

# OHIO MATTERS

A photograph of the Ohio Chamber of Commerce building facade, featuring large windows, American flags, and the text "OHIO CHAMBER" in large letters. The image is framed by a thick orange border.

**Ohio Chamber of Commerce**  
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As the state's leading business advocate and resource, the Ohio Chamber of Commerce aggressively champions free enterprise, economic competitiveness and growth for the benefit of all Ohioans.



## Welcome to the New, Digital Ohio Matters

In an effort to be more conscious of our environmental footprint and fiscal responsibility to our members, we've decided to transition our Ohio Matters magazine to an all-online digital version.

Moving into 2023 you'll still be able to access all the past Ohio Matters magazines on our website at [OhioChamber.com](https://www.ohiochamber.com).



# CUT RED TAPE OHIO WEBSITE EMPOWERS OHIO BUSINESSES TO COMBAT BURDENSOME REGULATIONS

RICK CARFAGNA, SENIOR VICE PRESIDENT, OHIO CHAMBER OF COMMERCE



Representatives of the Ohio Chamber recently joined with state leaders and other business organizations at the Ohio Statehouse to announce the launch of Cut Red Tape Ohio. This initiative was developed by the Joint Committee on Agency Rule Review (JCARR) and the business community to provide more transparency to Ohio's rule making process through an interactive website.

The website ([www.cutredtape.ohio.gov](http://www.cutredtape.ohio.gov)) provides members of the public the opportunity to report Ohio regulations that restrict their businesses, families or daily life. Each inquiry received will be reviewed to see if the regulation can be modified or eliminated. Those who submit inquiries will receive status emails from a JCARR staff person working for the Ohio Senate and Ohio House of Representatives regarding their inquiry during the review process. Cut Red Tape Ohio only applies to State of Ohio regulations and cannot consider federal or local regulations.

The Ohio Chamber served a pivotal role in bringing this concept to fruition. JCARR originally brought this idea to the Ohio Chamber's Small Business Council (OSBC) in 2018 and utilized OSBC members as a focus group to work through many of the website details.

To utilize Cut Red Tape Ohio, first go to [www.cutredtape.ohio.gov](http://www.cutredtape.ohio.gov) and, as the site explains, do the following:

- **Step 1** — Go to the "Submit An Inquiry" page and create a regulation inquiry.
- **Step 2** — Cut Red Tape Ohio staff will confirm they received your inquiry by email.
- **Step 3** — Cut Red Tape Ohio staff will research your inquiry and will update you on a regular basis of its status.
- **Step 4** — Cut Red Tape Ohio staff will email you the final results and any action as the result of your inquiry.

Cut Red Tape Ohio is another outlet for the public, particularly the business community who will be directly impacted by regulations, to offer constructive input. Having this website ensures that those who speak up will be heard, will be logged, and will have their feedback thoughtfully considered without partisan filters. This program has long been a priority for the Ohio Chamber and we are grateful to JCARR and everyone that worked to make this possible.





# BLUEPRINT FOR OHIO'S ECONOMIC FUTURE SETS STAGE FOR CONTINUED GROWTH AND DEVELOPMENT

JUSTIN BARNES, EXECUTIVE DIRECTOR, OHIO CHAMBER OF COMMERCE RESEARCH FOUNDATION

Over a year ago, the Ohio Chamber of Commerce and the Ohio Chamber Research Foundation set out to determine ways to improve Ohio's economic competitiveness compared to our neighboring and peer states across the country. After a series of economic development victories announced by Governor DeWine's administration, we aimed to highlight ways we can improve upon our progress to keep the momentum going and ensure sustained growth for future generations of Ohioans.

In partnership with Accenture, the Research Foundation deconstructed a series of rankings and metrics—based on both public and private data—that examined Ohio's economic climate to analyze where the state could see the biggest gains in productivity, business growth, and overall economic expansion. We also conducted in-person workshops and a series of interviews to assess the real-world impacts of Ohio's current policy environment. The result of that body of work was published in late October as the Blueprint for Ohio's Economic Future.

The Blueprint highlights six key areas, or "levers" where Ohio's rankings stand to gain relative to other states: Workforce & Education, Sense of Place, Taxes & Costs, Innovation & Collaboration, Business Friendliness, and Infrastructure. Within each of these levers, a deeper dive reveals the strategic indicators that are associated with those rankings and how Ohio measures against our competition.

Throughout our report, there are critical issues that we emphasize as the necessary policy discussions that can kickstart a decade of leadership, with the goal of making Ohio the best place in the nation to own or operate a business. For example, we know that we will need to place a heavy emphasis in the coming years on workforce development and talent attraction. Ohio has a wealth of career opportunities in multiple sectors,







and it will be essential for policymakers to match the skills needed to fill those jobs with the development pipeline of K-12 education, higher education, and talent attraction efforts. We are grateful for the leadership of the DeWine Administration in this area, through the creation of programs such as TechCred and OhioBuilds, which will emphasize workforce development and upskilling for industries in search of a broader pool

of workforce talent. We want to see these efforts continued and built upon in several ways that will reduce barriers to entry for those who are seeking to join or re-join the workforce, and continue to make Ohio a destination for economic opportunity.

Each lever has a series of recommendations that we intend to work on in the coming months and years to bolster Ohio's case as the most competitive state in the nation for businesses. Some of these recommendations will result in legislative policy, while others will require a collaboration with public and private sector partners across the state. We

intend to follow the Blueprint with additional research efforts where necessary, fulfilling the mission of the Research Foundation to provide non-partisan, educational resources on public policy issues that impact Ohio's economy, job creation, and long-term competitiveness. We also intend to create a dashboard where you can track our efforts in each category, and visualize our progress moving forward.

With your support, we will improve our business climate and grow our economy for the benefit of all Ohioans. We look forward to working with you to improve Ohio's economic competitiveness. Should you have any questions about the report, or are interested in helping us deliver these important messages to policymakers in your area, please contact me directly at [jbarnes@ohiochamber.com](mailto:jbarnes@ohiochamber.com).

Levers	Indicators	Levers	Indicators
<div>Education &amp; Workforce</div> <div></div>	<ul style="list-style-type: none"><li>• Workforce Participation/ Labor Supply/ Barriers</li><li>• K-12 Education</li><li>• Higher Education</li></ul>	<div>Sense of Place</div> <div></div>	<ul style="list-style-type: none"><li>• Public Health</li><li>• Affordability &amp; Housing</li><li>• Economic Opportunity</li><li>• Recreational Amenities</li></ul>
<div>Taxes and Costs</div> <div></div>	<ul style="list-style-type: none"><li>• Tax Burden</li><li>• Cost Of Doing Business</li><li>• Fiscal Stability</li></ul>	<div>Innovation &amp; Collaboration</div> <div></div>	<ul style="list-style-type: none"><li>• Venture Capital</li><li>• Start-ups And Entrepreneurship</li><li>• Modernization &amp; Data Privacy</li><li>• Research And Development</li><li>• Patents</li></ul>
<div>Business Friendliness</div> <div></div>	<ul style="list-style-type: none"><li>• Regulatory Landscape</li><li>• Occupational Licensing</li><li>• Legal Climate</li><li>• Economy</li><li>• GDP Growth</li></ul>	<div>Infrastructure</div> <div></div>	<ul style="list-style-type: none"><li>• Energy/Utilities</li><li>• Internet Accessibility</li><li>• Roads and Bridges</li><li>• Transportation</li></ul>



# OHIOANS WITH DISABILITIES, AN UNDERUTILIZED TALENT POOL

KEVIN MILLER, DIRECTOR OF OPPORTUNITIES, OHIOANS WITH DISABILITIES

More and more businesses are recognizing that Ohioans with disabilities can be a valuable source of engaged, qualified candidates to fill their open positions. Opportunities for Ohioans with Disabilities (OOD) is their connection to this underutilized talent pool.

OOD is the state of Ohio agency that provides employment services to individuals with disabilities to help them prepare for and succeed at work. Last year, services were provided to 28,905 individuals with disabilities seeking to find or retain meaningful work, and we assisted nearly 5,300 individuals with disabilities in finding employment. Once on the job, we help increase worker retention by offering enhanced follow-up after placement to ensure participants are successful. OOD also can assist employees who develop onset disabilities to help them stay on the job.

OOD's Business Relations Specialists (BRSs) partner with more than 700 employers across Ohio to help them meet their workforce needs through the hiring and retention of qualified individuals with disabilities. They identify internships, apprenticeships, co-ops, and permanent positions that match our job seekers' skill sets and experience and source qualified candidates to our Employer Partners. They also offer customized education, resources, and training that promote an inclusive and diverse work environment. Check out our Inclusive Employer Toolkit to access these resources.

OOD also offers college students with disabilities the support they need to com-

plete their degrees and/or credentials, earn higher wages, and meet the demands of tomorrow's labor market. Whether through providing assistive technology, working on interview skills and resumes, or connecting students to internships and jobs, our services help set them up for a better quality of life and future success. Further, our College2Careers program immerses a dedicated counselor in the disability services or career services offices at 17 colleges and universities in Ohio, so students have an on-campus resource.

Hiring people with disabilities is a win-win for both the businesses and the people they hire. According to Accenture, companies that prioritize disability employment and inclusion achieve, on average, 28 percent higher revenue, double the net income, and 30 percent higher profit margins, as well as 30 percent lower staff turnover. Forbes has touted that hiring individuals with disabilities creates a more supportive atmosphere, allows for multiple perspectives, and boosts creativity and innovation in all areas of the business. Since the start of the COVID-19 pandemic (February 2020), we've seen our Employer Partnerships increase by 63.5 percent! The top three industry sectors include manufacturing, health care, and retail.

The State of Ohio also recognizes the benefits of hiring people with disabilities. When Governor Mike DeWine took office in January 2019, he signed Executive Order 2019-03D establishing Ohio as a Disability Inclusion State and a Model Employer of Individuals with Disabilities. Since that time, his Administration has made signifi-

cant progress toward that goal, including hiring a statewide Americans with Disabilities Act (ADA) Coordinator, requiring disability etiquette and awareness training for all new state employees, and launching the Ohio Vocational Apprenticeship Program, which provides work experiences for individuals with disabilities, creating a talent pipeline for positions in state government.

## Employer Tax Incentives

Employers that promote an inclusive workforce by hiring individuals with disabilities may be eligible for tax credits and deductions.

The Work Opportunity Tax Credit provides employers who hire individuals with disabilities served by OOD the ability to apply for up to \$2,400 per employee hired.

The Disabled Access Credit provides a non-refundable credit of up to \$5,000 for small businesses that incur expenditures for the purpose of providing access to persons with disabilities.

The Architectural Barrier Removal Tax Deduction encourages businesses of any size to remove architectural and transportation barriers to the mobility of persons with disabilities. Businesses may claim a deduction of up to \$15,000 a year for qualified expenses.

Visit our Employer Tax Incentives page to learn more.

## No-Cost Worksite Accessibility Services

OOD's Worksite Accessibility Specialist can identify possible resources, accommodations, and accessibility solutions at no cost for OOD Employer Partners. To learn more, visit OOD's Worksite Accessibility Services.

## No-Cost Disability Etiquette and Awareness Training

OOD's BRSs can customize a variety of no-cost disability awareness educational trainings for OOD Employer Partners to foster a culture of diversity and inclusion. Contact the BRS in your area to review the options and schedule training that best suits your needs.

## Individuals with Disabilities

OOD offers direct, personalized services to help individuals with disabilities find and retain meaningful work. If you or somebody you know has a disability and would like to work, visit [OODWorks.com](http://OODWorks.com) or call 800-282-4536.

*Kevin L. Miller is the Director of Opportunities for Ohioans with Disabilities (OOD), the state agency that empowers Ohioans with disabilities through employment, disability determinations, and independence. Under his leadership, the agency eliminated a waitlist for services, developed new initiatives, including Ohio College2Careers, OOD Jobs for Recovery, the Ohio Vocational Apprenticeship Program, and the Employment First Partnership, and helped draft legislation that led to the passage of H.B. 115, the communications disability law, making it possible to alert law enforcement officers that drivers or passengers of a vehicle may have difficulty communicating during traffic stops.*

*Director Miller is the father of a son diagnosed with Autism Spectrum Disorder, and he has a Bachelor's degree from Ohio Dominican University and a Master's degree from The Ohio State University.*





# GENERAL ELECTION RECAP - NOVEMBER 2022

RICK CARFAGNA, SENIOR VICE PRESIDENT, OHIO CHAMBER OF COMMERCE

The November General Elections were a sweeping victory for both Republicans and the Ohio business community from top to bottom. Governor Mike DeWine, riding a dominating win of more than 25 points over Democratic challenger Nan Whaley, proved to be the tide that lifted all boats down ballot. All incumbent statewide officeholders easily coasted to re-election, with Attorney General Dave Yost and Secretary of State Frank LaRose both grabbing the next highest winning margins at just under 21 points each, followed by Auditor Keith Faber and Treasurer Robert Sprague, who retained their offices with strong showings.

Perhaps the most notable wins for the business community came at the Ohio Supreme Court level, as all three incumbent justices won their races. Justices Pat Fischer and Pat DeWine will retain their seats while Justice Sharon Kennedy will now ascend to the Chief Justice's seat to replace retiring Chief Justice Maureen O'Connor. Governor DeWine is slated to fill Kennedy's vacancy in the coming weeks, filling out what is expected to be a strong 4-3 count of pro-business justices on the court. The Supreme Court proved to be the largest electoral battleground, as Democrats targeted control of the judicial branch and needed only a single victory to secure the court. Thanks to the tenacity of Ohio Chamber who led the statewide business community's efforts to re-elect the incumbents and raised more than \$4 million, Ohio's economy should remain protected against court decisions that would expand liability under a different electoral outcome.

At the federal level, Congressman Tim Ryan lost to political newcomer and author J.D. Vance in the race to replace outgoing U.S.

Senator Rob Portman. Vance bested Ryan 53.26% to 46.70%, with the 6.5-point margin easily the closest victory of the evening for Republicans. On the U.S. House front, Ohio entered the election with a Congressional delegation of 12 Republicans to 4 Democrats. After losing a seat following the census, the state's delegation post-election stands at 10 Republicans to 5 Democrats. In Northeast Ohio, two open seats yielded two new faces in Republican Max Miller and Democrat Emilia Sykes. In Southwest Ohio, the biggest news was the defeat of longtime Republican Congressman Steve Chabot from the Cincinnati area to Greg Landsman, a Cincinnati City Councilman.

Ohio's Legislature remains deeply red, with both chambers of the Ohio General Assembly improving what had already been veto-proof majorities. Of the 99 members of the Ohio House of Representatives, House Republicans increased their numbers from 64 to 67. Republicans in the Ohio Senate picked up a seat in Central Ohio and will now have a 26-7 majority control in January under President Matt Huffman (R-Lima).

The November general election concludes what had been one of the most tumultuous election cycles in recent history. Following the 2020 census, the redistricting effort produced state and federal legislative maps that were struck down numerous times by the Ohio Supreme Court. The ensuing chaos led to a bifurcated primary election, with statewide and Congressional races on the May 2 ballot, followed by state legislative and state central committee races on the August 2 ballot.

Of note, 21 total Ohio House districts were

won by margins of less than 6 points, with 9 seats going to the Democrats and 12 going Republican. Given the drawn-out redistricting effort and bifurcated primary election, the increased number of competitive indexes will be worth keeping an eye on despite the overwhelming GOP majorities.

The two statewide ballot measures, Issue 1 and Issue 2, passed overwhelmingly at the ballot boxes. State Issue 1 was a state constitutional amendment to require courts to consider factors like public safety when setting the bail amount. Issue 1 came in response to the Ohio Supreme Court's *DuBose v. McGuffey* decision in January, which ruled that "public safety is not a consideration with respect to the financial conditions of bail." The Ohio Chamber of Commerce testified in the legislature in support of this ballot measure, arguing that the ability of Ohio's businesses to thrive depends on the physical safety of their owners, employees and customers, and the protection of their property and assets. By dismissing public safety when determining bail, Ohio jeopardizes the physical health of its citizens and local law enforcement personnel, and the economic health of all businesses. State Issue 1 passed with a statewide Yes vote of 77.56%.

State Issue 2, also a state constitutional amendment, prohibited local governments from allowing non-U.S. citizens from voting. This measure was proposed following an attempt by the Village of Yellow Springs to allow people who were residents, but not U.S. citizens, to vote in their local election. Although that local referendum passed, it never went into effect as Ohio Secretary of State Frank LaRose ordered Greene Coun-

ty not to accept any voter registrations forms from noncitizens. State Issue 2 passed with a statewide Yes vote of 77.05%.

Overall, Ohio's general election proved to be a great night for those candidates endorsed by the Ohio Chamber of Commerce's Political Action Committee (OCCPAC). OCCPAC endorsed 59 total candidates in statewide offices, the Ohio Supreme Court, and the Ohio General Assembly with 55 ultimately achieving victory – a 93% success rate. No OCCPAC endorsements were made in either the U.S. Senate race or any U.S. House races. For the election, the OCCPAC was 5 for 5 (100%) in endorsing the incumbent statewide officeholders, 3 for 3 (100%) in the three Ohio Supreme Court races, 12 for 12 (100%) in the Ohio Senate races, and 35 of 39 for endorsed Ohio House candidates (90%). Credit goes to the Chamber members on the OCCPAC Board as well as the Chamber's Government Affairs team, who collectively screened, vetted and endorsed a bipartisan slate of pro-business elected officials and candidates.

As always, we encourage all Ohio Chamber of Commerce members to engage with us on political matters or to provide input on elected officials or candidates. Never hesitate to contact our Senior Vice President of Government Affairs, Rick Carfagna, with any questions, comments, concerns or feedback at [rcarfagna@ohiochamber.com](mailto:rcarfagna@ohiochamber.com) or at (614) 629-0931. On behalf of the Ohio Chamber's Government Affairs team, we wish you and your families a very restful, safe, and blessed holiday season.



# OHIO TAKES STEPS TO EXPAND CARE BEYOND STATE BOUNDARIES

MATT STARR, MAYOR, MOUNT VERNON, OHIO

*In the blueprint we talk about the importance of simplifying licensing in Ohio. This is an example of one the steps that needs to be taken to make Ohio more friendly on licensing.*

Ohio will officially join the Nurse Licensure Compact (NLC) on January 1, 2023!

The world of modern healthcare is always changing, and with that, nursing care and licensure should be just as dynamic. That's why Ohio has joined the Nurse Licensure Compact. The NLC allows nursing to be flexible and adaptable, meeting the needs of nurses, employers and patients.

The NLC is an interstate agreement that authorizes RNs and LPNs holding a multistate license to practice in any other state that has implemented the NLC. With the NLC, nurses can practice in person or via telehealth in all other NLC states, without having to obtain additional licenses. Currently there are 37 NLC jurisdictions. Ohio will make the 38th when it joins on January 1, 2023.

A multistate license isn't a national license. It's a state license issued by the nursing regulatory body in the nurse's primary state of residence. Only nurses who declare a compact state as their primary state of residence may be eligible for a multistate license. Primary state of residence refers to legal residency status and does not pertain to home or property ownership. Only one state can be identified as the primary state of legal residence for NLC purposes.

The NLC enhances public protection, access to care and nurse mobility. It reduces the time and expense of multiple single state licenses and continuing education requirements from different states. Multistate licensure makes travel nursing simple and easy; it removes barriers for travel nurses to practice and eliminates duplicate application processes and fees. Nurses who hold a multistate license can respond quickly and easily to public health emergencies and natural disasters in other NLC

states. With a multistate license, nurse educators can teach in person as well as via distance education in all NLC states.

Because the NLC has uniform licensure requirements, nurse employers can be confident that the nurses practicing on a multistate license in their organizations have met a standardized set of requirements. The 11 standard requirements that a nurse must meet include:

1. Meets the requirements for licensure in the home state (state of residency);
2. Has graduated from a licensing board-approved RN or LPN/VN prelicensure education program; or have graduated from an international education program (approved by the authorized accrediting body in the applicable country and verified by an independent credentials review agency to be comparable to a licensing board-approved pre-licensure education program);
3. Has passed an English proficiency examination (applies to graduates of an international education program not taught in English or if English is not the individual's native language);
4. Has passed an NCLEX-RN® or NCLEX-PN® Examination or predecessor exam;
5. Is eligible for or holds an active, unencumbered license;
6. Has submitted to state and federal fingerprint-based criminal background checks;
7. Has not been convicted or found guilty, or has entered into an agreed disposition, of a felony offense under applicable state or federal criminal law;
8. Has not been convicted or found guilty, or has entered into an agreed disposition, of a misdemeanor offense related to the practice of nursing as determined on a case-by-case basis;
9. Is not currently a participant in an alternative program;

10. Is required to self-disclose current participation in an alternative program; and
11. Has a valid United States Social Security number.

What does the NLC mean for health care providers? It means that when a nurse has their multistate license, they can be available in a compact state immediately because they have authority to practice in that state. As more nurses convert and utilize their multistate license, the more skilled candidates Ohio employers have to develop their workforce, adding to their team's success, morale and productivity.

A multistate license can help remove cost barriers for organizations that employ nurses and share the cost of multiple single state licenses. Especially for national healthcare organizations who have locations all over the country, many of your nurses will now only need to maintain their MSL to work in any of your health care facilities in other compact states.

In order to track your nursing workforce or verify the licensure status of any nurse with a multistate license, organizations that employ nurses are encouraged to register their workforce at Nursys.com and to enroll in Nursys e-Notify updates. Employers can verify a nurse's licensure status using the QuickConfirm function, which allows users to look at licenses from any Board of Nursing in a compact state and access reports with the licensure and discipline status. Employers can utilize the e-Notify function to receive regular updates of changes to licenses reported directly from participating Boards of Nursing.

For additional information, be sure to check out the Multistate Licensure Toolkit page on the Ohio Board of Nursing website. There, you will find the most up to date information to support the important role you play in the successful implementation of the NLC, guidance on hiring practices and procedures, and frequently asked questions.





# CONSIDERING ONBOARDING FOR RURAL NONPROFIT BOARD MEMBERS

MATT STARR, MAYOR, MOUNT VERNON, OHIO

Serving on a non-profit board of directors can be extremely rewarding and meaningful. Many decisions made in the boardroom impact the lives of others from public health, addiction recovery, and many philanthropic endeavors. For rural non-profit organizations (NPOs), board members often consist of volunteers who give up their time, talent, and treasure contributing to the various missions while also developing a community's esprit de corps. Limited time, schedule conflicts, and the fact that most board members in rural NPOs are volunteers necessitate that structure, role clarification, and setting expectations can be extremely helpful for both the board member and the agency. Sadly, many rural NPOs lack enough organizational structure to secure informed decision-making and proper governance. Without a structured onboarding program which addresses compliance, clarification, culture, and connections (also known as The Four C's of Onboarding by T. Bauer), boards can drift from the agency's mission.<sup>1</sup> Also, without a properly executed onboarding program, volunteers may become disengaged, overwhelmed, and disinterested in addressing the issues that drew them to want to get involved in the first place.<sup>1,2</sup>

Voluntary turnover is a common side effect of a passive or non-existent onboarding program.<sup>3,4</sup> Investing in volunteers and effectively managing them can reduce turnover and provide higher net benefits to non-profits over those agencies who are more constricted by organizational roadblocks.<sup>5</sup> As far back as 1993, there are increased expectations of professionalism and accountability for volunteers.<sup>6,7,8</sup> While "good intentions" of volunteer board members are admirable, a more robust approach for their training and development within civic engagement is necessary for board effectiveness and ultimately the agency's service delivery management.<sup>9</sup>

Organizational structure is one of the keys to the strength and effectiveness of the NPO beginning with bylaws that clearly identify how the board is to operate and what is expected of each board member. Starting volunteers on the right foot can set the tone of their commitment and immediate effectiveness serving the community, but what onboarding elements are practical for helping to maximize NPO board member effectiveness particularly in rural communities where time, resources, and money are limited?

A board of directors purpose is governance or a set of logic that the board is responsible for overseeing such as finances, strategic planning. Also, this governance guides organizational accountability and integrity.<sup>10</sup> For the rural NPO, the purpose is no different yet includes the expectation that those functions will continue despite a less populated human resource pool to carry out those activities.<sup>11</sup>

An onboarding program for rural NPOs should also provide the required adherence to compliance and clarification principles.<sup>1,2,12</sup> For compliance issues, onboarding dialogue should cover legal and ethical issues, conflicts of interest, record retention, sunshine laws, confidentiality, risk management, auditing procedures, and other topics of policy that cover the basics of agency liabilities. Some might even include whistleblower policies, diversity and inclusion, executive compensation and others.<sup>13</sup> Falling short of taking these measures can be devastating. In fact, 90 percent of agencies who stop their onboarding process at this level inhibit higher organizational net benefits and new member effectiveness.<sup>1</sup>

Regarding the notion of clarification activities, understanding by-laws and where to go to find policies and procedures is commonly

covered.<sup>12</sup> Understanding Robert's Rules of Order, expectations of financial oversight, and strategic planning may be considered among essential responsibilities requiring board member clarification. One essential role clarification topic of NPO Board members particularly in rural communities may be that of an "ambassador" in which the board member shares information in informal settings with members of the public to keep them informed on questions regarding the agency's activities. Conversely, that role allows for the board member to bring information and feedback to the agency from the public for any necessary follow up measures.

Living out the role of ambassador may be argued that it reflects more of the "culture" building block. As culture is woven throughout the agency in its values, norms, and practices, there are expectations of board members that should be reinforced in the onboarding program. The notion behind agency culture is to assist the new board member from becoming an outsider to becoming an insider full of the skills to contribute to mission-driven problem-solving and governance.<sup>2</sup> Agency or senior board member leadership must understand the newcomer's needs and preconceived notions in order to provide a proper socialization necessary for the newcomer to experience an ease of learning, early satisfaction, and early contribution to the cause.<sup>14</sup> Fundraising may often fall into this category as there may be an expectation of raising money for the mission. Selling tables to the annual Gala, art show, or benefit concert may be common expectations of each board member either to pony up money or find people who will.

Knowing who to contact for those fundraising events is all part of establishing "connections." With a culture rich in relationships with key personnel who have information and other resources, the new board member can more effectively contribute to decision-making and mission-centric work. Connections can come from people with different skill sets, various businesses and political connections, as well as insider knowledge to help the board execute strategic initiatives.<sup>12,15</sup>

How should the rural NPO get started on an onboarding program? Formal onboarding involves a written set of coordinated procedures and policies that assist group members in adjusting to their new role both in terms of the tasks they are expected to perform as well as the socialization process and culturalization to the agency.<sup>14</sup> Providing organized step-by-step formal onboarding programs are far more effective than informal programs. Group members benefit from a system of methods, practices, and structure enabling them to more successfully adapt to new expectations.<sup>1,15</sup>

In terms of measurement for success, first impressions matter greatly when recruiting new members. Rural NPOs must ask themselves as they examine their onboarding process, what type of person are they attracting? This reveals an agency brand. It may be a case where the organizational representative is the brand based on reputation - either positive, negative, or neutral. Regardless, the first impression is what the recruit will remember about the organization or person seeking their time and commitment.<sup>4</sup>

What can happen if rural NPOs fall short of appropriately bringing newcomers onboard? As applied to volunteer recruitment or labor for hire, within the first six months of serving, the new recruit has decided whether to stay or to leave.<sup>16, 18</sup> In the case of hiring, the investment of up to \$5,000 per employee is potentially lost, and the organization must start again in recruiting anew. Given that many rural NPO board members are volunteers, the time wasted on bringing in a newcomer that

feels unable to contribute and resigns their position can drain agency resources and deflate morale.<sup>4</sup>

At the heart of the matter is the effectiveness and confidence rural NPO board and commission members feel in their roles for the various agency governance responsibilities. Investing the time does require current board members and agency personnel to collaborate and create a customized onboarding program that makes sense, is practical, and allows for growth while enabling the newcomers to develop into the next generation of NPO leadership. These activities can lead to a board that is truly effective and engaging which may be characterized by creating a climate of trust and candor, fostering a culture of open dissent, utilizing a fluid portfolio of roles, ensuring individual accountability, and evaluating their own board performance.<sup>17</sup> Imagine how our communities would be impacted by such a high performing NPO board.

About the author: Matthew (Matt) Starr is the Mayor for the City of Mount Vernon, Ohio, and a doctoral candidate in Strategic Management.

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## IMPACT OHIO POST GENERAL ELECTION CONFERENCE RECAP

*LINDSEY PERKINS, DIRECTOR OF EVENTS, OHIO CHAMBER OF COMMERCE*

The Ohio Chamber of Commerce hosted the 2022 Impact Ohio Post General Election Conference on November 10, 2022. Over 400 attendees gathered at the Greater Columbus Convention Center to break down what happened with Ohio's November 8 general election and hear from a packed lineup of keynotes, panelists and legislators who weighed in on Ohio's local and national political forecast. Thank you to our presenting sponsor Hicks Partners for helping to make the event possible and our incoming Chairman of the Board Brian Hicks, for helping to emcee the event.

The morning began with an address from Ohio Auditor of State Keith Faber. We then had a moving presentation honoring our 2022 Impact Lifetime Achievement Award winner, former Ohio House Speaker Jo Ann Davidson. Presenters included Betty Montgomery, Pat Tiberi, Michele Reynolds, Chancellor Randy Gardner and Jim Buchy. The room was filled with immense gratitude as the presentation concluded with a standing ovation for Former Speaker Jo Ann Davidson's many decades of service to Ohio.

The Congressional panel was comprised of Congressman Mike Carey, Congressman Anthony Gonzalez and Congressman Troy Balderson and was moderated by Ohio Chamber President & CEO, Steve Stivers. They discussed topics including what it will look like with a tight Republican majority in the U.S. House of Representatives, how we will move forward in Congress with issues of debt and inflation, and where they see Ukraine aid being directed for the remainder of 2022. The panel all agreed that it is crucial for Americans and Congress to do a better job of uniting on issues they disagree on to achieve positive political change.

The attendees then had sessions breaking down the Ohio election results and the future of business in Ohio. Discussions included thoughts on what the Ohio General Assembly's lame duck session will look like and the driving forces behind how the U.S. Senate and Governor races went and why. After these breakout sessions, they reconvened for a lunchtime panel with keynote speaker Lt. Gov. Jon Husted. Lt. Gov. Husted focused mainly on Ohio's economy and how our state can continue to grow as a national key player in the business community.

The afternoon was filled with additional breakout sessions on topics including the impact of extremism on both sides of the aisle and the Ohio budget. We also heard from the Ohio House and Senate Leadership panel, which included Speaker Bob Cupp, Ohio House Minority Leader Allison Russo, Ohio Senate Majority Floor Leader Kirk Schuring and Ohio Senate Minority Leader Kenny Yuko and was moderated by Ohio Chamber Executive Committee member Tom Zaino of Zaino Hall & Farrin LLC.

Our afternoon concluded with addresses from Ohio Secretary of State Frank LaRose and U.S. Senator-elect J.D. Vance. Vance discussed his priorities once he gets into office, including energy security, the opioid crisis, job growth and bringing more venture capitalism to Ohio. Upon the conclusion of programming, attendees enjoyed a networking reception. The Ohio Chamber of Commerce looks forward to hosting several regional Impact Ohio events across the state in 2023.

## CHAMBER MEETS WITH CONGRESSIONAL-ELECT MAX MILLER ABOUT IMMIGRATION REFORM

The Ohio Chamber recently joined with its partner organization, Ohio Business for Immigration Solutions (OBIS), for a roundtable discussion with Max Miller. The conversation focused primarily on common-sense immigration reform, most notably employment-based green card reform, changes to the non-immigrant employment-based visa program, and ways to get rid of the backlog of visa requests.

In addition to growing Ohio's workforce through K-12 and higher education, Mr. Miller and the group shared ideas about ensuring access to foreign nationals for specific jobs for limited periods. For example, H-2A visas apply to foreign workers in temporary agricultural jobs and last for one year with a renewal for up to three years. These are especially critical with food and agriculture contributing more than \$100 billion to the state's economy, and accounting for 14% of Ohio's jobs. With worker shortages disrupting the agribusiness supply chain, the need to ensure access to H-2A visas has never been more important.

Ohio also currently has 91,500 STEM job openings, and JobsOhio data indicates the skill gap between Ohio's computer science occupations and the supply of computer science graduates widens by over 11,000 openings each year. With the impending construction of Intel's facilities, the expected growth of the estimated 140 existing Ohio suppliers to Intel, and thousands of the ancillary jobs expected to be created, Ohio's economic competitiveness depends on having a technologically proficient workforce. As the state cultivates its own technology workforce, companies will be dependent on importing talent from overseas to fill certain tech and research positions. Congress established that 65,000 H-1B visas are available each year for workers with bachelor's degrees, and 20,000 more are earmarked for those with master's degrees or higher. Universities and research organizations are exempt from the cap.

Mr. Miller showed an understanding of the challenges ahead and a commitment to meeting the domestic and foreign job needs in both the agriculture and technology sectors. He has even pledged to dedicate a portion of his congressional salary to provide career tech opportunities for Ohioans.

Ohio Business for Immigration Solutions (OBIS) is a coalition of more than 90 Ohio businesses, trade associations, chambers of commerce, and economic development groups that believe modernizing our immigration system is critically important for the growth of the state's economy. The Ohio Chamber is a founding member of OBIS and proudly serves on the group's steering committee. With workforce continuing to be the most pervasive issue for Ohio's business community, the Ohio Chamber will continue advocating for federal immigration reform given the degree of job openings going unfilled and the state's population decline.





# LOOKING TOWARDS A BRIGHTER ENERGY FUTURE

A RECAP OF OHIO'S ENERGY SUPPLY CHAIN: PRESENT & FUTURE

RICK CARFAGNA, SENIOR VICE PRESIDENT, OHIO CHAMBER OF COMMERCE



Over 120 attendees packed the atrium of the Ohio Statehouse for the Ohio Chamber's inaugural Energy Summit on October 27, the theme of which was "Ohio's Energy Supply Chain: Present & Future." Consisting of three robust panel discussions, the event convened parties from all energy sectors to learn more about domestic energy production, grid reliability at the state and federal levels, and how forward-thinking technologies are being deployed throughout Ohio to drive energy generation.

Chris Zeigler, Executive Director for API Ohio, led the first discussion, "From the Ground to Our Gears: How Ohio Businesses Collaborate for Domestic Energy Production." Speakers included Jackie Stewart from Encino Energy, Adam Parker from Enbridge, Tracie McCall with Marathon, Vince Parisi of Columbia Gas of Ohio, and Matt White from IGS. The assorted panelists described how their sectors ensure the continued production, refining, processing, transporting, buying, supplying and distributing of Ohio's domestic energy resources.

It was noted that Ohio is one of the largest natural gas-producing states in the nation and is also one of the top natural gas-consuming states for commercial and industrial end-users. The Appalachian Basin, consisting of two shale formations spanning Ohio, Pennsylvania, and West Virginia, has the capacity to be the third-largest natural gas producer in the world behind Russia and the rest of the United States.

Individual questions focused on current realities impacting the various energy sectors, and the solutions being brought to bear by the various energy companies in preparation for the future. The discussion made clear how reductions in foreign oil imports due to global unrest, coupled with rebounding demand in the wake of our economy's recovery from the pandemic, have decreased energy supply and increased costs. This pain is felt by Ohioans every day at the gas pump, at the grocery store, and on their monthly electric bills.

The lunchtime panel, moderated by Dana Saucier of JobsOhio, highlighted "National & State-wide Perspectives on Grid Reliability" and featured Heath Knakmuhs of the U.S. Chamber's Global Energy Institute, the two chairs of the Ohio's legislature's Public Utilities Committees: State Representative Jim Hoops and State Senator Rob McColley, and Chair Jenifer French of the Public Utilities Commission of Ohio. The group discussed the nuances of Ohio being part of a larger multi-state grid known as the PJM Regional Transmission Organization along with 12 other states and the District of Columbia. Ohio is presently a top-ten state for net electricity generation but is also the second-largest energy importer, purchasing approximately 25% of its electricity from other states. The legislators recapped the status of energy bills passed or pending in their committees, including Senate Bill 52, which was enacted in 2021 to provide stronger local input into the process of siting new power sources in communities. With utility issues traditionally being some of most complex and nuanced areas of policy, the panelists urged greater advocacy and engagement from the business community. With the large degree of legislative turnover and loss of institutional knowledge, particularly in the space of energy matters, educating policymakers was also cited as a critical need.

The final panel centered on "Driving Ohio's Economy Forward: How Ohio-Based Technologies Are Shaping the Future of Energy." Pat Tully, Savion's State Policy Manager, facilitated conversations surrounding Ohio's outlook for renewable technologies, producing more in-state energy generation, the likelihood of Ohio establishing a hydrogen hub, the private investments being made in local communities across Ohio and the revenues yielded, and improving and updating the regulatory landscape for new technologies. Speakers included Colleen Smith, Director of Government Affairs for Invenergy, Isaac Meyer, Government and Public Affairs Senior Manager for EDP Renewables, Shawn Bennett, Energy and Resilience Division Manager at Battelle, Maria Haberman, Managing Director of Government Affairs for American Electric Power, and Dave Mrowzinski, VP of Residential Solar and CNG with IGS.

The overall event was a fantastic showcase of the critical role our state plays in all phases of domestic energy production. The Ohio Chamber of Commerce has joined the chorus of many Ohioans, businesses and lawmakers vocally pushing for greater energy independence by leveraging all our state's abundant and diverse energy resources. After such a successful and well-received Energy Summit, we are excited to start planning for 2023's event and welcome all guidance on content and logistics.







# HEALTH INSURANCE 101

MICHELE ADAMS, MBA, BSN, CCM, HEALTH ENGAGEMENT NURSE FOR THE OHIO CHAMBER HEALTH BENEFIT PROGRAM

For many of us, it is benefit enrollment time when many of us choose next year's health coverage. Unfortunately, a large segment of us do not understand basic health insurance terms and struggle to access our health information. It can help for everyone to know healthcare basics with the goal of optimally navigating the health-care system, accessing tools & resources, and possibly saving money, too.

## Know Health Plan Terminology When Considering a Plan:

- **Premium:** The amount that must be paid for your health insurance plan. Employees will usually pay a portion of this, which will be deducted out of your paycheck.
- **Deductible:** The amount you owe for covered health services before your health plan begins to pay, which can include Individual & Family Deductible.
- **Coinsurance:** Your share for the cost of covered health care services: a percentage of the cost after the deductible is met.
- **Co-Payment:** A Fixed Amount you pay for the covered health service at the time of service. Not all plans have copays.
- **Out-Of-Pocket Limit:** The most you pay before your health plan begins to pay 100% of the allowed amount.
- **Allowed Amount:** The maximum payment the plan will pay for a covered health care service.

## Know The Three Different Types of Health Spending Accounts

The IRS determines eligible medical expenses, including medical, dental and vision services. Some expenses may be limited by the employer as well.

- **Health Reimbursement Account (HRA):** Funded by your employer to help pay for covered health care services & medical expenses. It is connected with your health plan and is offered when you sign-up for the plan. Only the employer can contribute funds and they may have limits to carryover amounts to the following year. You can start spending money on the first day of the plan year. You can't take the HRA with you if you leave the employer.
- **Flexible Spending Account (FSA):** An account funded by you to help to help pay for covered health care services and eligible medical expenses. You have the choice to sign-up if offered by your employer and you will contribute the funds. Your employer may offer a carry-over of up to \$500, which is limited by the IRS. You can start spending money on the first day of the plan year. You can't take the FSA with you if you leave the employer.
- **Health Savings Account (HSA):** A personal bank account to help you save and pay for covered health care services and qualified medical expenses. This account includes signing up for a high deductible health plan that meets the deductible amount set up the IRS. Both the Employer and Employee can contribute to this account. You own the account, so it rolls-over from year to year and goes with you if you leave your employer. You can start spending once the account is opened and funds are deposited.

## Know The Two Types of Care

- **Preventive Care:** Routine well exams, screenings and immunizations intended to prevent or avoid illness or other health problems. These include Annual Preventive Exam, Annual Flu Shot, Immunizations, Colorectal Screening and Breast Cancer Screenings. These are most often paid at 100% with no out-of-pocket costs.
- **Diagnostic Care:** Treatment when you have symptoms or risk factors, and your doctor diagnoses them.

## Know How Your Network Can Help to Save Money

When you use providers in network, it may help keep your costs down.

- **In-Network:** By using these providers & vendors and you may get services at a discounted rate.
- **Out-of-Network:** Not In-Network and may pay more for the same services.
- **Designated Diagnostic Provider (DDP):** A newer designation for the highest quality in-network outpatient lab or imaging providers. When choosing a DDP provider you may pay a lower cost share than obtaining at a non-DDP provider.

## Know Your Plan's Tools & Resources

If you have United Healthcare (UHC) benefits, please use these tools:

- **www.myuhc.com** – Your Personalized Website
- **United Healthcare App** – On-The-Go access from anywhere

Using the tools will give you access to these plan resources and many more:

- Find Local In-Network Providers and Services
- Estimate Cost of Care
- Schedule & complete a Virtual Visit
- Access Claims Details & ID Cards
- Order Prescriptions Refills
- Check plan and account balances
- Access wellness programs

## Know About Any Wellness Resources & Options

Many insurance policies include wellness programs to promote better health. Oftentimes they have financial incentives for participation also. These incentives could include additional money added to your HSA or FSA or premium reductions, just to name a few. At the beginning of each health plan benefit year, investigate if you have wellness programs available. Using these programs can give a double win of better health plus savings on health care costs.

Lastly, you have access to a health engagement nurse as part the Ohio Chamber Health Benefit Program, administered by UnitedHealthcare. A health engagement nurse is available to help you to maximize your plan resources like health education, condition support, wellness program education & program referrals. Don't hesitate to call and see how they can help you & your dependents now or in the future. The Health Engagement Nurse dedicated to the Ohio Chamber Health Benefit Program is Michele Adams.

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# JUNIOR ACHIEVEMENT EXPANDS INSPIRE PROGRAM TO INCLUDE IN-PERSON EVENTS TO CONNECT HIGH SCHOOL STUDENTS AND EMPLOYERS

TYLER ADAMS, JUNIOR ACHIEVEMENT

To help guide and enlighten Ohio students as they consider their future careers, Junior Achievement of North Central Ohio (JA) is proud to present JA Inspire to Hire. A career exploration experience unlike any other, JA Inspire to Hire is a collaborative effort of local educators and industry leaders to educate and empower students on the possible paths their careers can take.

This year's JA Inspire programming, which is made possible by generous sponsors including title sponsor, FirstEnergy, will feature a series of events, both in person and virtual:

- *December 8, 2022 - May 31, 2023: JA Virtual Inspire, JA's third annual virtual event for 7th to 12th grade students*
- *February 23, 2023: JA Inspire to Hire presented by Charles River Laboratories, for juniors and seniors in Richland County*
- *March 1, 2023: JA Inspire to Hire, for juniors and seniors in Stark County*
- *March 8, 2023: JA Inspire to Hire presented by Schaeffler, for juniors and seniors in Wayne County*

"By engaging with our future workforce through programs like Inspire to Hire, we can help students envision opportunities to establish a successful career in any industry," said Christine Walker, FirstEnergy's senior vice president, chief human resources officer and corporate services. "FirstEnergy's support of this program reflects our commitment to making our customers' lives brighter and the communities stronger by creating opportunities where our local youth can grow along with us or other North Central Ohio companies."

The goal of JA Inspire is to help students see the relationship between their high school choices and the educational requirements they're expected to meet for their most desired careers.

When schools participate in JA Inspire, students from across Ohio are equipped with the knowledge that there is a wide array of job opportunities right in their home state. With 60% of JA alumni affirming they are in their dream career (compared to 25% of average Americans), JA Inspire shows students how to start on a path to success at a young age and work towards a goal that benefits them as well as their communities in Ohio.

As part of the events, nearly 100 area businesses will show students what a day in their life is like, how students can follow in their footsteps, and what students should do during the duration of their school career to be successful first-time employees.

Lisa Armstrong, Director of Corporate Management & Strategy for Wooster's Inspire to Hire presenting sponsor said, "It is so important to connect students with businesses, so that students can begin formulating ideas about their careers at the same time businesses can showcase the many opportunities they have available. JA Inspire is an invaluable tool that helps make this connection, fostering a learning environment for our employees of the future!"

For educators, the programming makes it easy for teachers to excel in their career-readiness efforts, as students can start building a professional network and forge real-world connections with adults who have jobs in fields that interest them.

Zack Canfield from Ontario Middle School said, "The JA Inspire event is an incredible opportunity for my students to learn about local job and career options. The program provides my students with the chance to think critically about their future and make authentic connections with professionals in career fields they are interested in. They really appreciate the chance to investigate what careers are available that match their passions and interests!"

All educators are encouraged to register for JA Inspire Virtu-

al, which is offered at no cost and will open students' eyes to the importance of career planning. Consisting of seven 45-minute sessions, JA Inspire Virtual mimics the dynamics of a live event, including a virtual lobby, information booth, auditorium for presentations, and halls with booths and sponsors. Within the virtual experience, students can attend webinars and presentations, explore career booths, and interact with career speakers.

"JA Inspire leverages an interactive virtual platform whereby our organization is able to reach a broader, more diverse population of students," said Casie Grau of Ohio Mutual Insurance Group. "JA continues to be a pioneering leader in their efforts to connect organizations with students, and we are proud to partner with them in order to educate students about the variety of careers that exist in their backyards."

For the program to be successful, Junior Achievement invites any interested businesses to register for the JA Inspire events. Through a unique combination of classroom content and event experience, companies can increase awareness across Ohio counties, bolster their hiring pipelines, and empower students to pursue in-demand careers. To become a partner for any of the upcoming events, visit the link: [bit.ly/InspirePartner](https://bit.ly/InspirePartner).

*For teachers interested in the JA Virtual Inspire event for 7th to 12th grade students, which will kick off in December and run through June of 2023, contact JA's Denise Schafer to learn more at [denise.schafer@ja.org](mailto:denise.schafer@ja.org) or by calling 330-433-0063 x117.*

*To learn more about Junior Achievement of North Central Ohio, visit <https://jaofnco.ja.org>.*







**Thanks for  
reading**

**For more happenings at the Chamber go to  
[OhioChamber.com](https://ohiochamber.com)**