

**DAYTON**

Dayton Area  
Chamber of Commerce

*The Voice of Business*



**2017-2019**

**Strategic Plan**

# Executive Summary

**H**erein you will find the next 3-year strategic plan for our chamber of commerce. We do not take the work of planning for our future success lightly as we “walk the walk”. We have encouraged businesses to think, plan, execute and measure the work they do whether they be for-profit; not-for-profit or public entities.

This new plan is the culmination of work done by a strong, active committee of 37 volunteers and staff facilitated once again by Chamber volunteer leader Tim Hull (this is his 7th going back to 1995). During the many hours of thought, challenge and discussion that took place in the spring and summer of 2016, we were able to garner insight and direction into 5 focus areas where our chamber can excel and be most effective. These areas came from surveying our members and prioritizing their needs. This roadmap for the next 3 years will only be successful with everyone’s help and support and will give us a path to a more prosperous business environment and community.

Along the way the committee revisited our Vision, Mission and Core Values, challenging each in order for us to stay relevant to our 21st century member. Our 5 strategic priorities of **Organizational Value; Workforce Alignment; Business Advocacy; Business Success and Regional Prosperity** position us to use our collective resources and the Chamber’s size, reputation and work ethic to achieve those important priorities that can lead to our shared success.

We encourage you to review our plan. We are very transparent about our plan because we believe we should share our ideas with our members; our partners and collaborators; and the public so they will all continue to see our focus and value to our community.

Now the real work begins ... transferring this document into yearly business plans that we can implement, measure and be held accountable. That is what any good organization does; and we "walk the walk". No excuses, just working for the success of our members and our 9-county Miami Valley region.



**Phillip L. Parker, CAE, CCE**  
President and CEO  
(pictured left)

**Dan McCabe**  
Chair, Strategic Plan  
(pictured center)

**Dr. h.c. Niels M. Winther**  
Chair, Board of Trustees  
(pictured right)

# Vision

To position the Dayton region as the world's greatest place to live, work and grow business.

# Mission

To strengthen, promote and advocate for our member businesses and the region's economy.

# Core Values

**Diversity:** We believe our differences give us the perspective, strength and wisdom that are critical to our success.

**Advocacy:** We seek to understand the needs of our members and to champion the causes that matter to our business community.

**Collaboration:** We connect our members and our community to produce unique opportunities for economic growth and prosperity.

**Courage:** We show leadership, integrity and transparency to earn and maintain the trust of our members.



DACC Annual Meeting



# Strategic Priorities, Action Items and Outcomes

## Strategic Priority #1

### Organizational Value – Align operations with member needs

#### **Action Items:**

1. Deliver a value-added return to all members and the community.
2. Expand and/or realign platforms of service delivery based upon expressed current member and future member needs.
3. Continue to earn community and member trust through excellence in governance.
4. Enhance the Chamber's brand awareness.
5. Maintain the highest quality of volunteer and professional leadership.

#### **Outcomes:**

1. The Chamber will continue to be the regional expert on key business issues.
2. Chamber will maintain a membership retention rate in the top quartile of its peers and increase overall market penetration.
3. Net budget expectations will be met by aligning expenses with revenues and identifying new revenue streams to support services.
4. The staff and volunteers will provide a consistently excellent level of service to our members.
5. Overall member engagement in programs, interest groups, services and activities will increase.



## Strategic Priority #2

### **Workforce Alignment – Provide resources to support employers' human capital needs**

#### **Action Items:**

1. Continually assess and communicate employer needs.
2. Provide services to employers to attract and retain needed talent.
3. Deliver best practice information to businesses on topics such as diversity, benefits, compliance, hiring and internships.
4. Advocate employer needs to influence educational providers and the public-sector supply pipeline.
5. Champion business participation in educational attainment initiatives.

#### **Outcomes:**

1. Targeted workforce sector strategies will be created in collaboration with established community initiatives.
2. Employers will utilize the Chamber's community orientation and recruitment information.
3. Businesses will actively participate in and influence educational attainment in our region.
4. Young professionals will have access to career and community development opportunities.
5. The Chamber will serve as the employer representative and advocate on public sector boards, committees, and task forces.



Workforce Development

## Strategic Priority #3

### Business Advocacy – Champion a positive business environment

#### Action Items:

1. Be the business leader in legislative & regulatory advocacy for our region.
2. Advance community priorities through local, state and federal channels.
3. Support regional infrastructure and transportation improvements.
4. Collaborate with regional, state and federal partners on common policy initiatives.
5. Advocate efficient and effective government practices.

#### Outcomes:

1. The Chamber will be the business community leader for advocating key pieces of legislation, regulation, and ballot initiatives on local and state levels.
2. Members will engage in pro-business grass-roots advocacy.
3. Transportation and infrastructure investments in the region will align with the needs of the business community including increased air service.
4. Public officials will strive to implement best practices in government operations.





Soin Award for Innovation

## Strategic Priority #4

### **Business Success - Connect, grow and strengthen business**

#### **Action Items:**

1. Create an environment to promote business growth.
2. Provide opportunities for member businesses to promote and expand their professional networks.
3. Assess and provide customized member assistance on business issues.
4. Engage targeted member interest groups and provide needed programs and services.
5. Offer specialized training for member businesses to share and learn best practices.
6. Provide cost-savings opportunities for members through purchasing groups

#### **Outcomes:**

1. Member businesses will engage in business-to-business connections.
2. Member businesses will benefit by participating in group-purchasing programs either through cost savings and/or increased access.
3. The regional workforce will benefit from education and training provided by the Chamber.
4. Member businesses will be engaged in and/or receive value through participation in targeted interest groups.



## Strategic Priority #5

### Regional Prosperity – Enhance community & economic development

#### **Action Items:**

1. Support business retention and attraction to the region.
2. Promote increased economic inclusion and development for minority-, women-, and veteran-owned businesses.
3. Provide training and ongoing forums for community leadership development.
4. Compile and communicate regional economic data.
5. Connect business, government and other stakeholders to effectively execute community initiatives.
6. Expose regional businesses to the global marketplace.



Minority Business Partnership

#### **Outcomes:**

1. Community leaders will participate in a Leadership Dayton activity.
2. Monthly and annual economic trends will be analyzed and reported to the business community.
3. Minority-, women- and veteran-owned businesses within the region will be provided with increased exposure, connections, and growth opportunities.
4. Referrals, services, or outreach will be provided to all requests from members.
5. The region's collective strength will be maximized to achieve community goals.

# Strategic Planning Committee

**Daniel J. McCabe**, Chief Administrative Officer, CareSource – Strategic Planning Committee Chair

**Dr. h.c. Niels M. Winther**, Chairman of the Board & Managing Partner, Think Patented – Chair, Board of Trustees

**Phillip L. Parker**, CAE, CCE, President & CEO, Dayton Area Chamber of Commerce

**Tim Hull**, President & CEO, TDH Marketing, Inc. – Strategic Planning Facilitator

**Holly Allen**, Director, Marcom – Dayton Area Chamber of Commerce

**Michael Allen**, Financial Advisor/College Unit Director, Northwestern Mutual Dayton

**Ronald Arling**, CFO, Nidec Minster Corporation

**Linda Ashworth**, Vice President, Operations, Dayton Area Chamber of Commerce

**Lisa Barhorst**, General Manager, WKEF/WRGT

**Jessica Blimbaum**, Strategic Solutions Manager, Traction on Demand

**Marcia Bostick**, Director, Administration, Dayton Area Chamber of Commerce

**David Bowman**, President, The Ohlmann Group, Inc.

**Gary DeWitt**, VP/General Manager, Dayton Real Estate Ventures LLC dba Hollywood Gaming at Dayton Raceway

**Jacqueline Gamblin**, CEO, JYG Innovations, LLC

**Dennis Grant**, Executive Director, United Rehabilitation Services of Greater Dayton

**Beth Grubb**, Partner, RSM US LLP

**Jennifer Harrison**, Partner, Taft Stettinius & Hollister LLP

**Bryan Jacobs**, IT Solutions Consultant, Expedient Technology Solutions, LLC

**Dan Kane**, Market President-Greater Dayton, First Financial Bank

**Chris Kershner**, Vice President, Public Policy & Economic Development, Dayton Area Chamber of Commerce

**Robert W. Lewis**, Partner, Thorn Lewis + Duncan Inc.

**Dr. Joanne Li**, Dean, Raj Sooin College of Business, Wright State University

**Michael Maiberger**, COO, Premier Health

**Belinda Matthews Stenson**, Director, Minority Business Partnership, Dayton Area Chamber of Commerce

**John McCance**, Principal, McCance Consulting Group

**Patricia McDonald**, President, KeyBank – Dayton Market

**John Middelberg**, Executive Director and Senior Commercial Banker, Chase

**Ron Monte**, Executive Director, Brookdale Retirement Community

**Deb Norris**, Vice President, Workforce Development & Corporate Services, Sinclair Community College

**Stephanie Precht**, Director, Public Policy, Dayton Area Chamber of Commerce

**Tom Raga**, President, Dayton Power & Light Co.

**Robert Rohr**, Senior VP Sales, Cox Media Group Ohio

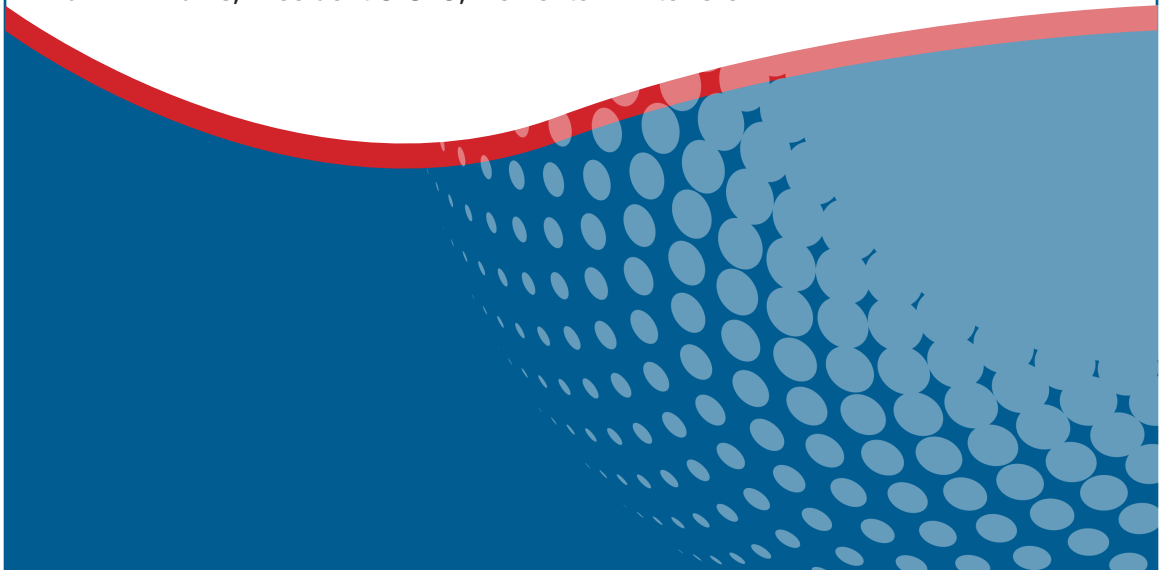
**Chris Shaw**, Owner, Shaw Textile Cleaning

**Kevin D. Weckesser**, Director, Brixey & Meyer, Inc.

**Eric Weisenbarger**, Safety Manager, CAT Logistics

**Bill Whistler**, President & CEO, Shook Construction Company

**Mark Williams**, President & CEO, Elements IV Interiors





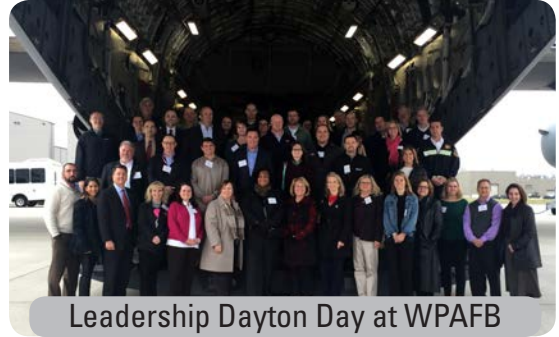
Behind the Scenes



Generation Dayton Day



Government Affairs Breakfast



Leadership Dayton Day at WPAFB



Legislative Day in Columbus



Southwest Ohio Logistics Conference

**DAYTON**

Dayton Area  
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*The Voice of Business*

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[daytonchamber.org](http://daytonchamber.org)

