

FOCUS

WINTER 2015

VOL. VIII NO 4



DAYTON

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President's Message

FOCUS on ... CHANGE IS NEEDED



This issue is designed to take a look at economic development in and around our community. But the definition of economic development is like beauty, it's in the eye of the beholder. This can mean many different things to different audiences based on their perspectives. To the private sector, it might mean growth in profits or sales or market share; or maybe expansion into a new or larger building. To government, it might mean jobs or the opportunity to improve our infrastructure; or provide tax incentives for growth. However you define it, the "it" seems to be some type of positive growth for the employer and community.

Our regional leaders work every day on economic growth. How do we provide a better, more nurturing business environment; how can we improve our citizens' quality of life. One thing for certain is that these ideas for change and growth can be complex and sometimes a bit unnerving. Change can be scary for some.

One of the changes that could affect the economics of our region is the idea being brought forth by a group of leaders through Dayton Together. The idea, shared in further detail in this issue, is that perhaps we need more than just a modicum of intra-governmental cooperation; we need to leverage our resources more effectively in a much bigger way, thus using our tax dollars to reinvest in new or major economic development ideas that will change our collective futures for the better.

The case can be made fairly easily that our governments will have many future challenges providing important services with dwindling tax dollars. So, we should either decide to tax ourselves more; or look to ways of being more efficient. Dayton Together just asks to have an open dialogue with the community and not rush to judgment until we have had the opportunity to not only define the issues, but perhaps come up with solid, honest answers of how improving and streamlining government might work for us.

Maybe this is a time for economic changes, as scary or unnerving as that may seem to some. Economic development in our region may need to be defined differently if we are to expect different outcomes. Doing the same old things have put us behind our competition. Our community needs new, fresh ideas and investments if it is to be successful going forward.

Phillip Parker, CAE, CCE
President/CEO
Dayton Area Chamber of Commerce

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Construction Craze

Robust regional construction signals rebound from recession



Dayton Metro Library Main Branch, Downtown Dayton

You don't have to tell Edd McGatha that construction has heated up in the Dayton region. McGatha, the long-time facilities director at Dayton Children's Hospital, is shepherding two major building projects for the hospital and he sees it first hand.

Danis Building Construction Co., the lead contractor on a new patient tower at Children's main campus, is finding it harder than normal to line up subcontractors, McGatha said.

"Danis used to send bid packages to five or six contractors to get three bids, now it's taking 8, 10 or 12 prospective bidders to get those two to three responses" McGatha said. "We're seeing some companies that just can't bid because they're too busy."

As a result, Children's and Danis are dividing some work into smaller, more manageable pieces. "We will subdivide the bid to get multiple subcontractors working on a project," McGatha said. "The marketplace has definitely heated up."

Children's is doing its part – and then some – to apply the heat.

The eight-story patient tower has a budget of about \$150 million and is the first step of a 20-year facilities master plan, McGatha said. The tower will include a Neonatal Intensive Care Unit, an Oncology unit, a Pediatric Intensive Care Unit, a General Pediatrics unit and the tower will be built to accommodate the latest medical technology.

Children's is also undertaking a \$47 million expansion of its outpatient campus in Springboro and, in addition to those major projects, McGatha is overseeing 35 to 40 smaller "more routine" renovations.

"Dayton Children's needs to keep all of our facilities up to date," McGatha said. "We want to be able to offer the families and children in the Dayton region the same kind of quality that they would expect anywhere, so we have to keep pace."

Wide-ranging projects

It's not just Children's that's keeping contractors busy. Just a sample of some of recent or planned work in the region includes:



* The Dayton Metro Library is in the midst of a system-wide facilities upgrade. The \$187 million project includes new construction and renovations and will extend into 2017.

* Kettering Health Network this spring began work on a \$49 million outpatient cancer center on its main campus.

* Premier Health just completed a 96,000-square-foot addition that places an emergency department at the Good Samaritan North Health Center in Englewood.

* Meijer is spending about \$50 million to overhaul four Dayton area stores.

* PNC Bank in August moved its regional headquarters into a four-story office building that is part of the mixed-use Water Street District development in downtown Dayton.

* Central State University just completed its new 85,000 square feet \$33.5 million Student Union Center.

* Sinclair Community College and the University of Dayton each have significant projects in the works. Sinclair is making plans for a \$25 million Health Sciences Center next year. UD is continuing work on a \$17 million housing upgrade in its student neighborhoods and next spring is expected to begin renovating the Marriott at the University of Dayton.

Opportunities continue

Kevin Cozart of Messer Construction said he wouldn't call what's happening a construction "boom," but he does say, "Our pipeline of opportunities is as strong now as it has even been over the last five years."

Messer, a Cincinnati-based, employee-owned general contractor, targeted \$90 million in sales for its Dayton office in 2015.

It did \$125 million.

Cozart, a vice president who leads the Dayton region, said Messer's work included a neuroscience engineering building at Wright State University and a six-building renovation at Miami University, as well as the Good Samaritan North addition.



Neuroscience Engineering Collaboration Building, Wright State University

This fall, just as the Good Samaritan project was finishing up, the company was getting started on a \$24 million laboratory at Wright-Patterson Air Force Base. "We're going into fiscal year '16 with, not only a strong backlog of work, but a very good pipeline of opportunities," Cozart said.

Coming back from the recession

There's no question that construction was hit hard by the 2008 recession, but industry and economic development officials say it has come back strong.

Randall Fox, executive director of the Associated

General Contractors (AGC) of West Central Ohio, said the recession ushered in a two- to three-year downturn. Work began creeping back up in 2010 and 2011, he said, and "within the last two years, it really picked up dramatically."

A recent AGC forecast showed continued work in almost every segment of the economy, he added.

That same report also showed construction employment in the region was down slightly in July compared to July 2014. But Fox doesn't think the drop --2 percent -- is significant. And he said it could reflect on one of the industry's main challenges: finding workers.

He and others said the recession drove some people out of construction completely, contributing to a labor squeeze now.

"Some were laid off and left the industry. Now it's come back and (subcontractors) are trying to refill those positions," said Chris Hopper, vice president with Skanska USA Building, which is involved with the Dayton Metro Library project. "The construction industry has definitely come back in a big way."

Library overhaul to meet 21st Century needs

Hopper is based in Skanska's Cincinnati regional office which is overseeing the first phase of the library building project in a joint venture with American Trademark Construction Services of Englewood.

The first segment is a highly visible, \$75 million piece that includes expanding the Main Branch downtown,

Dayton Children's Hospital
Springboro Campus





Neuroscience Engineering Collaboration Building, Wright State University

renovating the former Hauer Music Building to be the library's operations center, constructing one new branch in northwest Dayton and renovating two others.

Overall, the library project includes 11 new branches and five renovations and will be done in four segments. A joint venture between Wise and Shook construction companies is leading the second segment. Segments three and four have yet to be bid.

The aim is to tailor the library system to 21st century needs. Libraries today are much more than books and shelves, Hopper said. "I think everybody's going to be really happy about it when they open."

Buying local

Montgomery County voters approved a \$187 million bond issue in 2012 to pay for the library system overhaul and there is a real push to keep project spending as local as possible, and to include minority- and women-owned firms.

Hopper said Skanska worked with the Library, local governments and the Dayton Area Chamber of Commerce's Minority Business Partnership to set aggressive goals for keeping the work inclusive and local. "We wanted this money to go right back into the community," he said. "We've all worked really hard to attain those goals."

Meeting the targets has been a mixed bag, but the project is doing much better than an earlier report indicated.

Skanska's statistics show that 54 percent of the phase one spending through August has been with Montgomery County businesses. That's short of the goal of 60 percent, but 84 percent of spending has stayed within a nine-county region, well over the goal of 70 percent.

Similarly, 23 percent has been spent with minority- and women-owned businesses, which is just over the 22 percent

goal. But within those numbers, work with minority businesses is under target, while spending with women-owned firms is above the goal, said Belinda Stenson, director of the chamber's Minority Business Partnership.

Ironically, the pace of construction in the area is one challenge to meeting all the goals. "There's a lot of competition," Stenson said.

As a publicly funded project, the Library also is required to accept the lowest bid, which reduced flexibility in choosing subcontractors, she said.

In segment two, Stenson said, more responsibility is being given to the general contractors for building teams of subcontractors with inclusion as an important part of their bid proposals. That strategy is working. "It's been a learning process for everyone involved," she said.

Construction calls kept coming

Through the Minority Business program, Stenson works with local institutions and corporations to make sure minority- and women-owned businesses are in the mix, not only for construction work, but also to supply goods and services to major buyers in the region.

She said that 2014 was such a strong year for construction, she entered 2015 thinking her focus would be on goods and services. Instead, she kept receiving calls about upcoming construction work.

"Every day, I would think, well that's it for construction projects and all of a sudden I talk to one of the owners who says, by the way, we're building, or we're doing a major renovation."

"Everybody's busy," Stenson said. "There are lots of opportunities in our region and our community should benefit." ■



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The Chamber's monthly publication, "Economic Indicators", provides useful information in the areas of employment trends, new construction, home sales, sales tax collection and much more. These indicators allow analysis of economic performance and predictions of future performance. Digital copies of the indicators are available on demand to Chamber Edge members. More information can be found at DaytonChamber.org. Here is a sampling from the July 2015 report:



Economic Indicators

Economic Development Highlights for August 2015



MBP Construction Project Agreements/Memorandums of Understanding (MOU):

MBP, in partnership with the City of Dayton Human Relations Council, has completed one agreement, is currently supporting two agreements and negotiating one additional agreement:

- Hollywood Gaming at Dayton Raceway (Penn National Gaming/Turner Construction): Project resulted in the following awards: approximately \$9M to minority-owned, ~\$3M to women-owned firms and over \$23M to local (nine county DACC region) businesses.
- Dayton Metro Library (\$187M): MBP is working closely with the Library and Segments I and II construction companies (Skanska and Shook/Wise, respectively) to identify local MBE and WBE companies to support this \$187M project (over 5 years).
- Water Street Project (~\$28M): The agreement is in process and the reporting process is being fine-tuned to identify MBE, WBE and local firms participating in the project.
- YWCA Renovation (~\$15M): We are working with the YWCA and the Model Group to establish the targets for their downtown renovation.

Cost of Living Index 2015 First Quarter Cost of Living Index

Dayton, Ohio	91.9
Columbus, Ohio.....	90.5
Raleigh, North Carolina.....	89.8
U.S. AVERAGE.....	100
Richmond, Virginia.....	93.7
Cleveland, Ohio.....	101.0
Denver, Colorado.....	109.4
Miami, Florida	112.6
Baltimore, Maryland.....	112.0
Chicago, Illinois.....	115.7
Portland, Oregon	130.5
San Francisco, California.....	176.1

CPI Consumer Price Index

July 2015 %	
monthly change.....	0.0%
CPI over the last 12 months Avg.....	-0,5%

Sales Tax Collections

County	Rate (%)	May '15	May '14	12 Mo. Change	YTD 2015	YTD 2014	YTD Change
Butler.....	0.75.....	3,443,356.....	3,186,505.....	8.06%.....	20,152,558.....	18,337,887.....	9,90%
Clark.....	1.5.....	2,074,011.....	1,925,967.....	7.69%.....	12,459,901.....	11,685,846.....	6,62%
Darke.....	1.5.....	706,032.....	692,355.....	1.98%.....	4,192,518.....	3,948,651.....	6,18%
Greene.....	1.....	2,145,470.....	2,099,589.....	2.19%.....	12,615,888.....	12,055,570.....	4,65%
Miami.....	1.25.....	1,453,365.....	1,392,002.....	4.41%.....	8,551,002.....	8,094,411.....	5,64%
Montgomery.....	1.....	6,819,162.....	6,422,314.....	6.18%.....	39,563,474.....	36,847,360.....	7,37%
Preble.....	1.5.....	474,650.....	424,161.....	11.90%.....	2,787,663.....	2,574,056.....	8,30%
Warren.....	1.....	3,086,538.....	2,911,553.....	6.01%.....	17,676,771.....	16,968,797.....	4,17%
Region Total (\$,000s)		20,202,584	19,054,446	6.03%	117,999,776	110,512,577	6,77%

Regional Employment Trends

Dayton MSA	Jul 2015	Jun 2015	Jul 2014	2015 Average	12 Mo. Change
Total Nonfarm Employment.....	376,200.....	380,100.....	371,100.....	373,743.....	5,100
Goods Producing Employment.....	51,900.....	51,900.....	52,600.....	25,317.....	200
Service Producing Employment.....	328,200.....	328,200.....	334,100.....	40,379.....	4,900

Unemployment Rates

	Jul 2015	Jul 2014	12 Mo. Average
Dayton MSA.....	4.9%.....	6.2%.....	5.3%
Ohio.....	5.0%.....	6.1%.....	5.3%
U.S.....	5.6%.....	6.5%.....	5.7%

Residential Home Sales

Dayton MSA	Jul 2015	Jul 2014
Number of Homes Sold.....	1,547.....	1,261.....
Total Home Sales (\$,000s).....	229,809,672.....	184,790,934.....
Average Sale Price.....	148,552.....	146,543.....

Dayton MSA	% Change	YTD 2015
Number of Homes Sold.....	1.38%.....	8,334.....
Total Home Sales (\$,000s).....	24.36%.....	1,176,367,492.....
Average Sale Price.....	1.37%.....	141,153.....

Dayton MSA	YTD 2014	% Change
Number of Homes Sold.....	7,456.....	10.87%.....
Total Home Sales (\$,000s).....	982,355,897.....	19.75%.....
Average Sale Price.....	131,754.....	7.13%.....



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DAYTON TOGETHER: A Time for Change

Seems the recent media coverage concerning more impactful cooperation between the city of Dayton and Montgomery County has really hit a nerve for some. Discussions like these might indeed make people nervous because change can create a lot of high anxiety in folks.

Your Chamber has been involved in these discussions and the movement now known as “Dayton Together”, formerly “One Dayton” because we believe it’s worth exploring.

This issue is not a new one for our region because community leaders have thought and talked about this since the 1960s. But at that time, our core city and urban county were still growing; business was good; housing was booming; and our public schools were producing our future workers and leaders with incredible skill sets and training that led them to very meaningful and productive lives.

But to quote one of my generation’s most prolific songwriters, “The Times They Are A-Changin’”. Since the ‘70s, the city’s population has shrunk by more than 100,000. And before you say

“Oh well, that was suburban flight,” Montgomery County lost 70,000. So most of those Daytonians didn’t just flee to Montgomery County suburbs.

In addition, median-family income in Dayton has only risen by \$2,000.00 over the last forty five years. Now, in full disclosure, county residents have fared better; but not at the same pace as Ohio or the nation. As for jobs, the job

By: Phil Parker, President & CEO, Dayton Area Chamber of Commerce

growth in our area is well behind Cincinnati; Ohio and the nation, too.

“So what’s the big deal?” you might ask. Albert Einstein is attributed, among others, as saying that the definition of insanity is doing something over and over again and expecting a different result. So, should we just continue down this same track for another forty years and hope we don’t lose the current and next 2 generations in the process? I think not.

So where are we? Well, actually only at the beginning not the end not even the middle. As I publicly stated at a recent news conference, “None of us really knows all the answers yet; heck, some of us don’t even know all the questions.” But what I do know is that we need to discuss how to change some of our systems in government that will allow us to reduce duplication and reposition our resources in such a way as to make our community move forward at a faster pace a rising tide that could lift all boats.

The business community is forced into change all the time. Some business leaders are visionary and see trends early and adapt they thrive. So, why can’t we again consider ourselves innovators in this the 21st century? We were at one time; have we lost that innovative DNA that once flowed like a wellspring in this community? I hope not.

Learn more at DaytonTogether.com. ■





DAYTON TOGETHER: FAQ's

By: Paul Leonard, Former Dayton Mayor & Co-Chair, Dayton Together

Question: Is Dayton Together a committee of government officials?

Answer: No. Neither Dayton Together, nor the Charter Development Committee, are creations of government. We are private and public citizens who are part of a not-for-profit organization. We have come together to explore the possibility of a new, viable, modern, more efficient, less expensive form of regional government that would work to the benefit of our community.

Question: Who makes the final decision as to whether or not our community will have a new form of government?

Answer: You will. The voters of Montgomery County will have the final say on any proposed change.

Question: Are taxpayers funding this exercise?

Answer: No. Private contributions from stakeholders in our community are raising the money to pay expenses associated with the project.

Question: A few current elected officials have indicated they are against the idea. Why?

Answer: I can't speak for them. I can say that committee members are working hard to "get it right." We are still in the early stages of deliberation and discussion. Right now, we are asking the community to merely keep an open mind until a proposed new charter is finalized and presented to the community for consideration.

Question: In other communities that have adopted similar forms of metro government, haven't some elective offices been converted to non-elected, professional jobs?

Answer: Yes. Some positions, in reformed forms of government which are currently elective jobs, are converted to appointed professional positions. Whatever proposal is developed for consideration by voters in our community will likely include the conversion of some elected positions to professional appointments made by the governing legislative body.

Question: What will this new government be called?

Answer: The current "working title" is Dayton-Montgomery Metro Government.

Question: Which communities in our area will be impacted?

Answer: At present, the proposal is to consolidate Montgomery County and the City of Dayton. Other Montgomery County communities are invited and welcome, as we move through this process, to examine the merits of joining the new government.

Question: Will minority candidates for the new metro government have a legitimate opportunity to be elected to county-wide, legislative office.

Answer: Yes. Consider this--It's 2015 and Montgomery County has never elected a minority to the County Commission! Anyone in public office today should know that elected leaders need to reflect the makeup of the community they represent if peace and harmony, while moving forward together, is the goal. The new County-wide Council is likely to feature district elections or a combination of at-large and district elections. Districts must be drawn to accommodate Equal Protection under the law, and to insure that all candidates, no matter their race, have a legitimate opportunity that they don't have now. ■

Per capita income for the city, the county and the state in the '1980/90/2000/2010/2013 Censuses; side-by-side.

	DAYTON	MONT. CO.	OHIO
2013 (5-YR EST.)	\$16,494	\$24,997	\$26,046
2013 (1-YR EST.)	\$17,394	\$25,038	\$26,354
2010	\$16,424	\$25,225	\$25,618
2000	\$15,547	\$21,743	\$21,003
1990	\$9,946	\$14,495	\$13,461
1980	\$5,771	\$7,641	\$7,285

Median (FAMILY) Household Income for the city, the county and the state in the '1970/80/90/2000/2010/2013 Censuses; side-by-side

	DAYTON	MONT. CO.	OHIO
2013 (5-YR EST.)	\$34,686	\$55,971	\$61,371
2013 (1-YR EST.)	\$31,715	\$53,694	\$61,030
2010	\$25,434	\$40,602	\$45,886
2000	\$27,423	\$40,156	\$40,956
1990	\$35,999	\$36,069	\$34,351
1980	\$30,184	\$34,904	\$35,037
1970	\$32,281	\$35,919	\$32,445

Celebrating five years: MBP Advancing Economic Inclusion in the Dayton Region



Chamber members gather at Central State University's Dayton campus for a Business Opportunity Breakfast August 27, 2015.



By: *Belinda Stenson,*
Director, Minority
Business Partnership

In 2006, the Minority Economic Development Council (MEDC) was only an idea in the minds of a small group of determined community leaders. This regional economic inclusion initiative, renamed Minority Business Partnership (MBP) and integrated in the Dayton Area Chamber of Commerce (DACC) in 2010, is now comprised of 29 buyers and 32 minority suppliers and is poised to celebrate its fifth anniversary in November.

The goals, which are very similar to the initial incubator effort, are to increase the opportunities for minority businesses to become valued suppliers, strategic partners, and contribute to the job growth and economic vitality of our communities.

The goals: Elevate minority economic inclusion as a regional best practice and promote diversity as a regional asset

The desired outcome: Level the economic playing field – close the disparity gap between minority community and the rest of the region

The focus: Increase the number of successful minority-owned businesses



2012 was pivotal in transitioning to the next phase of the MBP initiative. Much energy and effort had been dedicated in the first four years to research, design and creation of the framework for the program. In 2012, it was time to measure the success of the program with data.

The Case for Economic Inclusion

According to the 2007 US Census Survey of Business Owners, on par with the national average, in the Dayton, Ohio MSA, Black owned firms account for roughly 7% of all firms (4,408 businesses). However, Hispanic owned firms account for only 1% of all firms (602 businesses) due in part to a lower representation of Hispanic population in the Region. Black and Hispanic owned firm combined employer receipts of \$543 million represent less than 1% of all business revenues in the Dayton, Ohio MSA, far less revenue as a percentage than the national average. Only 2.5% (324) of these firms are employer firms, with a total employee count of 4,240 and a combined payroll of \$142 million.

Within our Region, the minority population has been disproportionately affected by the economic downturn with significant unemployment and poverty.



Minority business representatives networked with the Dayton region's largest healthcare companies at MBP's Business Opportunity Breakfast on August 27th, 2015.

Exacerbating these trends are policies, practices and systems that don't intentionally seek to exclude but do inhibit closing the gaps between minority and non-minority economic status.

The Dayton Region recognizes the need to address this disparity and has partnered to ensure the Region increases participation of the untapped talent and gains from the benefits associated with economic inclusion. Part of the regional solution was the creation of the MBP; an economic development initiative focused on accelerating the growth of minority owned businesses in the Region and growing the regional economy by keeping more spend local, increasing investment and creating jobs.

Advancing Economic Inclusion in the Dayton Region

In the beginning, MBP's efforts were focused on

"improving the culture & environment" and "creating connections & relationships". Leveraging the solid foundation that was established during that time, the focus shifted in 2012 to the "introduction of tracking and reporting" and much attention and energy were spent assessing outcomes from both buying organizations and minority businesses. As we celebrate five years as a vibrant Dayton Chamber program, we are proud to proclaim that we have key measures and indicators that monitor and track the impact of our efforts.

We continue to align our efforts with the original blueprint designed for this initiative. The Dayton Area Chamber's MBP is committed to strengthening the minority business community, as well as other diverse firms and local businesses, to improve the overall economic vibrancy and welfare of our region. ■

2014 MBP Success Measures

- MBP has grown to include twenty-nine Committed Buying Organizations (CBO) reported \$2.9M of business with minority firms.
- Thirty-two Focused 40 (F40) minority-owned firms reported revenue of \$545M (of which \$26M was generated from CBOs and employed 864 people.
- Influenced over \$136M of construction contract wins since 2011 of which \$67M was reported for 2014.
- Continuing to advance economic inclusion by partnering with other regional organizations that support diverse firms, such as City of Dayton PEP and Minority Business Assistance Centers, Ohio Minority Development Council, U.S. Department of Commerce's Minority Business Development
- Agency and other ACCE Chamber inclusion efforts.
- Finally, NerdWallet named the Dayton, OH metropolitan area #37 among cities for black-owned businesses. ■

Volunteers of the Quarter

These chamber volunteers were recognized as Volunteers of the Quarter at the August 19, 2015 Board of Trustees meeting. (L to R)

- Mike Gearhardt, JBK Manufacturing, LLC
- Dale Grow, DATV
- Jennifer Harrison, Taft/
- Linda Kahn, The Ohlmann Group

Not pictured: Sara Schena, McGohan Brabender ■





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Dayton Metro Library Dayton

From hospitals to libraries and schools, we're the name behind landmark construction projects in Ohio and across the country. Skanska is building what matters.

RIBBON CUTTINGS

PAINTING WITH A TWIST

The Dayton area's first Painting with a Twist franchise opened its doors at 8010 McEwen Road in Washington Township August 13, 2015. Painting with a Twist has 236 franchise locations across the country. This location is now open for parties, nights out or any time you feel like learning how to create your own painting masterpiece!



SCOTT INDUSTRIAL SYSTEMS



Scott Industrial Systems cut the ribbon on a \$1 million expansion of its headquarters at 4433 Interpoint Boulevard, Dayton on July 31, 2015. The 18,000 square foot expansion strengthens its hydraulic repair capabilities and opens the floor space for more complicated engineering projects. Along with the building additions, Scott Industrial doubled its engineering staff and added an engineering lab to facilitate programming electronic control systems.



THIRD PERK COFFEE HOUSE & WINE BAR

This new hang out spot opened its doors to downtown Dayton a few days before its ribbon cutting on July 10, 2015. Third Perk is open for breakfast, lunch, dinner and after dinner drinks at its newly remodeled location (46 West Fifth Street, Dayton).



Leaders on the Mad River

The Dayton Area Chamber and the Miami Conservancy District hosted a group of Miami Valley government affairs leaders in a paddle down the river in Dayton August 14, 2015.



State Senator Bill Beagle and Representative Niraj Antani receive instructions before hitting the water.

Executive Vice President of CBD Advisors, Vicki Giambrone, shows her kayaking skills on the Mad River.



Ohio Senator Bill Beagle paddles over a rapid.



LD Annual Meeting



Leadership Dayton's Annual Meeting was held September 22, 2015 at Wright State University.



CultureWorks received the Program Partner of the Year Award. Pictured (L to R): Dr. Susan Hayes, Leadership Dayton Chair; Martine Collier, CultureWorks; Chris Kershner, Dayton Area Chamber of Commerce.



Roy Chew, President of Kettering Hospital, received the Leader of the Year Award.



Dr. David Hopkins, President of Wright State University, gave the top ten things he learned the hard way about being a leader.

Doug Anspach, Partner, Taft/, received the Volunteer of the Year Award.



DAYTON CHAMBER EVENTS

BREAKFAST BRIEFING

11/13/2015, 07:15 – 09:00

Location: Dayton Racquet Club

Speaker: TBA

Topic: TBA

NEW MEMBER ORIENTATION

11/17/2015, 08:30 – 09:30

Location: Dayton Convention Center,
Room 208

SAFETY BREAKFAST WITH THE EXPERTS

11/18/2015, 08:00 – 09:00

Location: Crowne Plaza – Dayton (33 East 5th Street)

Speaker: Michael Petrock; E4 Safety Services, Inc.

Topic: Slips, Trips & Falls

SMALL BUSINESS TOOLKIT: SMALL BUSINESS TAX AND YEAR END PLANNING

11/19/2015, 11:30 – 13:00

Location: UD River Campus (Old NCR Building) 1700 S. Patterson Blvd., Room M2380 - Dayton, Ohio 45479

Speaker: Mark Feuer (Taft/); Brittany Lawrence (Clark Schaefer Hackett); Dayton Chamber

Topic: Small Business Tax and Year End Planning

BEHIND THE SCENES

12/02/2015, 10:00 – 11:30

Location: White Castle Distribution Center,
1614 Capstone Way, Vandalia, OH 45377

SAFETY BREAKFAST WITH THE EXPERTS

12/16/2015, 08:00 – 09:00

Location: Crowne Plaza - Dayton (33 East 5th Street)

Speaker: Gary Auman; Dunlevey, Mahan & Furry

Topic: Legal Case Law Update

SMALL BUSINESS TOOLKIT: DIGITAL MARKETING & SOCIAL MEDIA - DO YOU HAVE THE 411?

12/17/2015, 11:30 – 13:00

Location: UD River Campus (Old NCR Building) 1700 S. Patterson Blvd., Room M2380 - Dayton, Ohio 45479

Speaker: Dayton Chamber Member and Kyle Shumate (Clark Schaefer Hackett)

Topic: Digital Marketing & Social Media - Do you have the 411?

LEADERSHIP DAYTON INFORMATION BREAKFAST

01/21/2016, 07:30 – 09:00

Location: Dayton Marriott, 1414 S. Patterson Blvd., Dayton, Ohio

DAYTON AREA LOGISTICS ASSOCIATION (DALA) REGIONAL CONFERENCE

01/27/2015

Location: Sinclair Conference Center,
444 W. 3rd St., Dayton, Ohio 45402

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9/19/2016

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Dayton Chamber to offer tour of Egypt in 2016



Have you ever wanted to see one of the seven wonders of the ancient world- the Pyramids of Giza? Sail down the Nile River? Explore King Tut's treasures at the Egyptian Museum of Antiquities in Cairo? Then this trip is for you! Join the Dayton Area Chamber of Commerce for a once in a lifetime tour, "Treasures of Egypt" in October of 2016. This trip is open to Dayton Chamber members and other community leaders and partners. Since 2010, the Chamber has offered exciting opportunities to explore

some of the most culturally and economically diverse locations around the world, including Turkey, China, India, Brazil, Cuba, Italy and Southeast Asia. We invite you to join us as we tour Egypt in 2016! This 12-day trip will include time in Gisa, Memphis, Cairo, Luxor, Aswan, as well as a four-day cruise down the Nile.

For cost and registration information, please visit www.daytonchamber.org or contact Stephanie Precht, Director of Public Policy & Economic Development and trip coordinator at sprecht@dacc.org. The tour will include round trip airfare from Cincinnati to Cairo, all hotel accommodations in Egypt, 22 meals (11 breakfasts, 4 lunches, 7 dinners), a 4 night cruise on the Nile river, in-country flight from Cairo to Luxor, comprehensive sightseeing and admissions, a professional bilingual host/guide, hotel and airport transfers and baggage handling, and transportation by deluxe air conditioned motor coach. If you register and place a deposit now, you may be eligible for an early-bird discount!

Please contact Stephanie Precht for more information, to reserve a spot at a special travel briefing or to hold your seat for the tour at sprecht@dacc.org. Don't delay, this tour is sure to sell out! ■

Nominations: Board of Trustees To the membership of the Dayton Area Chamber of Commerce:

Pursuant to the Chamber Bylaws Article V. ELECTION OF TRUSTEES, Sections 1. through 6., the Chamber's Governance Committee must meet and develop a slate of candidates qualified to meet the requirements as members of the Board of Trustees.

Additional names of candidates for Trustees can be nominated by using an official Chamber petition bearing the genuine signatures of at least five percent (5%) of the Chamber members in good standing. Such petition(s) shall be filed with the Governance Committee within ten (10) days after this notice has been delivered to the membership. If no petition(s) is valid within such ten (10) day period, nominations will be officially closed and the slate of candidates presented will be considered duly elected for the specified term(s).

The Chamber's Governance Committee has met and has recommended a slate of trustees to be elected during our annual process. The Chamber's Executive Committee has reviewed this list, determined that each is a qualified candidate and in good standing, and unanimously supports the election of the following candidates. If you have any questions or would like to request a petition, please contact the Dayton Area Chamber of Commerce at (937) 226-8225.

Recommended for Election to an Additional 2-Year Term From 1/1/2016 – 12/31/2017:

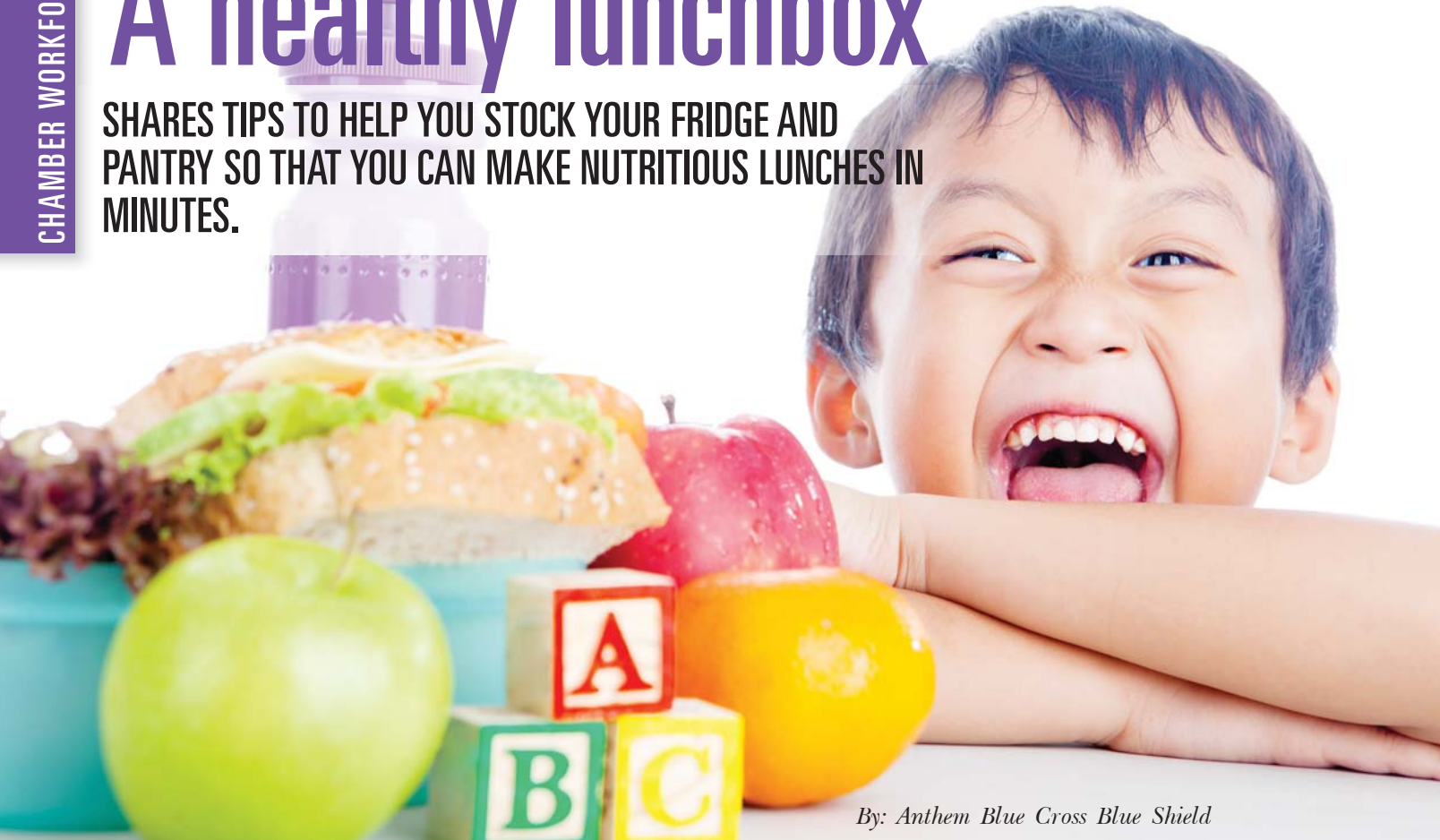
NAME	Organization
Lisa Barhorst	WKEF/WRGT
Jerad M. Barnett	Mills Development LLC
Niki Chaudhry	Linked Technologies, Inc.
Doug Compton	Fifth Third Bank
Steve Edwards	Winsupply, Inc.
Jennifer Hann Harrison	Taft, Stettinius & Hollister LLP
Eric Joo	Miller-Valentine Group
Ray Keyton	AAA Allied Group, Inc.
Brady Kress	Dayton History
Daniel J. McCabe	CareSource
John W. McCance	McCance Consulting
Patricia McDonald	KeyBank
Rob Rohr	Cox Ohio Media Group
Chris Shaw	Shaw Textile Cleaners
Kevin Weckesser	Brixey & Meyer, Inc.
Mark Williams	Elements IV Interiors

Recommended for Election to a New 2-Year Term From 1/1/2016 – 12/31/2017:

NAME	Organization
David F. Abney	Wise Construction Co., Inc.
Steve Barhorst	Motoman Robotics, Yaskawa America
Jacqueline Gamblin	JYG Innovations, LLC
Dr. Jo Alice Blondin	Clark State Community College
John Gauthier	Fuyao
Dennis Grant	United Rehabilitation Services
Beth Grubb	McGladrey LLP
John Middelberg	Chase
Dr. Amol Soin	Ohio Pain Clinic
Mary Tyler	The National Conference for Community & Justice of Greater Dayton (NCCJ)
Bill Whistler	Shook Construction Company

A healthy lunchbox

SHARES TIPS TO HELP YOU STOCK YOUR FRIDGE AND PANTRY SO THAT YOU CAN MAKE NUTRITIOUS LUNCHES IN MINUTES.



By: Anthem Blue Cross Blue Shield

It's a fact: Children who eat balanced meals are more likely to stay alert at school. They're also more likely to do better in their studies and earn higher grades overall. So if your child is about to head back to school, then we've got some tips that will make your life easier – and help make sure your kids eat healthy when they aren't at your table.

Let there be carrots. Fresh produce should be the centerpiece of any meal. And kids will be more likely to eat their lunch if they had a say in what went into it. So send them to school with their favorite fruits and veggies, and be sure they've got something healthy to dip them in. Skip the ranch dressing in favor of dips like yogurt or hummus.

Go for whole grains. While whole-grain bread makes for healthier sandwiches, it's not your only option. How about pita bread or tortillas? Whole-grain versions of both are easy to find in your grocery store. Fill them up with turkey, cheese or hummus, add sliced veggies and you've got lunch all "wrapped" up. Whole-grain waffles can also do double duty as sandwiches. If your picky eater likes them for breakfast, they can be enjoyed at lunch with some natural peanut or almond butter (if nuts are permitted at your child's school) and fresh fruit like sliced strawberries and bananas.

Keep them hydrated. Hydration is just as important as the rest of the meal, but the healthiest option is an easy one: water. Let them pick out a reusable water bottle and send water with them every day. Or tuck milk money in their

lunch box so that they can buy low-fat milk in the school cafeteria. Skip the soda and juice, and your kids will avoid all the sugar and empty calories that come with both.

Stay cool (and hot). Foods that need to stay warm (like soup) should be packed in a thermos. And here's a tip: To help it hold the heat, fill the thermos with boiling water for a couple of minutes first. Items that should be chilled can stay that way with the help of ice packs. Or pack them next to your child's water bottle and fill it with ice cubes.

Build a snack plate. Bored with lunch? Skip the sandwich and fill your child's lunch box with finger foods like cheese cubes, almonds, grapes, orange slices, carrot sticks and plain popcorn. Throw in a square of dark chocolate for a sweet surprise!

Do some prep work. Try packing lunch right after dinner the night before instead of when everyone's trying to fight their way out the door in the morning. And don't skip the note! Buy a package of sticky notes on your next shopping trip and write them in advance. The message doesn't need to be long or creative – a simple "Love you" or "Have a great day" takes seconds to write but can mean a lot to your child.

For more information on how to help your employees live better and how to help your business control costs, visit <http://timewellspent.anthem.com/>. Time Well Spent® is a toolkit focused on building a healthier, more productive workforce from Anthem Blue Cross and Blue Shield. ■

Striving for Diversity & Inclusion



Wright State University & PNC Financial Services Group win 2015 Greater Dayton Workplace Diversity Award



By: *Stephanie Precht,*
Dayton Area Chamber of
Commerce

Each year, the Dayton Area Chamber of Commerce joins the National Conference for Community and Justice of Greater Dayton to honor a local organization with the Greater Dayton Workplace Diversity Award. For 2015, we are pleased to present the award to two winners, Wright State University & PNC Financial Services Group. The Greater Dayton Workplace Diversity Award recognizes those organizations and/or companies who foster inclusive work environments in which all employees are inspired

to contribute their best through different perspectives, backgrounds and experiences. The award recognizes organizations and/or companies who have been role models in their local community as strong advocates for diversity.

With a diverse faculty, staff and student body, Wright State University is a model for our community in the many ways that diversity is integrated into the daily operations of the university. Nationally recognized as a top school for students with physical disabilities, Wright State has also implemented programming and resources focused on race and ethnicity, as well as gender, and multi-cultural affairs. The University's diversity statement embodies their commitment, "Wright State University celebrates diversity. Our daily life is made rich by the diversity of individuals,



groups and cultures. The interplay of the diverse stimulates creativity and achievement in all facets of our existence."

PNC Financial Services Group has had a formal diversity strategy and program since 2009. Like many businesses, workforce is an ongoing priority, and PNC has placed a particular focus on seeking to attract, recruit and hire a deep and diverse bench of talent that translates into a strong and successful workforce. In 2014, PNC expanded efforts to attract, recruit and retain veterans by partnering with such initiatives as Student Veterans of American and Hiring our Heroes. PNC has also been nationally recognized by the Human Rights Campaign as a "Best Place to Work for LGBT Equality" and has increased its focus on providing opportunities for women by launching "Women Connect", an employee business resource group that has over 200 members in Dayton to date.

Both Wright State University and PNC financial Services Group exemplify diversity and inclusion in the workplace. Their efforts stand as strong examples to the region's employers who are looking for best practices in organizational commitment and workplace diversity. Awards were presented to the winners at the 38th Annual Friendship Dinner in October. ■



DAYTON'S Success SEQUENCE

By: Tom Lasley, *Learn to Earn Dayton*

the skills he or she needs to take that next step of earning a degree or a credential.

Many people across the region – in schools, businesses, colleges, faith organizations and elsewhere – are helping create a college-going culture. No, not every young person is going to choose to earn a 4-year degree. But all students need a plan for what they'll do after high school. What field would they like to work in? What difference do they want to make? How do they want to spend their on-the-job hours?

Our high schools are working tirelessly to get every student to successfully complete the “senior sequence.” Young people are being encouraged, counseled and helped to complete an enrollment application for college or a credential in November; from February through March, they and their families will be reminded about filing out a FAFSA, which allows them to access financial aid; and finally, in May, students will celebrate at their high school's college and career signing day ceremonies.

This senior sequence needs to be a rite of passage for all of our graduating seniors. It has to be as expected and anticipated as graduation day itself. Students must understand that, after high school, they're stepping into a world where they'll be required to keep learning -- in college or a career-prep program and then ultimately throughout their lives on the job. They need to feel both a sense of personal responsibility and a sense of belonging if we want them to be full participants in our community and in our democracy.

Dayton and Montgomery County are not alone in having students do this type of work. What makes our region unique is the involvement of all of our high schools. Whether a student is in a public or charter or Catholic school, he or she needs to know that succeeding as an adult depends on successfully completing the senior sequence. ■

A community's economic success depends on having an educated workforce. Research proves that connection, but the phenomenon is plain to anyone who looks around. Now more than ever, employers are locating and expanding where they can hire talent. Call it a success sequence – with one thing leading to another.

That driver isn't going to change: Tomorrow's generation of workers will need to be even more educated than today's.

Individuals are a lot like communities. They, too, have a success sequence. For our young people – the Dayton region's future workers – that sequence requires graduating from high school, earning a post-high school credential or degree, and securing a job before they consider starting a family of their own.

To build a success sequence, communities have to create talent pipelines, helping students succeed at every step in their education and offering them ways to explore their career options while they're young and eager to plan their futures. Investing in our students is the only way they'll be college- or career-ready – and the only way we'll have the employees we need to fill the jobs that will make Montgomery County thrive.

Dayton and Montgomery County leaders are building a “career road map” for our young people. It begins with making certain every child starts kindergarten ready to learn, helping all of our 3rd-graders to be strong readers and then ensuring that every high-school student graduates on time and with

Upcoming Road of Champions Events

Learn to EarnTM
Dayton

College Application Month - November 2015

All 24 high schools in Montgomery County are asked to promote applying to college or a program that offers a credential. Each high school will choose a college application champion.

FAFSA Finish! – January -March 2015

All 24 high schools in Montgomery County are asked to schedule events to help students and families complete the FAFSA (Federal Student Aid paperwork). Each high school will choose a FAFSA Finish! Champion.

Dayton Area Chamber of Commerce will use grant money to focus on employer needs

By: Holly Allen, Director, Marketing & Communications, Dayton Area Chamber of Commerce

Providing the right workforce for the needs of our local economy has long been a goal of the Dayton Area Chamber of Commerce. Those efforts tend to start with our educational resources, which do great work preparing our students for the working world. But a new opportunity has allowed the chamber to approach the puzzle from a new direction.

In July, the Dayton Area Chamber of Commerce was named a recipient of ACCE's 2015-16 Lumina Award for Education Attainment, a one-time \$40,000 stimulus award to support the efforts of chambers of commerce as they work to grow the number of people in their communities with post-secondary degrees and other high quality credentials. The

award program is part of a promising partnership between the Association of Chamber of Commerce Executives (ACCE) and Lumina Foundation to engage the business community in efforts to increase postsecondary education attainment.

Business involvement is crucial to preparing a successful workforce. Using our region's employers as a

guide, the Dayton Area Chamber of Commerce will use this grant to work with its regional workforce partners to create a comprehensive tool that maps out regional employer needs and the pathways to attain them.

"The Dayton Area Chamber of Commerce is honored to be chosen for this grant and proud to be a part of this critical nationwide movement to improve postsecondary outcomes," said Phil Parker, President & CEO, Dayton Area Chamber of Commerce. "With this opportunity, we will provide a voice for area employers by highlighting what opportunities are available and how to take advantage. Making those connections will strengthen our regional economy."

Along with The Dayton Area Chamber of Commerce, the following four chambers of commerce have been named 2015-16 award recipients: Detroit Regional Chamber; Greater Spokane Incorporated; San Antonio Chamber of Commerce; and St. Louis Regional Chamber.

This group of five chambers of commerce is the second cohort of a multi-year awards program to accelerate previously defined regional attainment goals.

Watch for more information from your chamber through 2016 as this money is put to use with our members leading the way toward a more business-tailored workforce. ■



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Define Prospecting — Then Do It!



By: *Jared Lockwood,*
Sandler Sales Training
by the Roger
Wentworth Group,
Inc.

The STORY:

What I really need to do, thought Tim looking out his window, which overlooked the parking lot in which he could see three of his fellow salespeople standing around talking, is more prospecting. Look at them out there, at least 15 minutes down the drain. Not me, I've got to get involved with some serious prospecting. No more parking lot trips for me.

So Tim sent out over 500 cards to businesses in the area telling them to call about new offerings. In addition, he was going through customer lists and working on a telephone script. "This script has to be perfect," he said to himself.

This will be amazing, thought Tim. By two months from now, I'll have tons of new business coming in.

Three months later not a single one really produced any results that he could point to. All they did, it seemed, was take a lot of time, and the costs were astronomical. Not to mention that his closing rate had gone into the toilet because of all the time his prospecting projects took.

By mid-September, the group in the parking lot once again included Tim.

The RESULT:

Everyone knows what prospecting is . . . correct? Not really. Did Tim ever define what was meant by prospecting and then define measurable goals to see if it worked? Did Tim actually engage in a behavior that would lead to results?

DISCUSSION:

Let's face it. Prospecting is a difficult activity. It takes guts, courage, willingness to face rejection, mental

toughness, a healthy self esteem and the ambition to plow through all the no responses to get a yes. The typical effort is engaging in comfortable ineffective behaviors and making excuses to avoid prospecting.

SOLUTION:

Developing a prospecting plan requires a four step approach:

1. Define exactly what you want to accomplish:
 - A. Start with your personal financial goals
 - B. List the "have-tos" and the "want-tos"
2. Establish the ground rules for the future:
 - A. Determine the monthly amount for each item
 - B. Determine your total monthly obligation
 - C. Determine your weekly and daily financial goals
3. Determine the number of sales you need to meet the goals:
 - A. Determine the activities needed to make the sales
 - B. Determine the number of times you must engage in these activities
4. Decide if the numbers are realistic
 - A. Evaluate the number of sales required
 - B. Evaluate activities required
 - C. Readjust your goals if necessary

An example of a well defined prospecting plan for one week includes:

- 25 Cold Calls
- Attend 1 business networking event
- Ask for 2 referrals
- Schedule 2 sales meetings with prospective new customers
- Call 5 past customers

THOUGHT:

How you define prospecting is up to you, but make sure you define it in specific behaviors to be followed. You can only manage what you can control. Never manage your numbers, manager your behavior. If you do the behavior, the results will follow. ■

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Plan Critical to

Marketing Success



By: *Steve Baldwin,*
Baldwin Creative
& Company

Regardless of your company's size, age or industry, developing a marketing plan is fundamental to successfully reaching prospects and motivating them to become customers. While there are plenty of advisors and online resources available to get you started, here are five critical components to keep in mind as you begin.

Five 'Musts' For Your Marketing Plan

1 Know your audience. Understand your market and work hard to properly identify the demographics and needs of your customers/clients. Is what you're selling aligned with what they're shopping for? How do they want to be communicated with and at what frequency? How many touches are required in their decision-making process? And are there any external trends that could influence their selection criteria?

Audience preferences change over time, so don't assume you've got all the answers if it has been a while since you solicited their input. Business and industry data, as well as your own research, can help shed light on these and many other important questions.

2 Know your competitors. The competition is gunning for your piece of the pie, so you'd better know who they are and what they're up to. Monitor and understand their tactics. Where are they investing and do they seem to be gaining traction? How are they positioning themselves with regard to value, pricing and calls to action? Do you recognize any opportunities or market space they may be missing?

3 Leverage your uniqueness. Why should customers choose you over a competitor? Know your value proposition and communicate what makes your product/service better than the next option. Demonstrate credibility, share your expertise and keep messages consistent across all channels to build a unique brand voice while creating top-of-mind awareness.

4 Develop your tactics. Based on your research and competitor observations, outline the marketing tactics which support the type, number and frequency of touches your targets require. Commit to the efforts and channels where you'll be noticed. Remain focused on your target audience and their communication preferences and then stick to the plan. A 30% advertising discount from your



community newspaper may sound enticing, but won't yield results if the plan shows your customers don't read the paper or are referral based.

5 Establish metrics for success. How will you know if all of your planning was worth the effort? By integrating key performance indicators into the plan and measuring impact at regular intervals. Every business will have different measures of success, but they may include increased web traffic, phone inquiries, revenue or average order value. Regardless, the results will show if modification to the plan is necessary or if it's time to double down.

Tips for Success

A complete marketing plan can be a very extensive document so if this is your first one, don't get overwhelmed. Start by really understanding your audience and then tiptoe into the tactics. Are you already doing some form of marketing? If so, put those initiatives into the plan and focus on evaluating their effectiveness. From there you can begin to modify and grow the plan as you get smarter about what's working or not.

The Bottom Line

Successful plans are a deliberate effort and take time to refine. Start with a modest plan if need be, but get started. When properly developed and implemented you can expect big dividends for your company. ■

DAYTON

Dayton Area Chamber of Commerce

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Ask the Expert:

THE TOP 3 CHANGES THAT WILL AFFECT TAX SEASON 2016

What should companies be doing to prepare for the tax changes brought by the unification of the municipal tax code through House Bill 5?



Jeff Kujawa, Brixey & Meyer

HB5 requires Ohio municipalities to amend their existing ordinances to incorporate the bill's provisions. Through the establishment of a uniform tax base, businesses must evaluate where they currently file income tax returns and withhold for employees and determine if additional filing requirements are necessary.

Companies should be prepared to implement the changes effective January 1, 2016. Changes include planning for net operating losses,

adjustments to how pass-through entities are taxed, and administrative procedures associated with filing tax returns. Additional considerations include businesses conducting activities across multiple jurisdictions. Pursuant to the "casual" entrant rule, an individual may work in any given city without incurring an income tax liability as long as the time spent in each respective city is under 20 days. These changes can all impact the way a business files city tax returns and withholds income tax.

Each business will be uniquely impacted by HB5 and should plan for the January 1, 2016 effective date. ■



Beth Grubb, Tax Partner, McGladrey

How will the Affordable Care Act affect my filing this year?

The Affordable Care Act (ACA) imposes significant information reporting responsibilities on employers starting with the 2015 calendar year. What many employers do not know, is that for those self-insured plans and those with over 50 employees, there is a new tax reporting requirement. One reporting requirement applies to all employer-sponsored health plans, regardless of the size of the employer. A second reporting requirement applies only to large employers, even if the employer does not provide health coverage. The IRS is currently developing new systems for reporting the required information and has released the draft tax forms.

Information Returns

The new information reporting systems are comparable to the current Form W-2 reporting systems in that an information return (Form 1095-B or 1095-C) is required for each applicable employee, and these returns must be filed with

the IRS using a single transmittal form (Form 1094-B or 1094-C). Electronic filing is required if the employer files at least 250 returns. Employers must file these returns annually by Feb. 28 (March 31 if filed electronically). Therefore, employers will be filing these forms for the 2015 calendar year by Feb. 28 or March 31, 2016. A copy of the Form 1095, or a substitute statement, must be given to the employee by Jan. 31 and can be provided electronically with the employee's consent. Employers may be subject to penalties for failing to timely file the returns or furnish statements to employees.

Health Coverage Reporting Requirement

The health coverage reporting requirement is designed to identify employees and their family members who are enrolled in minimum essential health coverage. Employees who are offered coverage, but decline the coverage, are not reported. The IRS will use this information to determine whether the employees are exempt from the individual mandate penalty due to having health coverage for themselves and their family members. ■



Ellen Sanderson, Sanderson Accounting, Inc.

Will the Ohio state budget, passed in June 2015, affect my tax filing?

The Ohio state budget passed this summer continues the trend toward lower state income tax rates. Tax rates were reduced for all brackets, and the top rate is now 4.997%. The small business deduction allows small business owners to deduct 75% of their Ohio-source business income from the total income on their Ohio tax returns.

The governor wanted to make up for this loss of tax revenue by increasing sales tax and the Commercial Activity

Tax, but those measures were not passed. Right now, the tax burden for small business owners in Ohio may be less than in most other states. The question is, how long will that last?

Looking Ahead

The Dayton Area Chamber of Commerce wants to make sure small businesses are prepared for tax season. We encourage you to register for the next Small Business Toolkit, November 19, 2015. Go to DaytonChamber.org and click on "Events". ■

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Our Cleaning for Health, Cross Contamination Prevention, and hospital grade Infection Control Systems together with a lightning fast local support team are why smart Facility Managers select Space Management to maintain their buildings.

The experience base includes:

Healthcare / Research
Terminal Cleaning
Class A Office
Multi Tenant High Rise
Manufacturing / Warehouse / Industrial
Federal & Municipal Government
Law Enforcement
Public Transportation / Aircraft
Education
Retail / Malls
Sports / Entertainment Venues
Recreation



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