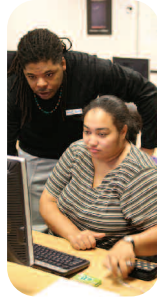
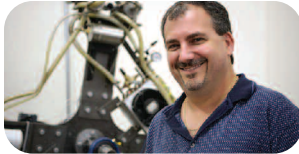
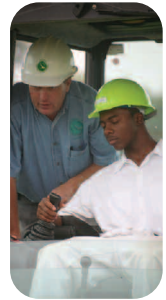


Ten Years of Workforce Investment



and Service in Southwest Ohio

SWORWIB

The Southwest Ohio Region
WORKFORCE INVESTMENT BOARD

OhioMeansJobs

2009-2010 REPORT

Mayor's Message

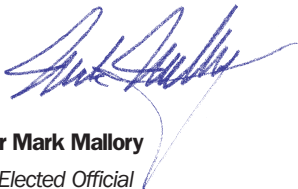
To grow, Cincinnati can never rest on its past. It has to be out there competing for businesses, attracting the best and the brightest, and making sure that our home-grown talent wants to stay here and make this a more dynamic metropolitan area. In a recession, that can be tough to do, but is even more important.

So our focus this past year has been all about growth, and the jobs that growth will bring. Construction is key to our efforts. A number of workforce organizations in Cincinnati, partnering with the SWORWIB, have offered disadvantaged workers pre-apprenticeship construction training that has enabled them to move into apprenticeships or be hired. As The Banks projects moved to aboveground construction in the past year, subcontractors hired some of those workers. On the horizon is the Streetcar project, which will connect Downtown to Over-the-Rhine and Uptown, and spur additional business development and create a number of construction jobs. As Project Groundwork, the Metropolitan Sewer District's \$3.2 billion sewer rebuilding venture, starts to ramp up, more construction jobs will be in demand. And let's not forget Cincinnati's downtown casino, which will be operated by Harrah's and spur the development of the Broadway Commons.

Indeed, any construction contractors who win city or county bids will now have to post their job openings at the SuperJobs Center. The City of Cincinnati joined Hamilton County this year in passing a resolution requiring that such steps be taken — evidence of our commitment to the SuperJobs Center and its results.

We celebrate a milestone this year — it has been 10 years since the Workforce Investment Act began to be implemented in Cincinnati and Hamilton County. In that time, our region has moved forward significantly, adopting a unified approach to workforce investment as we link employers and job seekers. I commend the SWORWIB and its leadership for the innovative approaches they have explored and adopted, especially in the last couple of years as demand for services has spiked from so many displaced workers. In the midst of this prolonged recession, the services provided by our one-stop through the oversight of the SWORWIB have never been more needed. We are committed to those workers and those employers, because together they will build Cincinnati's economic future.

Sincerely,



Mayor Mark Mallory

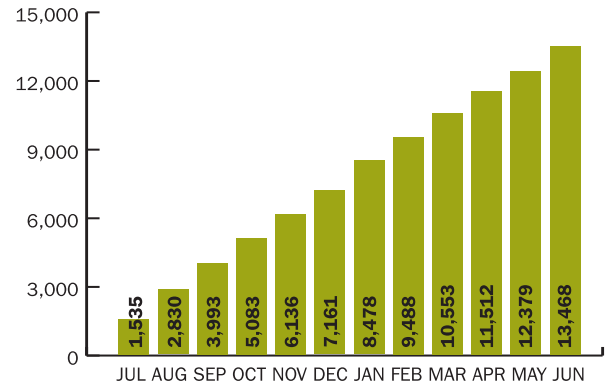
Lead Elected Official
Southwest Ohio Region Workforce Investment Board



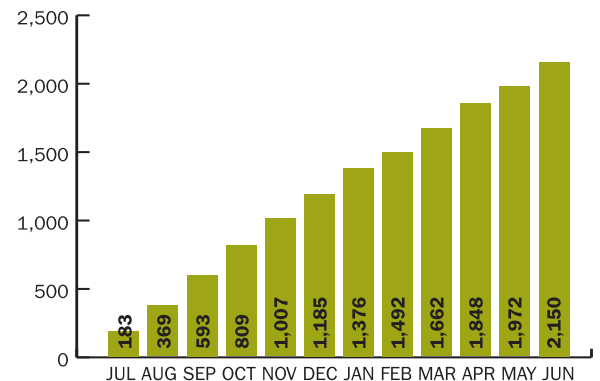
Mayor Mark Mallory

Performance Summary: 2009–2010

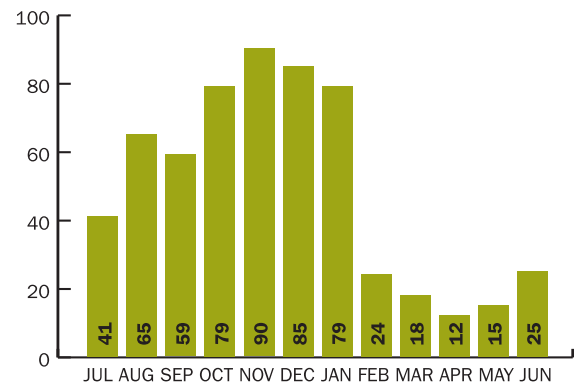
Cumulative Number of Job Seekers Served: 2009–2010



Cumulative Number of Placements (Job Seekers Employed): 2009–2010



231 Total Business Contacts Were Served More Than Once: 2009–2010



President/CEO's Message



Sherry Kelley Marshall

It's been more than a decade since the Workforce Investment Act began to be implemented in Cincinnati and Hamilton County. The passage of WIA in 1998 marked a profound shift in how job training services were delivered, and commenced the strong partnership with employers that marks everything we do. It's appropriate, then, to take a few moments and reflect upon what this shift has meant to our service area and the broader region.

Whenever Congress passes legislation that mandates significant change,

as was the case with WIA, states roll out implementation on different schedules. Ohio's rollout was complicated by a number of factors, including experimenting with various state and regional options.

In 2004, Hamilton County Commissioners bought the Central Parkway building for the SuperJobs Center, and that same year, the county and city entered an inter-governmental agreement that resulted in the structure we have today. Under the banner of our new one-stop, the SuperJobs Center, we participated in the State of Ohio's database system as a stand-alone local area, and in 2006, we invested in a data collection system called G*Stars. This allowed us to collect more relevant data on a timely basis, which the Workforce Investment Act mandated but allowed each state to implement themselves.

You will see that in the 10-year charts on Page 9, combined city and county data was not available for years 2000–2003. That changed beginning in 2004–05. Our belief in the importance of data persuaded a number of our partners in workforce development, including the United Way of Greater Cincinnati, the Greater Cincinnati Workforce Network, and the Workforce Investment Board for Butler, Clermont and Warren counties, to also adopt G*Stars. We will begin to have broader regional data reports in 2011.

When WIA was passed in 1998, the nation's unemployment rate was 4.5 percent, and by 2001, when the one-stop system began in Ohio, unemployment hovered at 4 percent and reached a historic low of 3.8 percent in January 2001. Workforce Investment Boards focused on getting those with the greatest barriers to employment into the workforce — the historically unemployed, people with disabilities and disadvantages, from youth to adults to laid-off workers.

For the last two years, as the nation struggles through the Great Recession, unemployment has ranged from 6.5 to 11 percent, and has stubbornly hovered at 10 percent in our area. This deep unemployment

has meant that we have had to shift more of our resources toward serving more laid-off workers. They range from blue-collar factory workers who have been in the same plant for decades, to

teachers and office workers, to executives with advanced degrees. Very few professions have escaped this realignment of the economy. The shift in services is reflected in our one-stop budget, of which 55 percent in FY 2010 was deployed to serve dislocated workers.

As demands on our services have increased, our “formula” budget — the amount we get every year under the Workforce Investment Act — has been reduced or stayed flat, so we were thankful for the one-time surge in funds in 2009-10 of approximately \$5 million from the American Recovery and Reinvestment Act. This allowed us to set up a robust Summer Youth Employment Program in 2009 that served about 660 young people, teaching them valuable work readiness skills and placing them into summer jobs. Several dozen of these young people landed permanent jobs as a result of their training and work experience.

We're also committed to pursuing competitive government and foundation grants to get more funding for workforce development into Greater Cincinnati. In the last two years, we have supported and/or partnered on more than 35 grants. To date, more than \$46 million has been awarded, including a historic \$17 million to the Greater Cincinnati Energy Alliance, which is leading to more energy-related jobs and ultimately a more energy-sustainable community (see Page 6.)

One thing did not change this year — the Workforce Investment Act has yet to be reauthorized. We support the reauthorization of the Act, and issued letters outlining our support, and recommending improvements, to the area's elected officials. We worked with Cincinnati State as the federal government explores closer connections between one-stops and community colleges. We participated on the Cincinnati USA Regional Chamber's Education and Workforce Policy Committee, which submitted recommendations on both the reauthorization of WIA and the inclusion of the SECTORS bill for career pathway training within WIA. We had an op-ed published in the *Cincinnati Enquirer* in support of reauthorization. Our nation's leaders say that strategic workforce development — matching and anticipating the needs of a region's employers — is imperative to the economic health of this country. The reauthorization of the Workforce Investment Act puts force behind those words.

Please join us in celebrating our progress in serving our employers, job seekers and the community over the last decade!

Sherry Kelley Marshall

President/CEO

Southwest Ohio Region Workforce Investment Board



President/CEO Sherry Kelley Marshall, SWORWIB Chairman Mike Conner, Hamilton County Commissioner David Pepper, and Cincinnati Mayor Mark Mallory

“Our commitment to workforce development and investment continued to be strong even in such challenging times. We helped to place over 2,100 people into jobs during this year. And we were pleased to see results from the commissioners’ resolution requiring all county contractors to post any openings at SuperJobs Center. That shows our commitment to SuperJobs and its strong performance.”

– David Pepper, President of the Hamilton County Board of Commissioners and member of the SWORWIB board

SWORWIB Chairman Pays Tribute to Board Service



Michael E. Conner

I started with the Workforce Policy Board in 2001 when our region was considering having one multi-county Board for all of Southwest Ohio. Then in 2004, we organized as the Southwest Ohio Region Workforce Investment Board to serve the City of Cincinnati and Hamilton County with a one-stop center, the SuperJobs Center.

The SuperJobs Center began its operations in 2004–05 with a commitment to develop a professional Business Services Team that would work closely with local employers to help them find qualified job applicants. Those applicants would be drawn from the SuperJobs customers — adult and dislocated workers who were eager to find work.

Having a strong board whose members understand the importance of workforce development and investment has been crucial to our success. Over the years, many of our board members have led or participated in various committees to focus on a particular aspect of workforce development. All of our board members are in leadership positions at their own organizations and companies, so it takes extraordinary dedication to commit to the SWORWIB.

That commitment has paid off. In early 2007, the SWORWIB was evaluated by Mary Ann Lawrence of the Center for Workforce Learning, and performance gaps were found in eight areas. Two years later, during Sherry Kelley Marshall's term as president and CEO, the SWORWIB commissioned Lawrence to conduct a follow-up evaluation to assess the progress that had been made. All issues had been resolved or significantly improved as a result of our aggressive continuous improvement effort, according to Lawrence's report to the board in January 2010.

The 2007 audit said that the board and the president needed to do a better job filling leadership and membership vacancies. We took that to heart, and have strategically recruited new members for each term. We have a large and strong team in place as the board moves into a new decade of challenges and achievements.

I want to thank all those board members who have served over the past decade. Their hard work, analytical and problem-solving skills, collaborative approach, and demand for strong results have made all the difference in Cincinnati and Hamilton County in this roller-coaster ride of the last decade.

Sincerely,

Michael E. Conner

Chairman

Southwest Ohio Region Workforce Investment Board

Vice President of Human Resources

Frisch's Restaurants

Board Members: 2004–2010

West Africa	Tim McCartney
Jay Alvaro	Rene McPhedran
Stephen J. Bailey	Ron McKinley
Frank Becker	Walter McLarty
Melissa Bledsoe	Doug Moorman
Beth Brannigan	David Pepper
Steve Browne	Anthony Perzigian
Darraugh Butler	Dave Phillips
Michael Conner	Ric Powell
Alfonso Comejo	Dan Radford
Timothy Devine	Rob Reifsnnyder
Pat DeWine	Paul Reynolds
Kimber Fender	Gwen Robinson
Dave FitzGibbon	Jennifer Roeder
Drew Fox	Sean Rugless
Margaret Fox	Richard Rust
Natalie Galbato	Jim Schwab
Jennifer Grant	Doug Sizemore
Brenda Gumbs	Chris Smith
Betsy Harris	Simon Sotelo
Richard Harris	Annette Smith-Tarver
Paul Heldman	Cynthia Smith
John Henderson	Jeffrey Startzman
Wayne Hicks	Pete Strange
Carl Hilliard	Tyronne Stuckey
Gail Holloman	Vijay Sud
Joseph Hummel	Amy Tanaka
Mike Kelly	Greg Tankersley
Crystal Kendrick	Donald Troendle
Kathleen Kraemer	Nick Vehr
Joseph Kramer	Robin White
Stephen J. Kuebbing	John Young
Rex E. Lee	Joe Zimmer
Paul Magnus	



The Southwest Ohio Region Workforce Investment Board selected Rescare's Arbor E&T LLC in 2008 to operate its one-stop employment services center — the SuperJobs Center — which is funded by WIA dollars received for the City of Cincinnati and Hamilton County.

One-Stop Serves Business, Community

In the spirit of plowing ahead in tough times, the SuperJobs Center continued serving its job seeker and employer customers with the solid quality and performance the community has come to expect. Despite economic challenges, the Center met Ohio's performance measurements, including the number of job seekers and employers served and number of job placements made. Our focus on continuous improvement resulted in the SuperJobs Center achieving other notable successes.

During fiscal year 2010, the SuperJobs Center, which is overseen by the SWORWIB and operated by the selected vendor, Arbor E&T, served more than 13,000 job seekers. In the midst of a crippling recession, the Center repeated last year's commendable performance by placing more than 2,100 people in jobs and serving more than 200 employers with services such as recruiting and screening job candidates.

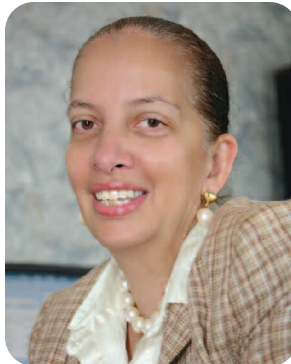
Thirteen companies with layoffs impacting more than 1,500 workers were directly assisted through the Rapid Response program. Two such companies, Avon and Beam Global Spirits and Wine, have taken advantage of the full gamut of services offered by the Center to provide a smooth transition for their workers after their respective facilities close. Both companies have availed themselves of two key services: labor/management committees and peer-to-peer networks facilitated by the regional Rapid Response team.

This year the SWORWIB encouraged and supported more technology improvements, in particular the SuperJobs Center's website, www.SuperJobs.com. Our website has a cleaner look and is easier to use. We are proud of the dynamic quality and easier-to-read content that has been added to the site, and we remain committed to ensuring a user-friendly experience for job seekers, employers and others who visit www.SuperJobs.com. Additionally, the SuperJobs Center joined the social media revolution with Twitter.com and Facebook.com content added to our marketing outreach and the "technology" of interacting with the Center's services.

As for marketing, the SuperJobs Center continued to gain media exposure that helped to promote its mission and services. The SWORWIB introduced the NewsWIB monthly e-newsletter with periodic features on employer and job-seeker customers. Additionally, the Center promoted job openings on WKRC Channel 12's Neighborhood Job Tracker monthly in 2010. As a result, the Center was able to recruit from a much larger pool of qualified candidates once job seekers saw the notices on Channel 12.

The quality of services at the SuperJobs Center continued to interest international visitors, as representatives of Rescare, Inc., the parent company of Arbor E&T, brought visitors to the Center from the United Kingdom and Middle East.

Moving forward, the SWORWIB is committed to ensuring that the SuperJobs Center maintains its reputation as a high-performing and high-quality organization no matter what changes occur in the economy. And with newly appointed Director Vivian Alexander at the helm, the community can count on strong leadership to make it keep happening.



Vivian Alexander

OFFICIALS VISIT CENTER

A number of local, state and national elected officials toured the SuperJobs Center in 2009–2010, where they were brought up to date on both successes and challenges facing the Southwest Ohio Region Workforce Investment Board during the prolonged recession.

Sherry Kelley Marshall, President/CEO, spoke with each group about current funding, including one-time funding from the Recovery Act, employment trends, the summer youth jobs program, and performance outcomes at the SuperJobs Center.

The visitors included:

July 1, 2009: U.S. Rep. Steve Driehaus, State Sen. Eric Kearney, and a staff member from U.S. Sen. George Voinovich's Cincinnati office.

Aug. 11, 2009: Ohio Lt. Gov. Lee Fisher, Cincinnati Mayor Mark Mallory, Hamilton County Commissioner David Pepper, State Rep. Dale Mallory, City Council Member Laketa Cole, and staff representatives from the offices of U.S. Sen. Sherrod Brown and U.S. Rep. Jean Schmidt.

Feb. 2, 2010: City Council Member Laure Quinlivan, City Council Member Charlie Winburn.



Feb. 26, 2010: State Sen. Bill Seitz, State Rep. Denise Driehaus, State Rep. Connie Pillich (pictured above with SWORWIB President/CEO Sherry Kelley Marshall and SuperJobs Center Director Vivian Alexander).

March 29, 2010: State Rep. Alicia Reece.

Employers Succeed with SuperJobs Help

ENERGY ALLIANCE TURNS TO HIRING EXPERTS AT SJC

For a year, Andy Holzhauser, new Executive Director of the Greater Cincinnati Energy Alliance, was a one-man band.

The Alliance, funded in part by the Greater Cincinnati Foundation, is a non-profit that offers financing and project management services to retrofit buildings in Greater Cincinnati. When it began to operate in January 2009, Holzhauser was the only employee.

Additional funding secured later in the year allowed him to add staffers, and he turned to Business Services experts at the SuperJobs Center to find the best qualified applicants.

"For me it was a no-brainer," he says. "I knew that SuperJobs had expertise in the emerging energy sector, and I knew I could not do it on my own."

Holzhauser had openings for three positions, he says. "I needed two outreach coordinators who would work as grass-roots organizers to let neighborhoods in Cincinnati, Hamilton County and Northern Kentucky know what resources the Energy Alliance could offer them," he says. "And I needed someone who would work with non-profits that wanted to make their own buildings more energy-efficient."

"We had more than 200 applicants," he continues. "SuperJobs staffers did the screening, based on my minimum requirements. They got it down to a more refined pool of about 35, and from that we did our phone interviews."

Holzhauser ended up hiring Cate McCarthy, Sean Fisher, and Amy Kaspar from this pool, and he also got a bonus. He was so impressed with one applicant, that when additional funding became available, he was able to hire Mike Robinson as a Residential Energy Services Manager.

In April of 2010, Holzhauser got the news of a lifetime. The GCEA was awarded \$17 million from the Department of Energy as part of the "Retrofit Ramp-Up" initiative. And Holzhauser says as the Greater Cincinnati Energy Alliance grows, he plans to turn to SuperJobs Center when the time comes to hire new employees. "It's absolutely a great service for employers," he says. "SuperJobs made it a very streamlined, easy to manage process. I wouldn't have done it any other way."



Andy Holzhauser, left, Executive Director of the Energy Alliance, hired Cate McCarthy, Mike Robinson, Amy Kaspar, and Sean Fisher through the SuperJobs Center.

SEMINARS FOCUS ON HR TOPICS

Among the many services the SuperJobs Center offers to employers are free quarterly seminars on subjects that are particularly relevant to human resources managers.

Organized by the SuperJobs Marketing Manager, the seminars attract from 15 to 30 hiring managers at any one event.

Topics in 2009–10 included *Developing an HR Social Media Strategy*, *Discrimination Investigations by the Equal Employment Opportunity Commission*, *Interviewing and the HIRE Act*, and *Hiring People with Disabilities*.

Topics often come from LinkedIn, and give the Center an opportunity to focus on the hiring issues that are most important to employers.

SJC HELPS HUCK GROUP HIRE QUICKLY FOR HARRISON PLANT

Michelle Carter, Vice President of the Huck Group, a retail fixtures manufacturing company with a plant in Harrison, Ohio, needed to hire in a hurry.

Thanks to new sales, new customers and increased work orders, Huck needed to add more than 30 people in Harrison, from entry-level positions to machine operators to

supervisors and managers, says Carter, based at Huck's headquarters in Quincy, Ill.

On March 10, 2010, Carter contacted Chuck Walters and Gigi Hart of the Business Services team at the SuperJobs Center for help in setting up a hiring event on March 16–17.

"The promotion of an event like this is very important," says Hart. "We want a good turnout and we like to have two weeks to ensure that we get qualified candidates."

Hart sent flyers to SuperJobs partners. Other Business Services reps sent e-mail blasts to customers. The event was posted on the Ohio Means Jobs and SuperJobs websites.

"The Business Services Team identified and forwarded resumés and cover letters of qualified applicants," says Carter.

Over the two-day event, held at the Harrison plant, about 60 people showed up. Members of the Business Services team helped with pre-screening of candidates, allowing Carter to focus on interviewing candidates.

From that pool, Carter hired 39 people; she plans to use the SuperJobs services again.

"The professionalism of the Business Services Team was exceptional," says Carter. "They geared up quickly to meet our needs and ensure that we could make qualified hires."

"The SuperJobs Business Services Team geared up to meet our needs and ensure that we made qualified hires."

– Michelle Carter, Huck Group

COMMUNICARE FINDS QUALITY NEW HIRES THROUGH CENTER

Mickey Fishman was trying to expand his hiring options when he decided to contact the SuperJobs Center for advice.

Fishman, Recruitment Coordinator at CommuniCare, which operates long-term care facilities in Ohio, Maryland, Missouri and Pennsylvania, is always looking for health care professionals. With 7,000 employees and 43 facilities, CommuniCare, which is headquartered in Cincinnati, needs a full pipeline of strong candidates at any one time. But those high-demand candidates can be hard to find, so he decided to try the Ohio Means Jobs website, which encourages employers to post resumés and also directs them to their local one-stops.

"I was looking at the OhioMeansJobs website and I got the SuperJobs phone number," says Fishman. "I decided to call them to find out about their services."

Denise Becker, a Business Services Representative at SuperJobs who specializes in health care hiring, began to work with Fishman and Ann Birsá, Vice President of Human Resources. "I toured CommuniCare's facilities and spoke to managers to find out more about their staffing needs and I met with their staff as well," she says.



Mickey Fishman, left, Recruitment Coordinator at CommuniCare, Nina Tyshenko, HR Manager at Burlington House, and Jason Sparks, Regional Director of HR at CommuniCare, stand outside Burlington House, where a hiring event coordinated by the SuperJobs Center was held earlier this year.

"It's important to learn about the business to help them find the right candidates."

Adds Fishman: "Denise got a true feeling for our company and our culture."

In January 2010, Becker set up a hiring event for CommuniCare at their Burlington House facility. The company was looking for RNs, LPNs and STNAs — all positions in high demand. The key to a good turnout was marketing the event, and Becker did just that. She posted the job, created a flyer, had the event announced on WKRC Channel 12, and sent out word on SuperJobs' e-mail distribution list.

"More than 40 health professionals turned out for this," says Fishman. "We were very happy with the turnout. Denise was there, very professional, greeting candidates, and helping them with their applications. It was very helpful to us."

CommuniCare was so pleased with this event, they asked Becker to help them set up a second hiring event in March, this time at their Wood Glen facility in Dayton. Thanks to smart marketing by SuperJobs, CommuniCare again had a strong turnout.

"We were very impressed with the number of applicants at both events and the SuperJobs staff helped us tremendously," says Jason Sparks, Regional Manager of Human Relations at CommuniCare.

"As a result of the job fairs, we hired 10 health professionals," adds Fishman, "and we have a strong talent pool for future hiring."

"I didn't know about the services at SuperJobs before I started working with Denise," Fishman continues. "I would not hesitate to use those services again when we look for new staffing in the future."



Ascendum's Susan Ikeler & Paul Watts

PROJECT HIRE HELPS ASCENDUM ADD STAFF

For some companies, incentives to hire can provide the nudge needed in a tough economy to add to their workforce.

The SuperJobs Center Business Services staff worked with several companies this year that added staff with the help of Project HIRE, the State of Ohio's \$7 million incentive initiative to employers to hire dislocated workers.

"Having this source of training dollars available can make the difference as to whether a company will hire a new employee, or continue to wait until the economic outlook improves and budgets loosen up," says Susan Ikeler, Human Resources Manager at Ascendum, a privately owned IT solutions company that is part of Vora Ventures portfolio.

Under Project HIRE, funded by the American Recovery and Reinvestment Act, an employer can be eligible for up to \$6,000 in reimbursable training costs — in the classroom or on-the-job — if they hire a displaced worker. Training must be completed by Dec. 31, 2010.

Ikeler worked with Chuck Walters and Jan Thomas at SuperJobs to tap into Project HIRE, and ended up hiring two employees. Training at Ascendum covered software and networking applications, process training, and documentation handling, among other skills, says Ikeler.

"Chuck and Jan were responsive to Ascendum and understood our business model very well," she says. "The cost to bring a new employee on-board and train them is very time-consuming and expensive. Ascendum is committed to our employees and wants to give them the resources and tools needed to do well here and develop their careers. Project HIRE helped us do that."

Other companies that have tapped into Project HIRE include General Mills and The Mireagan Group, says Thomas.

Thomas coordinated with her HR contacts to find candidates who would fit the requirements for Project HIRE. "You have to start as early in the process as possible to identify prospects for the company," she says. "Employers have to be flexible as well."

During the year, about 12 dislocated workers were hired with the help of Project HIRE funds, notes Thomas.

"Project HIRE is a great example of a practical program that can help dislocated workers get back into the workforce," says Walters.

SWORWIB: Making the Numbers Count

In 2009–10, the City of Cincinnati and Hamilton County demonstrated their commitment to the SuperJobs Center, and their belief in the Center's effectiveness, when they passed resolutions requiring that

all public construction contractors post job openings at the SJC.

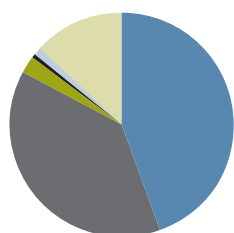
The joint resolution praised the SuperJobs Center as "the premiere employment resource for businesses and individuals

throughout the City of Cincinnati and Hamilton County by working to connect employment, education and economic development."

Continued on next page...

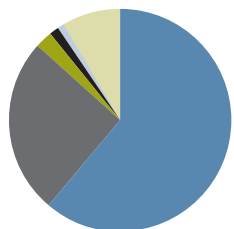
2009–2010 DEMOGRAPHICS

Training Clients



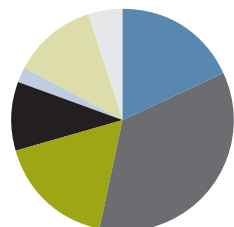
Black – 44.7%
White – 38.3%
Other – 2.4%
Native Amer. – 0.5%
Asian – 0.5%
Not Stated – 13.6%

Core Clients



Black – 61.2%
White – 25.5%
Other – 2.4%
Native Amer. – 1.4%
Asian – 0.5%
Not Stated – 8.9%

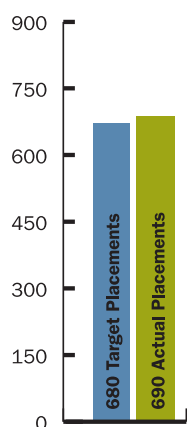
Highest Grade Completed



11th or Less – 18.4%
12th – 35.1%
13–14 Years – 17.2%
15–16 Years – 10.0%
17–18 Years – 2.2%
GED – 12.1%
Not Stated – 5.0%

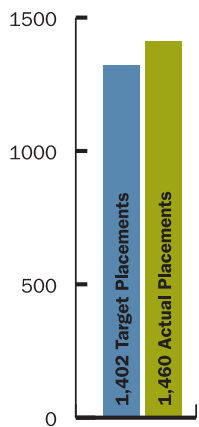
2009–2010 PLACEMENT DATA

Adult & Dislocated Worker Placements



As of June 30, 2010

Universal Job Placements



As of June 30, 2010
(Includes part-time)

2009–2010 TOP ZIP CODES SERVED BY SUPERJOBS *

Zip	Job Seekers	%	Zip	Job Seekers	%
45211	606	6.2%	45206	234	2.4%
45225	541	5.5%	45232	214	2.2%
45214	538	5.5%	45207	207	2.1%
45237	526	5.4%	45212	190	1.9%
45202	485	4.9%	45227	182	1.9%
45231	475	4.8%	45213	159	1.6%
45238	423	4.3%	45220	144	1.5%
45229	381	3.9%	45251	138	1.4%
45205	355	3.6%	45236	126	1.3%
45224	349	3.6%	45216	121	1.2%
45240	330	3.4%	45204	118	1.2%
45215	300	3.1%	45230	108	1.1%
45223	295	3.0%	45217	107	1.1%
45239	261	2.7%	45203	98	1.0%
45219	255	2.6%	45246	95	1.0%

*Registered in G*Stars



Job seeker Andrew Shelton works with Andrea Newbill, Resource Room Coordinator at the SuperJobs Center, to improve his resume. "I appreciate the help and time the people here have spent to help me better myself," he says.



Continued from previous page...

This joint affirmation of the SuperJobs Center, and the leadership of the SWORWIB, is no surprise, reflecting the change in direction that resulted when the city and county combined forces behind the one-stop in 2004. This allowed Hamilton County and the City to start measuring results in a comprehensive and uniform way.

From 2001–03, data was collected separately and manually by the two

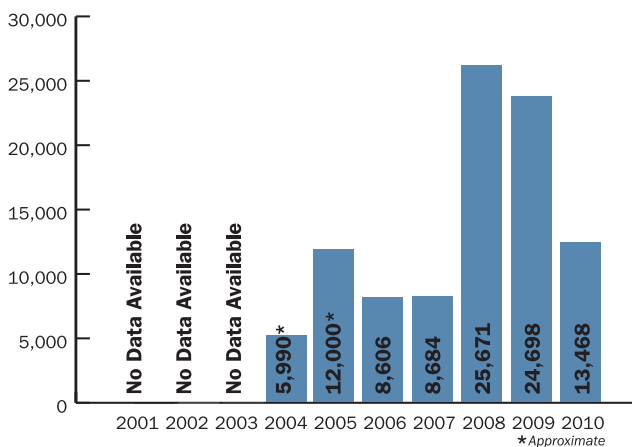
governments. In 2004–05, the area transitioned to a combined one-stop system and began to collect data more systematically. In 2006, we purchased the G*Stars data collection system, to provide more accurate measurements of our customers. The charts on this page reflect that progression.

Since 2004, we have served almost 100,000 job seekers, placed almost 3,000 people into training, and placed more than 14,000 into jobs.

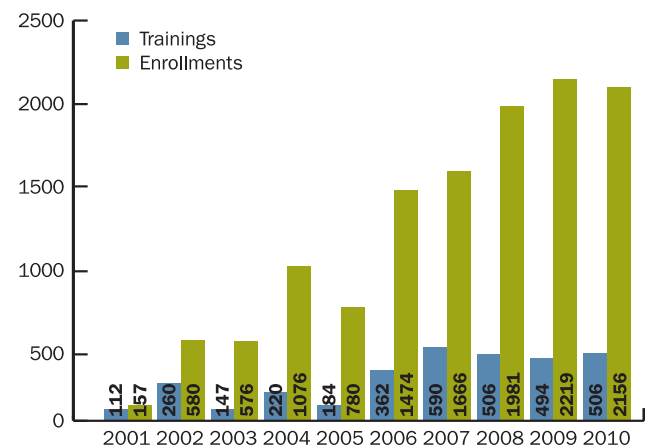
“For 10 years, this Board has maintained a rigorous continuous improvement effort for our data collection management and reporting responsibilities,” says Mike Conner, Chairman of the SWORWIB.

“As a member since 2001, I am immensely proud of our dedication, not just in dramatic improvement in our services and results, but also in our ability to provide the community with the data,” Connor concludes.

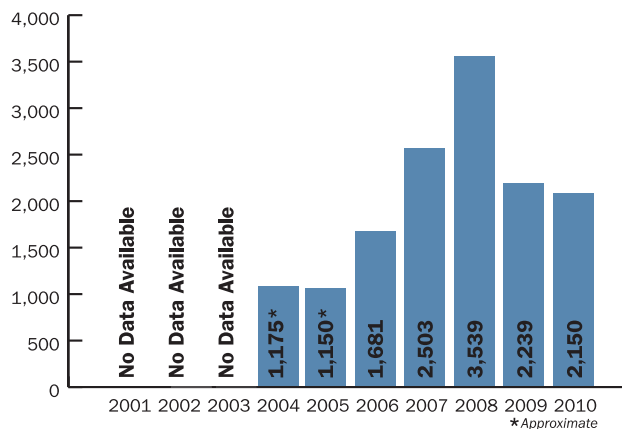
Number of Job Seekers Served: 2001–2010



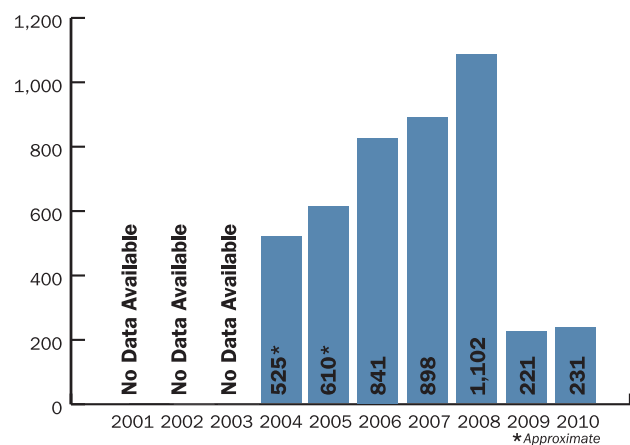
Core & Training Services Enrollments: 2001–2010



Number of Placements (Job Seekers Employed): 2001–2010



Number of Business Contacts: 2001–2010



NOTE: From 2004–2008, data reflects any business contacted. In 2009 the metric was changed to capture data reflecting only employers served more than once.

SWORWIB Partners on Green Job Initiatives

Cincinnati is going green in a big way — and the Southwest Ohio Region Workforce Investment Board is an important part of that effort.

The SWORWIB's investment in green jobs began in 2009 when the Department of Labor awarded Cincinnati State almost \$500,000 to train WIA-eligible job seekers for green jobs with the SuperJobs Center as the recruitment partner.

As a result of that grant, a Business Services Representative at SuperJobs became a liaison with the energy sector in Greater Cincinnati. The BSU rep works with energy-based companies to find out their hiring needs, and with Cincinnati State, which offers four certifications in energy-based fields, from photovoltaic installer to home energy auditor. The rep helps direct job seekers from the SuperJobs Center who are eligible for training funds into these programs, and then helps them find jobs after they have completed their coursework and obtained their certifications.

"This partnership with Cincinnati State was a crucial step toward getting dislocated workers into energy jobs of the future," says Sherry Kelley Marshall, President/CEO of the SWORWIB.

Wade Biddulph, a carpenter who worked for a construction company building and remodeling restaurants, hopes that a green career will define the next phase of his professional life.

Biddulph, 51, was laid off in February 2009 after working in construction since the early 1980s. He posted his resumé "everywhere" and applied for many jobs, but had no luck finding one.

Then, he learned about SuperJobs and the possible opportunities in emerging energy. He was screened at SuperJobs, where he took the TABE test, and was approved for an Individual Training Account for a class at Cincinnati State in weatherization and energy auditing.

"It sounds like it's a supergrowing field," he says, "and will be big in the future."

The class entails classroom and field work. The instructor takes the students to a house in Colerain Township

where they test for air leaks, and make sure seals are working properly. "The main thing is making the house airtight," Biddulph says. The students learn to operate various kinds of equipment used in energy audits.



Jordan Robinson, left, and Matthew Robinson were among hundreds of volunteers who knocked on doors at homes in Wyoming in July 2010 during GCEA's Energy Efficiency Blitz.

SuperJobs has referred almost 20 job seekers to Cincinnati State since the partnership began and nine have enrolled.

Some people simply want to get back into the workforce, but others are looking for something more — is there potential here for me to run my own business? "Some of these dislocated workers were in very stagnant fields and saw no growth. Now it's important for them to get into a field that has potential growth," says Marshall.

Meanwhile, the SWORWIB is also partnering with other organizations on grants that will ultimately lead to more jobs in the green energy sector. The biggest grant — \$17 million from the Department of Energy — was awarded in April 2010 to the Greater Cincinnati Energy Alliance (GCEA), which provides energy audits throughout neighborhoods in Hamilton County and Northern Kentucky over three years. "This will lead to the retrofitting of homes and commercial buildings — and the need for more trained workers," notes Marshall.

"Retrofit projects put people to work, increase energy efficiency in older buildings, and save ratepayers money on their utility bills," says U.S. Rep. Steve Driehaus of Cincinnati, who lauded the GCEA as it announced the grant.

It's estimated that the grant will retain or create 700 direct and indirect jobs over three years, says Andy Holzhauser, Executive Director of the GCEA. He adds: "This federal funding allows us to leverage private capital to potentially create a local energy efficiency market of up to \$50 million per year. And that means residents and business owners are saving money on their utility bills, moving our country toward energy independence, and creating or retaining a broad range of jobs from auditors, to skilled trades people, to engineers, and project managers needed to serve this market."

GREEN PARTNERS



Students from middle schools throughout the region learned more about the construction industry and its career opportunities through SWORWIB initiatives.

What's New in Construction

Although the construction industry has not emerged from its protracted downturn, the seeds planted by the SWORWIB and its partners to make sure trained workers are ready for construction jobs when the freeze ends are bearing fruit. "The construction

industry in Greater Cincinnati will see a generational shift as baby boomers accelerate their retirement," says Joseph Hummel, Executive Director of Allied Construction and a member of the SWORWIB board.



Joseph Hummel

"For several years we've been concerned that not enough young people are graduating from high school with the skills needed to enter the industry, which can offer very satisfying careers. In 2008, the SWORWIB began to address this issue. We're pleased with the results we have seen to date."

Those results are thanks to the dedicated work of The Construction Career Pathways Collaborative, which connects initiatives at the middle school, high school and adult levels. The initiatives accelerated in a number of ways this year:

Middle School Construction Outreach:

Thanks to a Spirit of Construction grant President Marshall obtained, the SWORWIB continued its middle school advocacy program. In 2009-10, Construction Advocate Anne Mitchell made presentations to more than 1,000 middle school students in Cincinnati and Hamilton County on the rewards of a career in construction. The program got an enthusiastic thumbs-up as part of Cincinnati Public Schools' Fifth Quarter in June 2010 — more than 100 students at four middle schools did hands-on work shepherded by professionals who volunteered their time.

High School Construction Careers

Pathway: A strategic plan for 2010-2014 was developed to promote construction careers for high school students, facilitated by Nicole Ware, Coordinator of the Emerging

Workforce Development Council. In both the middle school and high school initiatives, the importance of applied math and science, and staying in school until graduation is stressed.

Serving Adults: The SWORWIB continues efforts to ensure a diverse pipeline of candidates for construction jobs at The Banks, Cincinnati's massive mixed-use development on the Ohio River. The SuperJobs Center assesses job seekers' qualifications for union and non-union apprenticeship training programs, and provides support services to those workers who are selected. Pat Bready, economic inclusion consultant for The Banks, has worked closely with the SWORWIB and SuperJobs Center on The Banks project.

Bready has also worked with SuperJobs as construction firms have slowly started to hire. In April 2010, she coordinated efforts between the Urban League, the Community Action Agency and SuperJobs Center for The Mireagan Group. Bill McIlwain, owner of The Mireagan Group, an infrastructure and construction services firm based in Lincoln Heights, needed to hire about a dozen construction workers. "We are the subcontractor for several public school projects in Ohio that involved installing new furniture, and we needed to add some laborers and supervisors," he says.

Two supervisors and eight laborers were hired by mid-May. They were interviewed and selected from a pool of about 20 candidates whom SuperJobs had pre-screened. "I was happy that we were able to get the quality of people we were looking for," McIlwain says.

In April, Messer, one of Cincinnati's most prominent construction firms, hired several laborers and carpenters after holding a job fair at the SuperJobs Center, notes Brooks Parker, Vice President of Craftforce Development at Messer.



"We had a slight upturn in projects coming out for bid," says Parker. "We were looking to add some people in anticipation of launching those projects."

The SWORWIB also partnered with the Greater Cincinnati Workforce Network, which coordinated a solid group of training providers to develop pre-apprenticeship training. Almost 80 disadvantaged adults have graduated from pre-apprenticeship training in programs at the Urban League, the Community Action Agency, Easter Seals Work Resource Center, 3CRC, ONOW, and Straight to the Heart. As of July 31, 2010, 53 percent had been placed into apprenticeship programs or had gotten jobs. The programs were funded by the State of Ohio.

Young people in the CAA's programs, called Blueprint for Success and YouthBuild, had a chance to introduce themselves to officials from Carter and the Dawson Co., the general contractors for The Banks, as well as a number of sub-contractors, in a mid-April reception at the CAA. There they heard firsthand that a strong work ethic was one of the most important traits contractors were looking for in any new employee.

The Construction Careers Pathways Collaborative is important for Cincinnati, says Marshall. "We listened to the construction industry here and we understood what they told us," she says. "This has been a tough recession, but once companies start to expand, we'll have the workers they need."

Will White, left, coordinator at Connect 2 Success, works with Terron Moton.

EWDC Focuses on Out-of-School Youth

For the Emerging Workforce Development Council (EWDC), 2009–10 was a year of building momentum as the council and the SWORWIB shifted its focus toward serving more out-of-school youth.

Five agencies were signed to two-year contracts for July 1, 2009–June 30, 2011, with a goal of serving approximately 1,000 youth, three-fourths of which are high school dropouts. (See breakout below.)

SWORWIB YOUTH PROVIDERS:

Connect 2 Success:
387 out-of-school youth

Easter Seals Work Resource Center:
120 in-school and 82 out-of-school youth

Jobs for Cincinnati Graduates:
178 in-school youth

Lighthouse Youth Services:
82 youth in the justice system

Literacy Center West:
196 out-of-school youth

The shift in focus came after an extensive Youth System Building model was developed in 2008, notes Nicole Ware, Emerging Workforce Development Coordinator. “One of the discoveries from the Youth System Building process was that there are more out-of-school youth in Cincinnati and Hamilton County that need our resources,” she notes. “Schools can get help through the Department of Education to serve at-risk students but once you have left school before graduation, there is much less of a safety net.”

Terron Moton is one of those dropouts who walked into the SuperJobs Center one day to try to find a job, and was referred to Connect 2 Success, one of the SWORWIB's youth service agencies.

“Our ultimate goal is to provide youth such as Terron with the tools necessary to become self-sufficient,” says Brandy Davis, Program Manager of C2S. Moton studied for his GED, and passed it in January 2010. Through the help of other partner agencies, he was trained in work readiness skills, got a third-shift job to help pay bills, and enrolled at Cincinnati State.

“A few months ago, people couldn’t see me in a job, or in college,” says Moton. “I made a turnaround. As long as you’re willing to put your best foot forward and truly be dedicated, it’s never too late to change.”

While a greater proportion of out-of-school youth are being served, two contracted agencies, Jobs for Cincinnati Graduates (JCG) and Easter Seals Work Resource Center, continue to work with at-risk youth still in school. Quesonda Bolling and Dominique Springs enrolled in JCG at Aiken College and Career High School their junior and senior years, and graduated with multiple honors and several scholarships to college. Bolling is now at Bluffton University in northwest Ohio while Springs is attending Mount St. Joseph College.



“JCG taught me about professionalism” says Springs, “being polite and speaking well, being courteous, greeting people with a strong handshake. It’s making me into a better overall person — not just as a student.”

Says Richard Harris, the new chairman of the EWDC: “Our mission is to prepare youth, in-school and out-of-school, to become career- and college-ready. The five agencies we are working with have a consistent track record of doing that. Youth come out of these programs better prepared for post-secondary education, including college, or ready for the workplace. In many cases, their lives are truly transformed as they meet mentors who help put them on a new path.”

Harris replaced Tyronne Stuckey, who served as chairman for seven years. “We really appreciate Ty’s service,” says Ware. “He was instrumental during the Youth System Building project. And we thank Richard for stepping up as we continue to move ahead.”



Quesonda Bolling, left, LaStarr Rivers, and Dominique Springs at the JCG classroom at Aiken. Bolling is attending Bluffton University and Springs Mt. St. Joseph.

2009 Summer Youth Program

One of the high points of our July 2009–June 2010 fiscal year was the SWORWIB's Summer Youth Employment Program, funded by about \$2 million from the American Recovery and Reinvestment Act.

In the spring of 2009, the SWORWIB selected five youth providers through an RFP process: Arbor E&T's Career Works, Easter Seals Work Resource Center, Great Oaks, Jobs for Cincinnati Graduates, and the Urban League of Greater Cincinnati. These providers conducted work readiness training for approximately 660 youth ages 14–24. About 60 employers signed on, and by the end of the summer, several dozen of the youth were hired after the programs concluded. Videos documenting the summer jobs program were sent to the area's elected officials, as well as workforce policy experts.

"The \$2 million funding from ARRA allowed us to offer an opportunity to many youth who otherwise might have been unemployed and disengaged in productive activities in the 2009 summer," says Sherry Kelley Marshall, President/CEO of the SWORWIB. "The five programs developed work readiness skills that will pay off for these youths, and society, down the road."

OhioMeansJobs

The state's online portal to job-matching services and other workforce resources, is now being used in branding at one-stops throughout the state. One-stops such as the SuperJobs Center are now branded as "An Affiliated Partner of Ohio Means Jobs."

The move comes after a resolution was passed in January by the Governor's Workforce Policy Advisory Board recommending that Ohio Means Jobs be adopted as a brand throughout the state's workforce system. It sends the message that state and local workforce agencies are working together to function as a coordinated State Workforce System, the governor's office says.

Grants: Collaboration Pays

Forty-six million dollars is unlocking the door to skills training for job seekers in Southwest Ohio to help energize Greater Cincinnati's economy.

It represents the smart leveraging of resources from a variety of organizations and institutions that are committed to keeping Cincinnati a global competitor with a skilled and nimble workforce.

The SWORWIB coordinated, partnered, assisted, supported or provided matching funds to many organizations in the service area to obtain needed resources for the region.

In 2008, the SWORWIB began to partner with others in the community to pursue grants. Partners included the Greater Cincinnati Workforce Network, the Urban League of Greater Cincinnati, Talbert House, Greater Cincinnati Energy Alliance, Jobs for Cincinnati Graduates, and the Community Action Agency; the University of Cincinnati, Cincinnati State, and Great Oaks; labor groups; and other regional Workforce Investment Boards.

"It makes sense to play to our different strengths," says Sherry Kelley Marshall, President/CEO of the SWORWIB. "With this approach, we can partner to develop training programs for skills that are growing in demand, such as in the green energy or health care sector, and partner with service organizations to link and support job seekers.

"Our approach has paid off," she adds. "More than \$46 million has been awarded to the region in grants that the SWORWIB has supported since 2008."

In the past, the SWORWIB has supported only one organization applying for the same competitive grant. But in 2009, it worked with the Community Action Agency and the Easter Seals Work Resource Center on their respective Youth Build grants to the Department of Labor. Each had a different game plan — CAA planned to focus on construction skills training predominantly for minorities who have multiple barriers to employment; and Easter Seals WRC planned to build on its deconstruction business for people with disadvantages and/or disabilities. "With our community's large needs, it made sense to support both," says Marshall.

The outcome was positive: CAA was awarded \$971,876 and Easter Seals WRC, \$800,000. "That's a perfect example of how our region benefits when we work together," says Marshall.

AWARDED GRANTS

The SWORWIB partnered with, and/or supported all of the following grants; all were awarded to the region as of May 2010.

USEPA Brownfield Job Training Grant	\$200,000
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Spirit of Construction Foundation Middle School Construction Advocacy	\$160,000
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DOL Job Training (Green Jobs)	\$499,000
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Youth Build Grants	\$971,876 \$800,000
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Greater Cincinnati Energy Alliance	\$17M
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Green Ohio/ODOD/ Energy Training	\$50,000
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Urban Youth Works Grants	\$500,000 \$168,000
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Constructing Futures State of Ohio Grant	\$998,976
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DOL Regional Innovation National Planning Grant (Region 3 KY)	\$250,000
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DOL BioOhio	\$5M (State) (statewide)
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DOL Healthcare	\$4.9M (Cincinnati)
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DOL Healthcare IT	~\$5.75M (Cincinnati)
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Project Hire	\$24,000
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From left, Jeff Weber, Sherry Kelley Marshall, Barbara Stewart and Nancy Spivey.

Below, the Employers First Consortium meets with Tier One Performance Solutions executives in Covington, Ky.



Partnership Strengthens Regional Workforce

Aesop said it first — “In Union There Is Strength” — and it’s a motto that has been embraced by the leaders of Tri-State Workforce Investment Boards for nearly 10 years.

In 2001, the executives of WIBs in Southwest Ohio, Northern Kentucky, and Southeast Indiana began to work together to better meet the needs of employers in the region who draw on the workforce in all three states.

Thus was born the Employers First Regional Workforce Consortium. And the steady and determined work of the Consortium led to a \$250,000 Regional Innovation Grant from the Department of Labor awarded in February 2010. It will be used to further the Consortium’s mission of reaching out to Tri-State employers to meet their needs for a skilled and versatile workforce.

“Getting the grant from the Department of Labor was a major step for our region,” says Barbara Stewart, Director of the Northern Kentucky Workforce Investment Board, the lead agency on the grant. “The consortium is named Employers First because we want everyone to know that employers must be the engine that drives our region forward.”

Other members of the Consortium include the Southwest Ohio Region Workforce Investment Board (Cincinnati and Hamilton County), led by Sherry Kelley Marshall; Workforce One Investment Board of Southwest Ohio (Butler, Warren, and Clermont Counties), led by Jeff Weber; and Indiana 9 Region Workforce Board (10 counties), led by Bart Brown. The Northern Kentucky Chamber of Commerce’s Workforce Division is also part of the consortium.

The consortium’s executives meet quarterly, and continuously share information on employment trends, new companies, businesses that are adding employees, and businesses that are downsizing.

“Pooling information has allowed us to use our resources more effectively,” says Marshall. “The Employers First Consortium gives our region a competitive advantage through a cooperative dynamic.”

David R. Fleischer, chair of the NKWIB and Manager of PQA Lab Operations at Toyota Engineering and Manufacturing in Erlanger, Ky., says this approach makes sense in the Tri-State, which has an economy that crosses state lines.

“Employers First will provide efficient and effective coordination of those services offered by the public workforce system. It will attract new employers to the Tri-State region because it will ease their efforts to find qualified employees,” Fleischer says. “Additionally, by facilitating this synergy regionally, we should be able to help employers meet the challenges of current economic condition and help improve their competitive advantage within the marketplace.”



EMPLOYERS FIRST KEY INITIATIVES

2002, 2005: Assisted Citibank in staffing up operations center in Florence, Ky.

2002: Sponsored a Call Center Consortium to explore home-based technologies for customer contact services for companies from Procter & Gamble to LaRosa’s.

2003: Conducted outreach to connect with regional contact centers and construction companies.

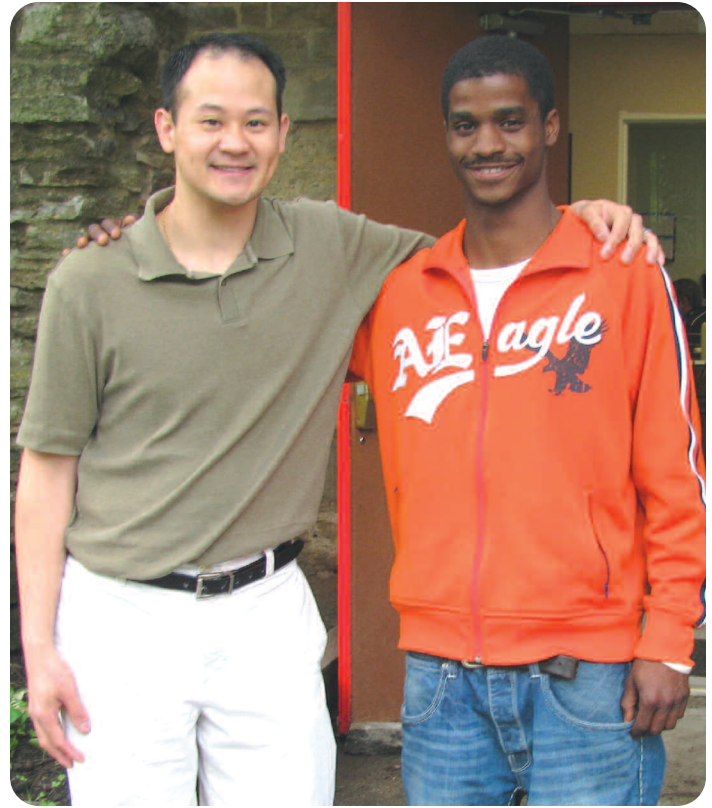
2007: Worked with Great Wolf Lodge in Mason, Ohio, and Humana in Cincinnati to help with hiring needs.

2008–09: Assisted workers dislocated by the Ford plant closing in Batavia, Ohio, with retraining services regardless of their home counties.

2009: Worked with Cincinnati Premium Outlets on hiring as it opened in Butler County.

2009–10: Working with Avon Products Inc. to assist Avon’s employees as it prepares to shut down its Springdale, Ohio plant. Working with Delta and Cincinnati-Northern Kentucky International Airport as Delta consolidates gates and eliminates staffing.

Thanapat Vichitchot, left, Senior Job Developer at Literacy Center West, and youth client Charles Edwards. In 2009, Edwards enrolled in LCW's "The Next Level" program. Literacy Center West is one of the SWORWIB's youth service providers.



Measuring Progress, Performance

Each year, the State of Ohio negotiates performance goals for Adult, Dislocated Workers and Youth outcomes with the Workforce Investment Boards that represent each area. The goals vary from one area to another, and can certainly be affected by the economic climate of the times. Nevertheless, the goals are designed to represent "stretch" outcomes that reflect good stewardship of public funding.

As the chart demonstrates, in earlier years Youth was split into Older Youth and Younger Youth segments, but Youth outcomes began to be measured with no age difference in Fiscal Year 2008.

The SWORWIB is proud to have consistently met or exceeded goals in each of these categories since 2005, when our combined city-county one-stop operation began to yield strong data. From July 1, 2009–June 30, 2010, we exceeded goals in five of nine categories — a considerable achievement in extremely challenging economic times.

PERFORMANCE INDICATORS: 2005–2010

Adult	2005	2006	2007	2008	2009	2010
Entered Employment	68.0	71.4	73.3	77.2	74.1	62.4
Employment Retention	81.1	79.4	81.5	83.9	80.1	76.0
Average Earnings	\$3,446	\$3,104	\$14,119	\$15,051	\$13,584	\$14,151
Credential/Diploma	64.7	54.2	52.9	N/M	N/M	N/M
Dislocated Worker						
Entered Employment	79.2	84.2	78.4	81.7	79.4	61.1
Employment Retention	93.8	98.0	91.6	87.7	86.1	78.5
Average Earnings	-\$3,400*	-\$1,839*	\$17,559	\$19,270	\$18,594	\$17,594
Credential/Diploma	71.9	33.3	75.0	N/M	N/M	N/M
Older Youth						
Entered Employment	61.5	69.2	87.9	N/M	N/M	N/M
Employment Retention	75.9	72.7	85.7	N/M	N/M	N/M
Earnings Change	\$7,438	\$5,414	\$2,254	N/M	N/M	N/M
Employment & Credential	40.4	34.4	57.3	N/M	N/M	N/M
Younger Youth						
Retention	63.6	54.5	70.4	N/M	N/M	N/M
Credential/Diploma	72.7	53.3	76.8	N/M	N/M	N/M
Skill Attainment	74.5	66.6	71.1	N/M	N/M	N/M
Youth (14–21)						
Placement (Employed or School)	N/M	51.5	74.3	87.4	56.1	72.4
Attained Degree/Certificate	N/M	22.5	45.1	56.8	60.4	77.9
Literacy or Numeracy Gains (Out-of-School)	N/M	N/M	N/M	36.7	44.4	38.2

— Key: N/M = Not Measured **Goal Exceeded** **Goal Met** **Goal Not Met** —

*Measured income gain or loss; measurement no longer used.

SUPER AWARD WINNERS 2010

The SWORWIB honored the following for their superior work and support:

SUPER BOARD MEMBERS

Mike Conner, *Frisch's*
Walter McLarty, *Tri-Health*

SUPER EMPLOYMENT PARTNERS

PNC
Graphic Packaging
Employment Plus

SUPER FUNDERS

Spirit of Construction Foundation

SUPER REQUIRED PARTNERS

Gwen Robinson, *Community Action Agency*
Richard Rust, *CMHA*
Bob Scarborough, *Great Oaks*

SUPER SYSTEM BUILDERS

Nancy Spivey, *Northern Kentucky Chamber of Commerce*
Barbara Stewart, *Northen Kentucky Workforce Investment Board*
Jeff Weber, *Workforce One Investment Board of Southwest Ohio*

SUPER CONNECTORS

Lucy Crane, *United Way of Greater Cincinnati*
Ross Meyer, *Greater Cincinnati Workforce Foundation*
Janice Urbanik, *Greater Cincinnati Workforce Foundation*

SUPER ARRA SUMMER YOUTH PROVIDERS

Arbor E&T
Easter Seals Work Resource Center
Great Oaks
Jobs for Cincinnati Graduates
Urban League of Greater Cincinnati

SUPER EMPLOYEES

Maria Cotto, *SuperJobs Center*
Chris Hunter, *SuperJobs Center*
Georgie Reed, *SuperJobs Center*
Sheldon Scott, *SuperJobs Center*
Jan Thomas, *SuperJobs Center*
Kathleen Williams, *SWORWIB*

SUPER SUPPORTERS

Kevin Holt, *Hamilton County Job and Family Services*
Tim Riordan, *Liaison to Mayor Mallory*

SUPER COMMITTEE

Kathie Kraemer, *Chairman of Measurement and Continuous Improvement Committee*
SWORWIB's Committee Members,
Focus Groups and Other Volunteers

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Southwest Ohio Region Workforce Investment Board

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Vijay Sud
Deloitte Consulting
Amy Tanaka
Viox Services
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Great Oaks Institute of Technology and Career Development
Joe Zimmer
Building Trades Council

SWORWIB STAFF 2010

Sherry Kelley Marshall
President/CEO
Evelyn Chaffin
Coordinator of Measurement and Monitoring For Performance Improvement
Patricia Massey
Executive Assistant

Wesley Miller
SuperJobs Center Building Manager
Anne Mitchell
Construction Industry Advocate
Cynthia Sibrel
ARRA Performance Improvement Coordinator

Nicole Ware
Emerging Workforce Development Coordinator
William Ware
Lead Elected Official Liaison
Kathleen Williams
ARRA Public Information Officer



SWORWIB STAFF 2010. Front row: Nicole Ware, left, Sherry Kelley Marshall, Evelyn Chaffin. Back row: Anne Mitchell, Kathleen Williams, Wesley Miller, Patricia Massey, William Ware, Cynthia Sibrel.

SWORWIB

The Southwest Ohio Region
WORKFORCE INVESTMENT BOARD

441 Vine Street
300 Carew Tower
Cincinnati, Ohio 45202
Phone: 513.579.3142