didn't do enough job placements in June and they needed to start earlier. This will help to kick the year off on a positive note.

#### **VIII. State Initiatives Updates**

##### Governor's Workforce Policy Advisory Board

Ron McKinley and Robin White are on both our SWORWIB and the Governor's WPAB and are connecting to the other members in the region. Marshall is hosting a tour of the SuperJobs Center for all Governor's WPAB members to introduce them to our operations and open communications to support their service.

##### ODJFS - Gold Standards Update

Hutter explained his reason for being there was to speak about the Gold Standards Program and informed the board he would be there all day as part of the Gold Standard Program continuous improvement is to observe the board operations and interactions. He stated that there is a survey of all the WIBs and asked everyone to fill out a one pager on their service on SWORWIB. He asked that board members complete it at the end of the meeting, or take it with them and then send it directly back to him. He also announced that the State has been working with American Government Services to connect the GStars data that some WIBs have, such as SWORWIB, directly into the state's SCOTI system. This will be very helpful to improved data management. .

##### ODOD - Workforce Talent Division

Spohr provided an update on state initiatives that are new with the incumbent worker program for which she has visited approximately 15 companies in Hamilton County and expects to authorize 6-8 incumbent worker training grants in partnership with the WIB and SuperJobs Center. She asked to be able to brag for a bit about Chuck Walters and Gigi Hart who have been wonderful to work with and are setting the standard for a collaborative working relationship between the one-stop and ODOD for worker training. New funds will be available July 1 for other companies in the area, so if any one knows of a company which would benefit from a training grant, please contact her.

##### OBR - Ohio Skills Bank Update

Snyder stated all the career center, community colleges and universities have been meeting to form the Skills Bank workforce coalition for Butler, Clermont, Hamilton and Warren Counties, known as Region 5. Meetings are scheduled, and training is underway on career pathways development. It is hoped that the sectors will be identified by June 1. Stuckey asked if he is including Joe Hummel and the work of the Emerging Workforce Council on a construction pathway, and Snyder replied he had spoken to him and is aware of what their doing.. Robinson asked what the implications were for ODOD taking on workforce development and how the WIBs are participating with the Ohio Skills Bank effort. Marshall replied that she thinks there's change expected and desired because the intent is to be more business focused. The intent is for ODOD to focus on the demand side- what does business want/need. ODJFS will focus more on the supply side. She added that our WIB benefits from stable and solid relationships with hard working state agency required partners that we hope will continue to be assigned to our area.

**IX. Other or New Business**

McLarty asked if there was any other or new business. Marshall stated that everyone was included in the mailing for the United Way event on June 14 which we are co-sponsoring along with many others to focus the community on financial sustainability. She also announced that we will begin work on the combined 2007-2008 annual report this month so that we hopefully will have annual reports to distribute this fall. Milavec commented that we have made a great choice in our president and likened Marshall to "a wonderful tornado."

**X. Next Meeting and Adjournment**

The next meeting of the SWORWIB Board will be held at the Super Jobs Center on August 14, 2008, 8:00 a.m. The SWORWIB meeting was adjourned at 10:07 a.m.

Respectfully submitted,



Ronald B. McKinley, Secretary