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SUMMER 2016 | VOL. IX NO. 2

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President's Message

FOCUS on ... NEW IMPACTS



Spring has sprung and we have a number of interesting regional growth opportunities in addition to your lawns.

In June, we will celebrate the expansion of the National Museum of the United States Air Force and its fourth building. This \$41 million expansion, driven by the Museum and its Foundation leadership, will no doubt increase visitorship and economic impact for our region. Currently, the Museum sees about 1 million visitors a year and according to

an impact study released by the National Aviation Heritage Alliance, the Museum has an estimated \$40 million annual impact on our economy. The expansion of new space, new galleries and new displays will bring more guests to the museum - Ohio's largest free attraction. You can read more about the expansion in this issue of Focus Magazine.

Additionally, we continue to see expansions at Fuyao, Emerson, CareSource and more. These are all good job creation opportunities and again a positive economic impact. Healthcare, our hospitals and regional healthcare leaders continue to announce new ventures, collaborations and regional services. These will only enhance our capabilities through better delivery and quality of care. This issue also explains the region's healthcare landscape in the following pages.

Here at the Chamber, we have announced new employer healthcare initiatives that will support employees' needs working in our region and requiring new, additional or alternative benefits. Our Chamber's next Strategic Plan (2017-2019) is currently being developed by our volunteer leadership with staff support and will capture the future direction and needs of our Chamber and how we relate to the most recent national report, "Eight Influences Shaping the Next Decade for Chambers of Commerce". These ideas and influences will surely shape us for years to come.

There are always challenges that lay before us. Public policy issues such as taxation, infrastructure needs, workforce and education concerns, and medical marijuana, will be subjects for big debate by our employers and legislators in 2016.

In addition, let's not forget the Presidential Debate here in Dayton in September and the November election.

These are interesting and exciting times for all of us. We hope you can be involved in all or at least many of 2016's changes and impacts. We look forward to that involvement.

Phillip L. Parker, CAE, CCE

President/CEO

Dayton Area Chamber of Commerce

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PREMIER HEALTH GAINS CERTIFIED MEMBERSHIP IN MD ANDERSON CANCER NETWORK BOARD[®]



Premier Health is now a certified member of the MD Anderson Cancer Network, a program of the Houston-based MD Anderson Cancer Center.

The certification gives Premier access to the center's best-practice guidelines, and to its nationally accepted quality indicators, with the goal of providing enhanced cancer care close to home. It also gives Premier access to MD Anderson Cancer Network's physicians and

other health care professionals, which increases Premier's resources to provide care to its cancer patients. The network's physicians gather for weekly tumor boards to make case presentations for review by the team.

Charles Bane, MD, chairman of the Premier Health Cancer Institute, says the certification "reflects our commitment to bring new options for cancer care right here to Southwest Ohio."

William A. Murphy Jr., MD, chairman of MD Anderson's Physicians

Network and a professor of radiology, praises Premier's "strong oncology program."

"But this new relationship will give its medical oncologists, surgeons and radiation oncologists access to a new level of subspecialists with whom to consult," Murphy says. "We, too, will learn from Premier, and together we will work toward a common goal of elevating cancer care across this region."

One of the benefits this certification provides is that "if

Premier Health CEO Jim Pancoast (at podium) opens a press conference announcing that the health system has become a certified member of the MD Anderson Cancer Network®. Also pictured are (left to right) Mary Boosalis, president, Premier Health; Anita Moore, chair, Premier Health Board of Trustees; Dr. William Murphy, chair, MD Anderson Cancer Network Board; Dr. Charles Bane, chair, Premier Health Cancer Institute; and Dr. James Ouellette, co-chair, Premier Health Cancer Institute.



Premier's patients want a second opinion or need treatment for a rare form of cancer, they won't have to travel to receive care," says Diane Pleiman, vice president of operations for Premier's Upper Valley Medical Center and the administrator working on the certification initiative. "It's that peace of mind that the patients have multiple physicians with different subspecialties coming together to review their cases to ensure that the best practices are being utilized for their care."

MD Anderson is one of the original three Comprehensive Cancer Centers designated by the National Cancer Act in 1971, and it's home to the largest clinical trials program for cancer in the nation.

"With our certification, Premier Health will help MD Anderson with its mission of eliminating cancer through participating in clinical trials research, which helps evaluate new treatment approaches," Pleiman says. "The physicians in our Premier Health Cancer Institute have led this initiative from the start. The certification involves a rigorous review process of the hospitals and physicians."

Premier Health offers cancer services for patients and their families at all of its hospital sites and other locations, including Miami Valley Hospital, Miami Valley Hospital South, Good Samaritan Hospital, Good Samaritan North Health Center, Atrium Medical Center and Upper Valley Medical Center. For more information, see www.unitedagainstcancer.com. ■





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KETTERING HEALTH NETWORK

CONTINUES TO EXPAND ACCESS TO EMERGENCY CARE

Because minutes count in an emergency, Kettering Health Network has been on a mission to bring emergency services closer to where people live and work in the Greater Dayton area.

Freestanding Emergency Centers

The journey began in 2011 when the network opened its first freestanding Emergency Center in Huber Heights. Most recently the network identified northern Warren and Preble counties as areas in need of better and faster access to emergency services.

Emergency Center-Franklin

In February 2015 Kettering Health Network opened an Emergency Center in Franklin. The 12,000-square-foot facility is staffed 24/7 by emergency-certified physicians and equipped with onsite imaging, laboratory and clinical services. The convenient location off I-75 and short wait time ensure that more patients are receiving comprehensive emergency care where and when they need it.

Emergency Center-Preble County

The Kettering Health Network Emergency Center in Preble County opened in August 2015. Located at the Preble County Medical Center in Eaton, it is the first and only emergency care facility in Preble County. With the addition of the Emergency Center, area residents have around-the-clock access to life-saving emergency care by emergency-certified physicians.



Kettering Health Network partners with Medflight.

Soin Emergency Department Expansion

Kettering Health Network's mission to expand access to emergency care for the communities it serves extends to its hospitals. To meet the burgeoning need of emergency services in the area, Soin Medical Center in Beavercreek expanded its Emergency Department in 2015 – almost three years ahead of original forecasts. In order to accommodate more patients, Soin added 12 treatment rooms, nearly doubling the number from 14 to 26, with four bariatric-friendly rooms and two that are geriatric-friendly.

Fort Hamilton Emergency Department Expansion

Fort Hamilton Hospital in Butler County expanded and renovated its Emergency Department recently. The redesign includes a new lobby, check-in area, an update to all existing patient rooms, and a private area for behavioral health patients.

Trauma Centers

To provide the most rapid, coordinated medical service to seriously injured people, four Kettering Health Network hospitals operate verified trauma centers: Kettering Medical Center (Level II) in Kettering; and Grandview Medical Center in Dayton, Greene Memorial Hospital in Xenia and Soin Medical Center in Beavercreek (Level III). Each trauma department staff has a high level of expertise in trauma surgery and critical care.

MedFlight Partnership

Kettering Health Network has partnered with MedFlight for air transfer of critically ill or injured patients between Kettering Health Network Hospitals and other hospitals as necessary. It also responds to accident scenes and transports patients to the most appropriate hospital for critical care. This partnership allows Kettering Health Network to care for critically ill and injured patients in underserved areas.

Network of Emergency Care

Kettering Health Network's 10 emergency departments and four trauma centers make up one of the largest and most advanced networks of emergency care in the state of Ohio. Residents in the Greater Dayton and Northern Cincinnati areas have access to life-saving emergency care close to home. ■



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DAYTON CHILDREN'S DOING BIG WORK TO HELP SAVE LITTLE LIVES

Dr. Robert Lober's work studying brain tumors in children helps medical professionals understand how the cancer cells live.



By: Stacy Porter

When it comes to the big discoveries, sometimes it pays to be small. That's what Rob Lober, MD, PhD, is finding in his work at Dayton Children's. This pediatric neurosurgeon is working in partnership with the Wright State University and Premier Health Neurosciences Institute in pediatric brain research.

"What we are doing is setting up a tissue study pipeline," says Dr. Lober. "We created an imaging infrastructure to bring data to a cloud-based server for our researchers. We are using the highest level of technology you can find anywhere to study the metabolism of tumors – and what we are finding is mind-blowing."

We may think of tumors as just blobs of tissue, but they are actually our bodies' own cells turned into renegades, bent on destruction. Just like our healthy cells, they have their own metabolism. They need energy to grow and they also give off energy. To understand that process, at its molecular level, is Dr. Lober's goal.

To begin the research, Dr. Lober started with test samples he brought from Stanford University. The tumors are cultured – grown in a dish. Then batteries of intricate tests are able to show exactly what is going on inside them.

This initiative is bridging the gap between pediatric neurosurgeons, physicists, mathematicians, radiologists, pathologists, biochemists and many others. It takes a team of some of the best minds in our community, and Dr. Lober says everyone is eager to dive in. "These are some of the most welcoming people I have ever met," says Dr. Lober. "They are all about collaboration. They are hungry for resources, ready for a

challenge and have a unique set of talents."

"The amazing thing is we have come further in six months with this collaboration than you could at a larger research institution in years. It's all about being nimble and being able to move quickly. We are demonstrating the capabilities that we have by leveraging our smallness."

Dr. Lober is now seeking approval for a process allowing others to donate their tumor tissue so it can be analyzed in the same way as tumors he brought from Stanford. Each tumor reviewed under this process will add to the pool of knowledge, down to the molecular level, of not only what the tumor cells are, but how they breathe, eat and reproduce. The use of the 3T MRI at Dayton Children's, with twice the quality and clarity of most current MRI scanners, is helping him in this research.

"This process will be an incredibly powerful tool for cancer research," says Dr. Lober. "You can't see a gene on an MRI, but you can see how a tumor uses and gives off energy. We are seeing unique patterns of this type of behavior with different tumor types based on their gene expression profiles. Eventually we should be able to reverse engineer this process. One day we might be able to take an MRI of a child's brain and know, without a biopsy, without any invasive procedures, what kind of cancer it is and how to best defeat it." ■

Stacy Porter is a Communications Specialist with Dayton Children's Hospital.

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DAYTON VA HOUSES SIMULATION CENTER AIMED AT EDUCATION



Caregivers are recorded in action, which allows them to watch themselves at work, and make adjustments as needed.

The medical staff at the Dayton VA have access to state-of-the-art simulation technology, giving them the ability to learn new techniques without risking patient well-being.

The Dayton VA Medical Center recently unveiled its new state-of-the-art simulation center – a 17,000 square foot facility dedicated to providing the VA medical staff with a unique and innovative learning environment.

This facility uses simulation technology to train medical providers to effectively manage health emergencies. The simulation learning center features life-sized mannequins with pulses and temperatures. The mannequins sweat, bleed, and have additional bodily functions which are regulated in a control room by medical staff.

During training, caregivers are presented with an unpredictable emergency such as cardiac arrest or choking, and have to rectify the situation based on their training.

The caregiver will be filmed as he or she attempts to stabilize the “patient.” After the condition is resolved,

the caregiver can go back and review the recording to focus on potential areas for improvement. The simulation center is a way for caregivers to learn how to handle real, life-threatening scenarios on simulated patients in order to minimize error and risks when caring for human patients.

The largest simulation center in the region, it holds six simulation rooms, three task training rooms, and five debriefing rooms. The center also contains a nurse’s station, a medication and code cart room, and an auditorium with 125 seats.

Currently, the Dayton VA Medical Center houses the only functioning mobile simulation center. It is comprised of a 46-foot trailer with two simulation training rooms, a debriefing area, and a control room. Training is delivered to various healthcare teams across the Miami Valley. ■

The chamber's monthly publication, "Economic Indicators", provides useful information in areas of employment trends, new construction, home sales, sales tax collections and much more. The indicators are available to Dayton Area Chamber members online and by subscription to Chamber Edge members. More information can be found at DaytonChamber.org. This is a sampling from the January 2016 report:

ECONOMIC INDICATORS

Unemployment Rates

	Nov 2015	Nov 2014	12 Mo. Average
Dayton MSA.....	4.5%	4.9%	4.8%
Ohio	4.5%	4.8%	5.0%
U.S.	4.8%	5.5%	5.4%

CPI Consumer Price Index

October 2015 %	
monthly change.....	-0.6%
CPI over the last 12 months Avg.....	0.0%

Regional Employment Trends

Dayton MSA	Nov 2015	Oct 2015	Nov 2014	2015 Average	12 Mo. Change
Total Nonfarm Employment.....	383,200	382,600	379,600	376,318	4,100
Goods Producing Employment	53,500	53,700	52,100	25,823	1,400
Service Producing Employment.....	329,700	328,900	327,000	40,607	2,700

Residential Home Sales

Dayton MSA	Dec 2015	Dec 2014	% Change	YTD 2015	YTD 2014	% Change
Number of Homes Sold.....	1,073	988	8.60%	14,623	13,156	11.15%
Total Home Sales (\$,000s).....	144,156,741	133,148,336	8.05%	2,036,966,397	1,762,039,884	15.60%
Average Sale Price.....	135,741	135,039	0.52%	140,229	133,934	4.70%

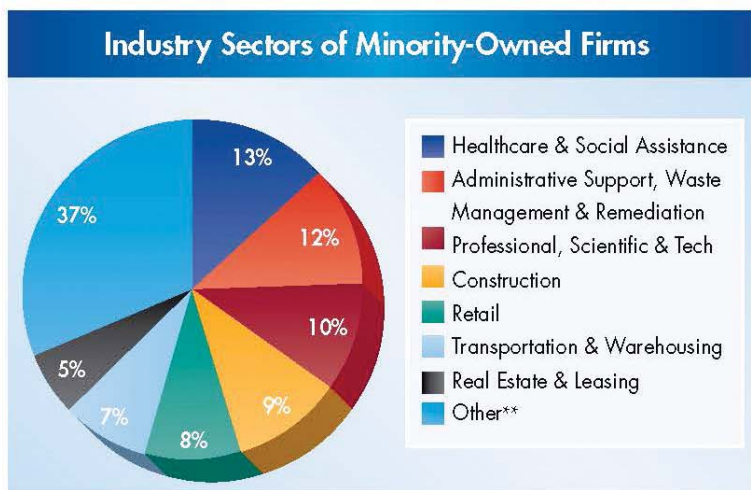
Cost of Living Index

2015 Third Quarter Cost of Living Index

Dayton, Ohio 91.2	Richmond, Virginia..... 95.6	Baltimore, Maryland..... 114.9
Columbus, Ohio..... 90.6	Cleveland, Ohio..... 100.5	Chicago, Illinois..... 118.5
Raleigh, North Carolina..... 89.0	Denver, Colorado..... 110.2	Portland, Oregon..... 126.7
U.S. AVERAGE..... 100	Miami, Florida..... 110.9	San Francisco, California..... 178.1

Sales Tax Collections

County	Rate (%)	Nov '15	Nov '14	12 Mo. Change	YTD 2015	YTD 2014	YTD Change
Butler.....	0.75.....	3,530,284.....	3,114,125.....	13.36%.....	37,779,757.....	34,311,676.....	10.11%
Clark.....	1.5.....	2,058,628.....	2,010,925.....	2.37%.....	23,053,911.....	21,901,952.....	5.26%
Darke.....	1.5.....	713,653.....	661,936.....	7.81%.....	7,943,405.....	7,346,801.....	8.12%
Greene.....	1.....	1,998,250.....	1,948,056.....	2.58%.....	23,404,047.....	22,271,960.....	5.08%
Miami.....	1.25.....	1,420,507.....	1,343,248.....	5.75%.....	15,898,710.....	15,022,088.....	5.84%
Montgomery.....	1.....	6,442,607.....	6,612,898.....	-2.58%.....	72,249,465.....	68,699,129.....	5.17%
Preble.....	1.5.....	437,305.....	401,463.....	8.93%.....	5,138,506.....	4,774,121.....	7.63%
Warren.....	1.....	2,919,393.....	2,782,276.....	4.93%.....	33,793,240.....	32,198,758.....	4.95%
Region Total (\$)		19,520,629	18,874,928	3.42%	219,261,041	167,858,386	6.17%



QUICK FACTS

- Δ There are 8 million minority-owned firms in the U.S. – a 38% increase since 2007.
- Δ Combined gross receipts of minority-owned firms increased 35% between 2007 and 2012, but average receipts per firm declined 2% during the same period.
- Δ 11% of minority-owned firms have paid employees, compared to 22% of non-minority firms.

Data compiled by
 Minority Business
 Development Agency,
 U.S. Department of
 Commerce.

UNITED REHABILITATION SERVICES

OFFERS UNIQUE OPTIONS TO KEEP FAMILIES HEALTHY

(L-R) Amanda, Grace and Paul Golembiewski have found valuable resources at United Rehabilitation Services

By: Vivian O'Connell



For Paul and Amanda Golembiewski, United Rehabilitation Services (URS) has been an integral part of their lives. The young couple is active duty military, stationed at Wright-Patterson Air Force Base, and needed early childhood education programs that would not only meet the special needs of their daughter Grace, 3, but also their typically-developing daughter Allie, 4, and URS was the answer. Grace was born with Arthrogyrosis, resulting in joint contractures of her fingers, wrists, shoulders, elbows and hips. Grace's case is severe, and as a result, is at high risk of fracture. She has had multiple surgeries to repair her limbs and was in a full body cast for several months following each surgery. Despite the challenges her cast posed, URS was able to fully meet her needs thanks to onsite Nursing Services.

Grace's needs include physical and occupational therapies, including aquatic therapy, while she attends URS' early childhood education programs. The therapy team also works with classroom staff to integrate her clinical goals into the classroom environment, resulting in more rapid progress. Grace uses adaptive equipment in the classroom that allows her to interact with her peers and participate fully in the classroom activities.

"Our philosophy is to offer a 'one stop' approach to care with specialized therapy services and high-quality education programs under one roof," said Dennis Grant, Executive Director of URS. "The intensive therapies Grace receives at URS have been critical to her



The “spider cage” at URS helps Grace Golembiewski perform any movement or functional skill virtually independently. The support provided during exercise helps the patient develop a sense of security.

progress and she has learned to adapt given her physical limitations,” he added.

URS offers onsite therapy services to the children in its Early Childhood Education Programs, as well as 700 outpatients in the community. A team of eight licensed therapists provide physical, occupational, and speech therapies, including therapeutic listening, VitalStim swallowing therapy, augmentative communication, and the

region’s only pediatric aquatic therapy program and universal exercise unit “spider cage”.

URS has made it a priority to provide Miami Valley families with high-quality early childhood education and therapy programs that nurture children and support their growth and independence.

Vivian O’Connell is the Development Director for United Rehabilitation Services. ■



Aquatic therapy helps Grace improve movement capabilities.

MEMBERS ON THE MOVE

Chamber member TACG, LLC cut the ribbon on a new facility on March 11, 2016. The office space at 3725 Pentagon Blvd., Suite 110 in Beavercreek provides multiple large meeting areas, allowing for collaborative project work among its 28 staff members. TACG is an Alaskan tribal owned federal contractor, which offers information assurance, online training development, learning management, system implementation, financial management and administrative services. ■



(L-R) Todd Vikan, Chief Operations Officer and Brian Chaney, President, cut the ribbon on the new TACG facility.



United Rehabilitation Services of Greater Dayton (URS) held a Public Launch & Groundbreaking on Monday, February 29, 2016 to announce a \$6 million dollar expansion project to increase capacity for programs that benefit children, adults and seniors with disabilities in the Miami Valley. The Unlocking PossAbilities Campaign will add 21,647 square feet to URS' current center at 4710 Old Troy Pike at Needmore in Dayton. This will dramatically expand capacity to the agency's 5-Star Rated Early Childhood Education Programs by 60 children and increase capacity for adults with disabilities by 100 individuals to alleviate waiting lists for these programs.



Your chamber welcomed nearly 500 guests at the 110th Annual Meeting on April 5, 2016. During the meeting, we revealed new offerings to come in 2016, including a website revamp and public policy issues that are on our radar.

DAYTON AREA LOGISTICS ASSOCIATION (DALA) HOSTS FIRST EVER SOUTHWEST OHIO LOGISTICS CONFERENCE



Held at Sinclair Community College on January 27, 2016, DALA brought together businesses and community partners to discuss rising trends in logistics, current obstacles and best practice solutions. With nearly 200 attendees, this event proved to be a successful way for the chamber to fill a need within the region's business community. ■

Nearly 200 attendees took part in the first ever Southwest Ohio Logistics Conference on January 27, 2016.



Breakout sessions focused on everything from the emergence of drones in the logistics industry to best practices used at Wright-Patterson Air Force Base.



American Trucking Associations President & CEO Bill Graves served as the Keynote Speaker at the first Southwest Ohio Logistics Conference.



DAYTON AREA CHAMBER OFFERS TOUR TO PERU IN 2016

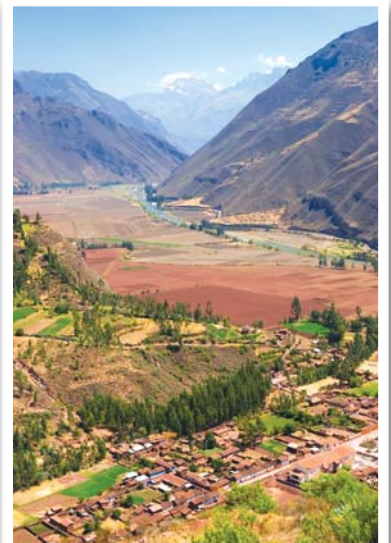
Have you ever wanted to see the ancient site of Machu Picchu- one of the seven new wonders of the world and UNESCO world heritage site? Explore the sacred valley of the Incas? Tour Cusco, considered the Archeological Capital of the Americas? Then this trip is for you! Join the Dayton Area Chamber of Commerce for a once in a lifetime tour, "The Best of Peru" from October 13-21, 2016. This trip is open to Dayton Area 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 explore Peru in 2016! This 9- day trip will include time in Lima, Cusco, Aguas Calientes and of course Machu Picchu.

For cost and registration information, please visit [www.](http://www.daytonchamber.org)

[daytonchamber.org](http://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 Dayton to Lima
- All domestic flights in Peru
- Round trip train ride from Cusco to Aguas Calientes on the Machu Picchu Express
- Deluxe private motor coach
- All hotel accommodations
- 10 meals (7 breakfasts and 3 dinners)
- All sightseeing entrance fees per itinerary
- Professional tour director
- Baggage handling and airport transfers

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



VOLUNTEERS OF THE QUARTER



These chamber volunteers were recognized as Volunteers of the Quarter at the February 17, 2015 Board of Trustees meeting. (L to R) Jessica Saunders, Dayton Children's; Pat McDonald, KeyBank; Annmarie Thurnquist, City of Dayton's Human Relations Council. Not pictured: Niki Chaudhry, SureTec. ■

Thank you for your service!



24th
DAYTON
CHAMBER CHALLENGE

September 19, 2016
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D'think

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- Foster creative potential

Register Today! Space is Limited.

Dayton Area Chamber of Commerce is proud to be a selected sponsor of Disney's Approach to Business Excellence and wishes to thank its marketing participants:

- Wright State University

As to Disney artwork/properties: © Disney

40 YEARS OF LEADERSHIP DAYTON



Leadership Dayton Class of 2015

By: Holly Allen & Paige Smith

Take yourself back to 1976. Plaid suit jackets and sideburns ruled office attire for the men, and business women mastered the silk tie. But along with the questionable fashion choices, the chamber's Board of Trustees faced a challenge: How do you mentor and grow business leaders and get them engaged in the community? The answer was, and still is, Leadership Dayton.

The original planning, implementation and selection of class members fell to a group of leaders that might spark memories for many of the chamber's long-time supporters and volunteers. Thomas E. Heine of the Ohio Bell Telephone Company served as Chairman Emeritus, and the Leadership Dayton Board of Governors included then-Dayton Mayor James H. McGee, and Chair Richard K. Flitcraft, then-President of Monsanto



Research Corporation. The Board chose 27 members to fill the first class. The rest is history.

GUIDING LEADERS FOR 40 YEARS

Today, Leadership Dayton allows class members to take a close look at every facet of our region. The arts, diversity issues, social services, Wright-Patterson Air Force Base, the justice system, the region's history and more are explored and tough questions are asked throughout an 11-month course. The idea is to expose areas where the class leaders can apply their unique skills to better our community.

Looking through the list of Leadership Dayton Alumni is like peeking into Dayton's list of "Who's Who". Many of the leaders guiding the Dayton Region's businesses and organizations today are graduates of Leadership Dayton. To celebrate its 40th anniversary, the chamber asked graduates. ■

"WHAT DID YOU TAKE AWAY FROM YOUR EXPERIENCE WITH LEADERSHIP DAYTON?"



Penny Wolff, Penny Wolff Consulting LLC (Class of 1979)

"Kudos to Leadership Dayton on its 40th anniversary. As a member of one of the early groups in 1979, I believe that year long experience helped to develop my personal as well as community relationships in a way that gave me the ability to grow and expand in the various

roles I have had in my career and in my volunteer leadership." ■



Thomas Maher Jr., President, Manpower of Dayton Inc. (Class of 1981)

"Through my participation in Leadership Dayton I gained a much better understanding of not only how our community works but why it works. Many of the people with whom I interacted, presenters, program leaders, fellow "class mates" and alumni have become long term colleagues in the "volunteer community",

clients and friends. LD was of clear value to me personally as well as to our community at large." ■



Jarrod McNaughton, President, Kettering Hospital (Class of 2014)

"Leadership Dayton is phenomenal. The program not only grants you fantastic networking opportunities with the regions leaders, but provides an exceptional, in-depth look at our community. Leadership Dayton is one of the best ways to learn about our rich

history and promising future." ■



Debbie Feldman, CEO, Dayton Children's Hospital (Class of 1989)

"I am proud to be a graduate of Leadership Dayton. It truly was an incredible experience both personally and professionally that provided me with a strong foundation for my many years of community involvement." ■



Patricia McDonald, President, KeyBank Dayton District (Class of 1998)

"The relationships built with so many of my 1998 graduate classmates have lasted throughout the years. Many of us have worked together in business and on behalf of the Dayton community through non-profit volunteerism. I am proud to be a continuing member of

Leadership Dayton." ■



Kevin Robie, VP Portfolio Management, Soin International, LLC (Class of 2011)

"Leadership Dayton Class of 2011 was one of those 'out-of-the-park' hits for me personally and professionally. Even since graduation, my ongoing involvement on the Leadership Dayton Board of Advisors as my Class Representative, my time on the Membership Committee, and my

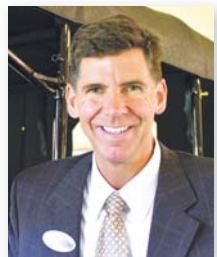
annual membership in the Leadership Dayton Association have brought additional friendships and professional acquaintances worth their weight in gold. I can easily see why this successful Dayton program is 40 years strong. Congratulations to Leadership Dayton!" ■



Mark Thompson, Aileron (Class of 2001)

"Leadership Dayton is such a vital program. It helps cultivate board skills in rising community leaders while providing a unique and insightful context to the Dayton Region. It further serves as a catalyst for connecting those rising community leaders to boards that could benefit from their service. Of all of the wonderful programs

offered through the Dayton Area Chamber of Commerce, Leadership Dayton is truly one of the most impactful!" ■



Brady Kress, Dayton History (Class of 2007)

"As a participant, Leadership Dayton was a wonderful experience, providing an opportunity to gain insight into our region, while creating new friendships in numerous industries. As a Day Chair for the last dozen years, Leadership Dayton has provided an unprecedented occasion

to meet the Miami Valley's leadership year after year... It's been very rewarding." ■



Jennifer Buckwalter, Assistant Dean College of Liberal Arts, Wright State University (Class of 2014)

Leadership Dayton was an amazing experience. It taught me so much about our wonderful city and this great region, and it introduced me to a whole network of amazing people dedicated to making Dayton a

great place to live, work, and play. Thanks to this program I have made some long-lasting friendships and am more invested in this community than ever before!" ■



Eric Cluxton, President, Mound Development Corporation (Class of 2003)

"I am a graduate of the class of 2003. Having been born and raised in the Dayton area, I went into Leadership Dayton thinking it would be non-educational. To the contrary. I learned so much about the rich history of the area, the arts, the government, etc. It

was a wonderful experience. Friendships were made with fellow classmates and we remain friends today." ■

THE DAYTON AREA CHAMBER OF COMMERCE WOULD LIKE TO THANK ITS 2016 DIRECTOR LEVEL SUPPORTERS:

Chase
Taylor Communications
LexisNexis

CareSource
Montgomery County
City of Dayton

Wright State University
Fuyao Glass America

Where it began: Leadership Dayton Class of 1976

(Class members are listed with the organization they represented in 1976)

- Paula J. MacIlwaine, Montgomery County Commissioner
- Douglas L. Hawthorne, Sr. VP, Third National Bank & Trust Company
- E.A. Ricky Boyd, Dir. of Health Education & Community Outreach, Charles R. Drew Community Health Center, Inc.
- Richard M. Roediger, Architect & Partner; Lorez, Williams, Lively, Likens & Partners
- Wayne D. White, Assistant Deputy Chief of Staff for Procurement, Air Force Logistics Command
- Robert C. Rice, Director of Marketing, State Fidelity Federal Savings and Loan Association
- Douglas M. Yeager, Assistant VP, NCR Corporation
- David C. Scott, Assistant Advertising Director, Dayton Newspapers, Inc.
- Sherrill W. Hudson, Partner, Haskins & Sells
- Beth A. W. Schaeffer, Pickrel, Schaeffer & Ebeling
- Homer Wilson Price, II, Accountant, Touche Ross & Company
- Larry Shephard, Assistant VP, First National Bank of Dayton
- Earl F. Pritchard, Director of Corporate Purchasing, Mead Corporation
- Robert C. Sammons, VP, Winters National Bank & Trust Company
- Bruce H. Evans, Director, Dayton Art Institute
- James L. Francis, Superintendent, Division of Property Management, City of Dayton
- Stephen T. House, Physician, Dell Park Medical Group
- Les Berthy, Institutional Account Executive, Merrill Lynch Pierce Fenner & Smith, Inc.
- Richard T. Flaute, President, Dayton Plumbing Supply, Inc.
- Robert (Bob) M. Cramer, Director of Finance, City of Dayton
- Sally Huber, Administrative Assistant to Montgomery County Commissioner Ray Wolfe
- William L. Haffner, President, Haffner, Zimmer, Inc. and Southwest Sash Erectors, Inc.
- Jack L. Hartzell, Assistant Purchasing Manager, Delco Air Conditioning Division, General Motors Corp.
- Susan Day, Compensation Analyst, City of Dayton
- Robert Charles Nevin, VP, The Huffman Manufacturing Company
- Edward A. Wetzel, Jr., Chairman, Dayton Council of the American Association of Advertising Agencies
- Linda Laeuffer Basinger, Executive Director, Dayton Young Women's Christian Association ■

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By: Carla Pennington

ARE YOU LONELY AT THE TOP?

EXECUTIVE DIALOGUE BUILDS TRUSTED RELATIONSHIPS

Being the owner, director or president of a small to medium size company can be lonely. Who do you discuss day to day issues with – your family, the dog? If you can relate and are looking for a sounding board, the Chamber's Executive Dialogue program could be the answer. Executive Dialogue is designed to create a safe environment where executives can use each other as a business resource.

"I was invited to participate in an Executive Dialogue group in 2009. Since that time, my involvement with my group has provided me with an invaluable professional support system through our monthly meetings and beyond," said Amy Radachi, President/CEO, Rebuilding Together Dayton. "I appreciate the leaders in our group and respect their advice and the relationships I have made. I recommend this program to anyone interested in growing their business and cultivating friendships with peers outside your usual circle of colleagues."

HOW IT WORKS

The program is structured into small groups of non-competing executives. Groups function as a board of directors for your business, providing its members with support and consultation on any number of business issues including marketing, hiring, financing, etc. The chamber goes through an extensive process to learn your specific needs and working

EXECUTIVE dialogue

approach, so you will be placed within a group that meets the objectives of your organization and matches your own leadership style.

A PROFESSIONAL SUPPORT SYSTEM

Executive Dialogue members gain more than a safe haven for business advice. In most cases, they form life-long friends and confidants.

"Even if one is fortunate enough to lead a dynamic team with bright minds in their field, having the insight of respected leaders who represent other industries is a valuable asset," said Ron Monte, Executive Director with Brookdale Senior Living, Inc. "By participating in Executive Dialogue, you are afforded a remarkable personal and professional opportunity."

"I have been a member of Executive Dialogue for the past ten years. It is the best program for its cost that I have ever heard of, it is a real value. I always look forward to our monthly meetings. It is a great thing to be able to regularly meet with business leaders that deal with similar pressures and issues that you do," said Steve Shuchat, President, Clean All Services.

WANT TO LEARN MORE?

Contact Carla Pennington, Manager, Member Activation at 937-226-8220 or cpennington@dacc.org. In addition to expanding existing groups, the Chamber is developing new groups, including one for second generation business owners. ■

READY FOR TAKE OFF

\$40.8 MILLION AIR FORCE MUSEUM EXPANSION COULD LIFT BOTH THE MUSEUM AND THE REGION



By: Vince McKelvey, Focus Contributor

At the National Museum of the U.S. Air Force, it was not unusual for visitors to head straight to the Presidential Gallery desk the minute the museum opened. That very popular gallery holds 10 presidential aircraft going back to the very first – FDR’s ‘Sacred Cow’ – but it has been located in a building off-site, accessible only by shuttle.

Shuttle space was limited, hence the rush to sign up.

“The Presidential shuttle sheet could fill up in 15 minutes,” said Rob Bardua, a public affairs specialist for the museum. “Then once you were on a shuttle bus, you had to stay with that bus, so you would be limited to about 45 minutes in the gallery, which for many visitors wasn’t near long enough.”

In the end, he said, less than 10 percent of visitors could get to the Presidential Gallery and the same dynamic was true for the experimental aircraft in the Research and Development Gallery. It also was off-site and required a shuttle trip to visit.

Those days are now over.

EXPANSION OPENS IN JUNE

On June 8, the museum will open its fourth exhibit hangar – a 224,000-square-foot expansion that will bring the Presidential and R & D galleries onto the museum’s main campus.

AND THAT’S NOT ALL.

The new hangar also will house the Space Gallery, the Global Reach Gallery and three new STEM education

View of the new fourth building at the National Museum of the U.S. Air Force on Nov. 13, 2015. The 224,000 square foot building, which is scheduled to open to the public on June 8, 2016, is being privately financed by the Air Force Museum Foundation, a non-profit organization chartered to assist in the development and expansion of the museum’s facilities. (U.S. Air Force photo)

learning stations offering interactive demonstrations for school groups and videos for daily visitors.

Officials said the Space Gallery consolidates the museum’s space assets – including the Space Shuttle exhibit -- into a single location, while the Global Reach Gallery provides an indoor home for cargo planes that have been on display outside.

Overall, the hangar will be home to more than 70 aircraft and space vehicles. Highlights include the Air Force One that flew JFK’s body back to Washington and saw LBJ take the oath of office in 1963; the Lockheed C-141C Hanoi Taxi that airlifted the first American POWs out of Hanoi in 1973; and the massive Titan IVB rocket – the Air Force’s largest single-use space-launch rocket – that up until now has been held in storage.

Visitors will be able to walk through seven planes, including the Hanoi Taxi and four presidential aircraft.

“Our job here is to tell the Air Force story to the American public and to inspire our kids,” said retired Lt. Gen. Jack Hudson, the museum director. “This new building right here gives us tremendous new capability to do those two things.”

He said the hangar incorporates LED lighting and other energy efficiencies to reduce operating costs.

HANGAR A GIFT OF THE MUSEUM FOUNDATION

The new hangar cost \$40.8 million and was completely privately financed, thanks to the Air Force Museum Foundation.

“Talk about seven or eight years of hard, hard work. We are so, so happy and so amazed ... It’s beautiful,” said Fran Duntz, who had a 31-year civilian career with the Air Force and now chairs the foundation board.

She said the foundation began a capital campaign for the expansion in 2008. Gifts ranged from “very small to very large,” with the biggest gifts coming from aviation contractors Lockheed Martin, Boeing and Pratt & Whitney.

In addition, Duntz said, the foundation runs the museum gift shop, café, theater and other special attractions and contributed proceeds from those operations, as well.

While the main drive ended with the building construction, Duntz said fund raising continues to finance the electronic and digital components of the STEM learning nodes and to provide the new hangar with interactive displays, befitting a 21st century museum. “We want to move that forward, to help the museum move that forward,” she said.

The foundation was established in 1960 and, in fact, largely built the museum. “They paid for 94 percent of the



Members of the 89th Airlift Wing from Joint Base Andrews clean and polish historic presidential aircraft in the museum’s collection on January 13-15, 2016. The work is being done in preparation for the aircraft to move to the museum’s new fourth building, which opens June 8th. (Air Force photo by Ken LaRock)

current complex,” Hudson said. “It’s a wonderful partnership that’s been in place for many decades now and it works great. We owe a lot to our foundation.”

EXPANDED MUSEUM COULD BENEFIT ENTIRE REGION

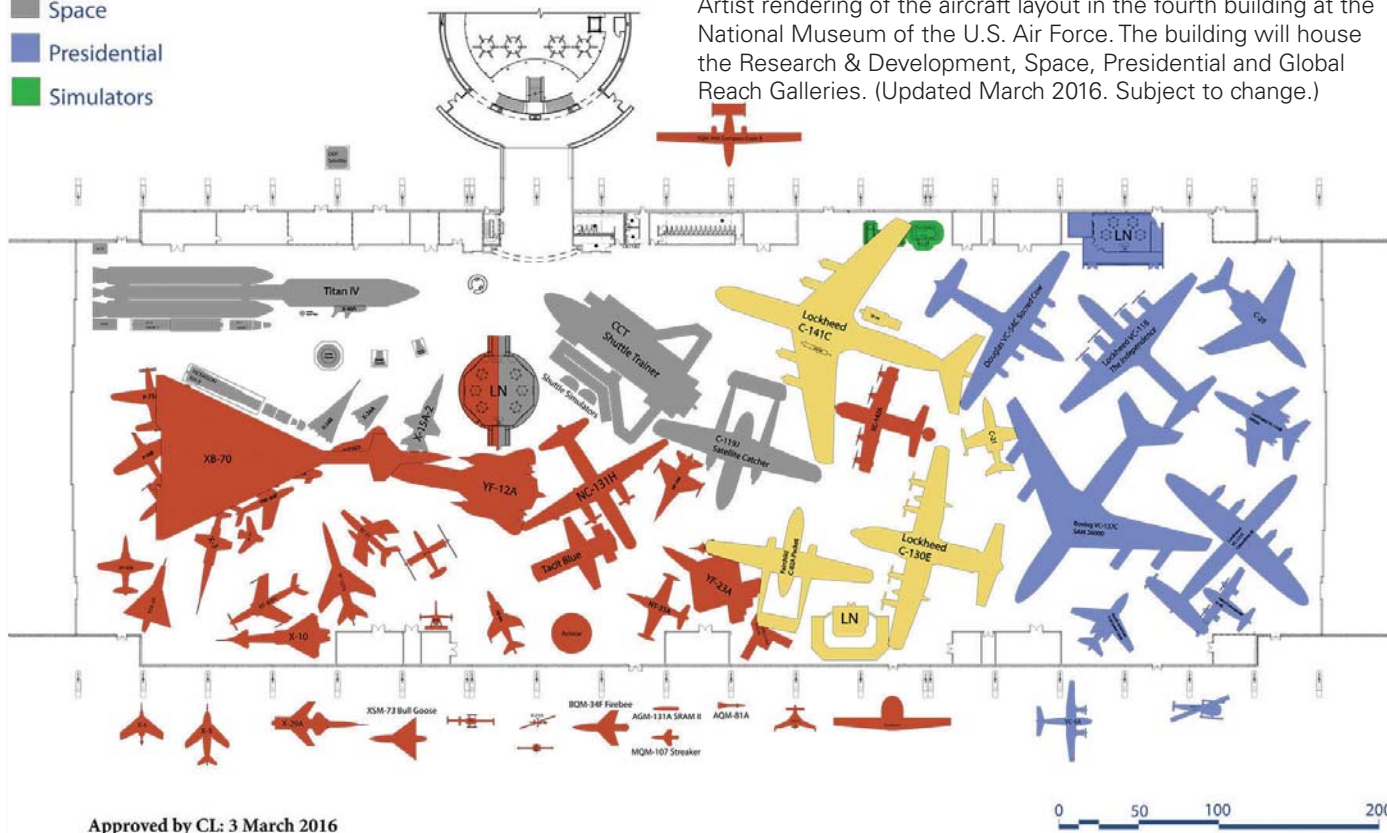
The fourth hangar opens to the public on June 8, with a Grand Opening planned the following weekend, June 11 and 12.

- Global Reach
- Research and Development
- Space
- Presidential
- Simulators



NATIONAL MUSEUM OF THE UNITED STATES AIR FORCE™

Artist rendering of the aircraft layout in the fourth building at the National Museum of the U.S. Air Force. The building will house the Research & Development, Space, Presidential and Global Reach Galleries. (Updated March 2016. Subject to change.)



Approved by CL: 3 March 2016



The Space Shuttle Exhibit featuring NASA's first Crew Compartment Trainer (CCT) in the Space Gallery at the National Museum of the U.S. Air Force. (U.S. Air Force photo)



Volunteers cleaning and polishing the C-141 Starlifter "Hanoi Taxi" on January 28, 2016. The work is being done in preparation for the museum's new fourth building, which opens June 8th. (U.S. Air Force photo)

Obviously, the addition is a big deal for the museum, but it can be a boon to the entire region, local aviation history and business officials said.

The National Aviation Heritage Alliance (NAHA) has assembled a broad-based Grand Opening Regional Working Group to promote the new building with the goal of leading tourists to other area activities, as well.

"We want people to come here to visit the museum, and then stay an extra day or two to visit some of our other attractions," said Phil Parker, President and CEO of the Dayton Area Chamber of Commerce. "By working together, we can maximize the museum's impact for the whole region."

The working group includes NAHA; the museum foundation, the Dayton Area Chamber of Commerce; the Dayton Development Coalition; TourismOhio; and the convention and visitors bureaus from Greene, Miami and Montgomery counties, among other organizations. "We pooled our resources to be able to have a better and a more effective ad campaign and we got our funds matched by the state of Ohio travel and tourism office," said Tony Sculimbrene, NAHA executive director.

The campaign involves social media, special events and traditional advertising. "We're publishing an ad supplement ... in 16 regional newspapers," Sculimbrene said. "Places like Detroit, Louisville, Lexington, down to Pittsburgh ... That's a really significant move."

For Sculimbrene, such marketing is long overdue and needs to continue well beyond the Grand Opening.

AF MUSEUM DRIVES TOURISM

The Air Force Museum is the world's oldest and largest military aviation museum and is the single biggest free attraction in Ohio. It routinely draws more than 1 million visitors a year – many from outside the state -- and pumps \$40 million into the regional economy, Sculimbrene said.

Historically, he said, the museum has benefitted from a built-in audience – people who served in the Air Force and its predecessor, the Army Air Corps – but he said that market is shrinking as veterans age and service numbers decline.

"The visitation numbers have been pretty solid over past 10 years, but I think it would be unwise of the community to expect those numbers to stay the same without doing some additional marketing,"

he said. "We did very little marketing outside the region and that's what has to change."

For Sculimbrene, the new hanger is a "\$40.8 million gem that's been dropped in our laps" and the community should come up with the resources and marketing strategy to take advantage of the potential it offers. "We've got a lot of good things for people to do when they come to Dayton," he said.

Without doing anything special at all, the museum itself might encourage people to spend more time here.

"The museum's a big place," Bardua said. "We'll (now) have more than 19 acres of indoor exhibit space. Depending on if you want to see and do everything, want to soak it in, you may need two or three days."

"It's going to be a big booming summer here once we get this open and up and running," Hudson said. "We're so looking forward to this." ■



Air Force Research Laboratory engineers and technicians from the Structural Validation Branch of the Aerospace Vehicles Division, Aerospace Systems Directorate, partnered with museum restoration crews to assemble a 60 foot tall payload fairing from the Titan IVB space launch vehicle Feb. 29-March 2, 2016. (U.S. Air Force photo by Ken LaRock)



ANNOUNCING A NEW SELF-FUNDED MEDICAL BENEFIT PLAN

The Dayton Area Chamber of Commerce (DACC) has teamed up with the Southern Ohio Chamber Alliance (SOCA), along with the Northern Ohio Area Chambers of Commerce (NOACC), Central Ohio Chambers of Commerce, and the Youngstown/Warren Regional Chamber to form a self-funded medical benefit plan offering as an additional option for chamber members. The plan is designed for employers with 2-50 employees who are not already insured by Anthem Blue Cross and Blue Shield, and is available to businesses through their DACC membership.

This new self-funded medical plan, which is called the SOCA Benefit Plan, is a multiple employer welfare arrangement (MEWA). MEWAs enable multiple smaller employers to join together to share in the overall claims risk. By being part of a larger, self-funded pool you will have financial protection backed by Anthem's stop loss coverage, predictable fixed monthly payments, and more rating stability. Another big advantage of a MEWA is the flexibility that's available to plan participants.

"This new Anthem/SOCA MEWA medical plan, with its ability to have substantial premium savings for chamber members, may be one of the very best new healthcare programs on the market. It is important that eligible



employers take a serious look at this new plan prior to their renewal or lose the opportunity for dramatic health insurance savings," said Phil Parker, President and CEO of the Dayton Area Chamber of Commerce.

Anthem Blue Cross and Blue Shield will provide claims administration and stop loss protection for the SOCA Benefit Plan. Along with Anthem's extensive health care provider network, your company and your employees will benefit from the deep discounts Anthem has negotiated with health care providers.

In order to participate in the SOCA Benefit Plan, employers are required to be members in good standing with a chamber of commerce that is authorized to offer the plan.

State law requires the Plan to have a minimum of 300 enrolled employees. Efforts are under way to begin operations on May 1, 2016, if the minimum enrollment is met.

To find out if the SOCA Benefit Plan, is a good choice for your business, please contact the DACC or your broker* for more information. ■

**Distribution of the SOCA Benefit Plan is limited to Anthem Champion and Elite brokers who have completed the required training. For a list of these brokers please contact the chamber.*

Group Purchasing Discounts

Watch for information on these new partnerships and how they could help you do better business.



AFFORDABLE HEALTH INSURANCE FOR SMALL AND MID-SIZE BUSINESSES

The Chamber and Anthem Blue Cross Blue Shield have combined efforts to offer health, dental and disability insurance coverage to small and mid-sized businesses. ChamberCare offers competitive rates and comprehensive services from a large network of providers.



WORKERS' COMPENSATION DISCOUNTS

The Chambers' long time relationship with Frank Gates changed in 2015, when Frank Gates combined with CareWorks Consultants, Inc. to form CareWorksComp, Ohio's largest workers' compensation Third Party Administrator (TPA). Our group rating program allows employers with good safety and claims records to pool together to enjoy discounted workers' compensation premiums.



MEDICAL MANAGEMENT SOLUTIONS

The Chamber contracts with CareWorks to offer members innovative claims and medical management services for workers' compensation, helping our more than 93,000 employer customers control costs and enhance employee productivity.

START SAVING!

For a complete list of chamber discount programs and services, visit our website at DaytonChamber.org.



OFFICE SUPPLIES

Your chamber of commerce belongs to the National Chamber Program, which means you're eligible for special savings, aggressive pricing and other great benefits from Office Depot.



GAS CARD DISCOUNT PROGRAM

Save 5 cents per gallon of gas from any Speedway or Super America gas station when using your Chamber Benefits Card. The per gallon discount is not available for fuel purchases made in WV or WI.



ENERGY SAVINGS PROGRAM

Your chamber has partnered with IGS Energy to offer customized rates on electricity to member businesses. Employees of member businesses are also eligible for a competitive residential fixed electric rate.



SHIPPING SERVICES

The Chamber has teamed with FedEx to help boost your savings on all air, freight and ground deliveries. It's easy, it's free and there's no minimum shipping, copy or print quotas. Enroll today.

MANAGED CARE ORGANIZATION (MCO) OPEN ENROLLMENT IS HERE

Every two years the Ohio Bureau of Workers' Compensation (BWC) provides employers an opportunity to evaluate the performance of their current Managed Care Organization (MCO). MCOs are responsible for the medical management of workplace injury claims, including initial injury reporting, assisting with medical treatment, paying medical bills and helping achieve successful return to work outcomes.

If employers feel they are not receiving an appropriate level of service, every other year they have the opportunity during the month of May to make a change in their MCO. Once an open enrollment period ends, an employer's MCO selection will stand for the next two years. Employers opting not to change MCOs will automatically remain with their current MCO for the next two years.

While employers do not directly pay for the services of their MCO, there are several MCO responsibilities that can impact the premium employer's pay to BWC.

This is a time when employers should be asking some core questions about their current MCO, including:

- Does my MCO make it easy to report new claims?
- Does my MCO provide injury reporting packets?
- Does my MCO assist with identifying initial treating providers so my injured employees can receive quality medical treatment with a return to work focus?
- Does my MCO provide online access to claims information and documents?
- Does my MCO process medical bills timely and accurately?
- Does my MCO collaborate with me and my Third Party Administrator (TPA) to ensure successful claim outcomes?

CareWorks is the endorsed MCO of the Dayton Area Chamber of Commerce (DACC) and currently provides all of the above services to many DACC members. CareWorks assists our clients with their workers' compensation claims by customizing our services around the unique needs of each individual client.

CareWorks is the most selected Ohio MCO, representing approximately one third of all claims filed with BWC in 2015. Our experience across all industries puts us in a unique position to properly manage claims and create positive outcomes. *Source: BWC 2015 MCO Report Card and public information request received from BWC on 1/20/2016 providing totals of all claims filed with BWC with date of injury in 2015, compared to CareWorks data showing claims reported for same period.*

From establishing good reporting practices to making personal visits to physicians to discuss difficult claims, CareWorks works diligently to assist our clients with reducing the negative impact of workers' compensation claims.

BWC has announced that the 2016 MCO Open Enrollment period will be held from May 2, 2016, to May 27, 2016. Current CareWorks customers need not do anything during the MCO Open Enrollment, they will be automatically re-enrolled with CareWorks.

For employers not currently with CareWorks, this is an opportunity to evaluate MCOs and make a choice that is best for their business. We are confident that once all of the information is analyzed, CareWorks is a strong choice. ■

Chamber members see new name attached to Energy Benefit Program

Your chamber's long relationship with DPL Energy has saved members thousands of dollars over the years. Recently, a new name has been tied to that relationship with the sale of DPL Energy to IGS Energy. While there's a new logo on our flyers, the benefits remain the same.

The Dayton Area Chamber of Commerce has partnered with IGS Energy to offer members customized rates on electricity for their businesses. With more than 25 years of experience serving commercial and industrial customers, IGS Energy offers personalized services and product options to fit your needs.

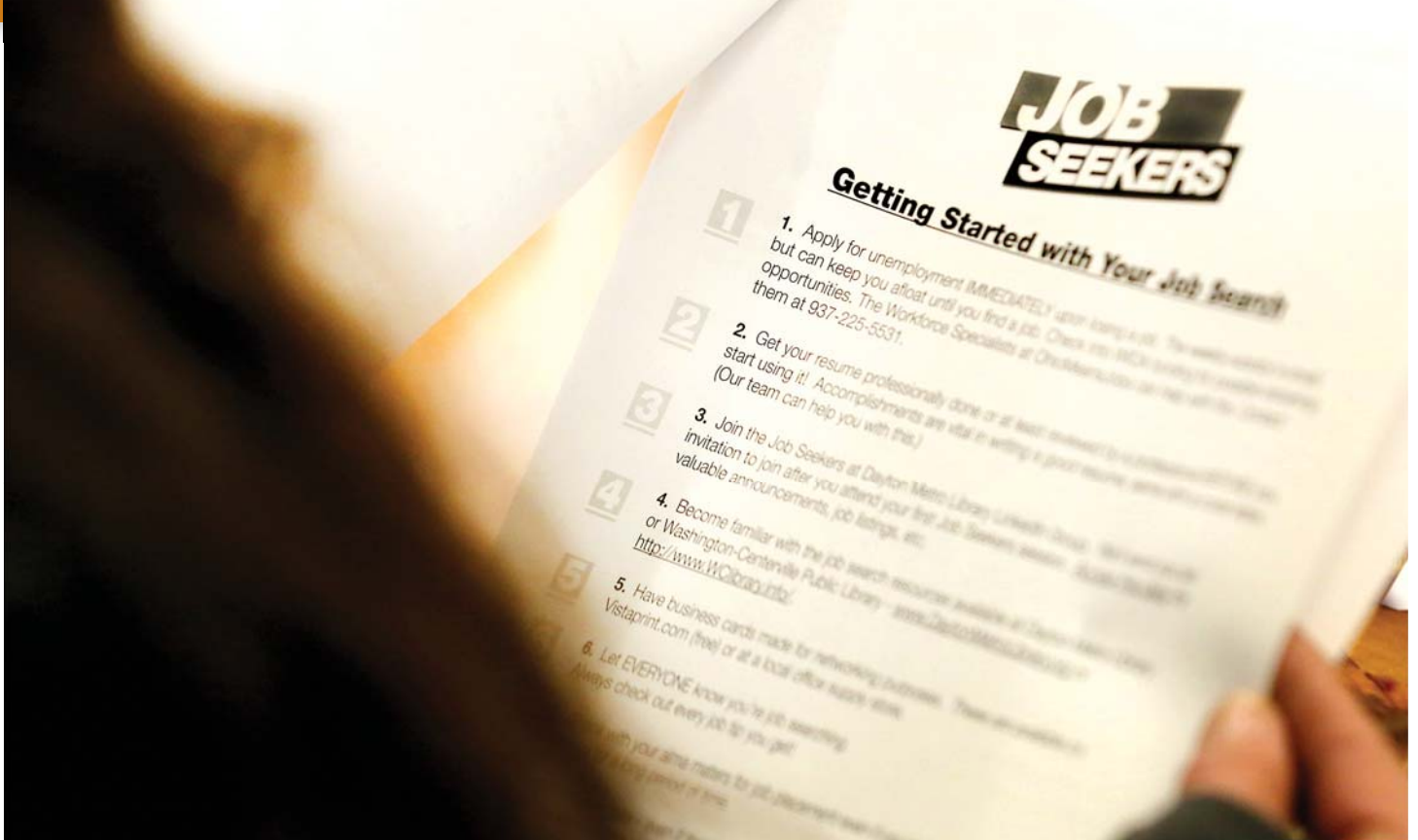


As another exclusive benefit to Dayton Area Chamber of Commerce members, IGS Energy is offering a competitive residential fixed electric rate. This benefit is available to all employees of chamber members, so spread the word to your team!

To get YOUR BUSINESS started, contact IGS Energy Representative Reggie Franklin and have a copy of your utility bill for a customized cost comparison. Reggie can be reached at 937-972-0382 or rfranklin@igsenergy.com.

To get chamber member benefits for YOUR HOME, enter promo code DAYTON when you enroll online at IGSENERGY.COM or call 800-280-4474 and mention the Dayton Area Chamber of Commerce.

DAYTON METRO LIBRARY'S CAREER CRUISING: POWERFUL ONLINE RESOURCE FOR CAREER AND COLLEGE OPTIONS



The Dayton Metro Library, with support from the State Library of Ohio and Learn to Earn Dayton, has a powerful online resource to help teens and adults consider career and college options. Career Cruising helps users identify which careers, career pathways and post-secondary educational opportunities are the best fit.

"This is a useful tool for those just beginning to consider careers as well as those who are considering a change," said Ann Riegler-Crichton, Business Services Librarian. "Middle school students, high school students and workers in transition will find the tool most useful."

The interactive site allows users to build a portfolio, create a personalized plan, save careers and schools of interest, create professional quality resumes and learn about the costs and benefits of going to school and getting a job.



DAYTON
METRO
LIBRARY

"It's a one-stop shop to help individuals in our community reach their career and college goals," said Riegler-Crichton.

Career Cruising offers five focused areas of interest:

1

The Assessments tab has tools to help users discover their skills, abilities and learning preferences. The

Career Matchmaker pairs the user's interests to various occupations, and the Skills Assessment then overlays how well the user's skills match those required for success in preferred careers.

2

The Careers tab provides hundreds of occupation profiles and a number of ways to search for them. Each career profile includes multimedia interviews with people in that occupation, answers to key questions and descriptions of a typical day on the job. These profiles also include details on educational requirements and the outlook for the sector in Ohio and nationally.



3 The Education tab provides a snapshot of thousands of 2- and 4-year colleges and career/technical schools across the country. Users can search for particular schools or programs, or use the School Selector to find schools that meet their needs.

4 The Financial Aid tab offers information on private financial aid programs to help students find the funding they need. Users can search for scholarships by name, browse an alphabetical index or use the Financial Aid Selector, which asks questions about the user's specific circumstances and provides individualized results.

5 The Employment tab helps users build and save a resume and search for jobs (powered by Indeed.com). It also provides an Employment Guide, walking users through the entire process of seeking employment, building a resume, interviewing and more.

Career Cruising is offered free to all Dayton Metro Library cardholders (eCards or traditional Library Cards may be used). The website is available in both English and Spanish.

"It's a great resource for our Job Seekers program," said Riegle-Crichton. "Participants can learn so much about



themselves, potential career options and how to prepare themselves for success."

Teen Services Coordinator Steve Moser agreed. "This is a popular tool for students and their parents to consider career goals and the steps necessary to successfully transition from high school to college to career," he said.

To access Career Cruising, visit the "Research Tools" tab at DaytonMetroLibrary.org; for more information, call (937) 463-BOOK.

Gwen Owen is a Content Writer for Dayton Metro Libraries. ■



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The Fair Labor Standards Act (FLSA) guarantees a minimum wage and overtime pay at a rate of not less than 1.5 times the employee's regular rate for hours worked over 40 in a work week. While these protections extend to most workers, the FLSA provides a number of exemptions. The Department of Labor proposes to update the regulations that allow executive, administrative, professional, outside sales and computer positions to be exempt from overtime pay. This exemption is referred to as the "EAP" or "white collar" exemption. These changes could mean that employees who were not previously eligible for overtime pay will soon be.

Are your employees overtime exempt?

CHANGES COULD BE ON THE WAY THAT WOULD AFFECT HOW BUSINESS MANAGERS CALCULATE THEIR PAYROLL.

By: Fred Ungerman

The U.S. Department of Labor (DOL) has released a proposed rule that would raise the minimum salary threshold required to qualify for the "white collar" exemptions under the Fair Labor Standards Act (FLSA) from the current minimum salary requirement for the executive, administrative, professional, and computer employee exemptions of \$455 per week (\$23,660 per year) to \$970 per week (\$50,440 per year). This rule would also raise the threshold for exemption as a "highly compensated employee" (HCE) from \$100,000 to at least \$122,148. Both the minimum salary level for exemption and the HCE threshold would increase annually after the new regulations become effective based on the Consumer Price Index. DOL projects that 4.7 million workers would be affected.

What comes next? The proposed language of the new rule will be published in the Federal Register, followed by a sixty day comment period. After the review of the comments, DOL will publish a "final rule" that likely will

differ from the proposed rule. The date of issuance will probably be late 2016.

How do these proposed changes impact employers? We suggest:

- 1 Don't overreact. DOL's proposed changes will undergo modification during the rule-making process. Before implementing drastic alterations to existing policies and procedures, wait to see the final rule.
- 2 Begin analyzing positions. While it would be unwise to make many changes before the final rule is announced, that does not mean employers should wait to begin planning. Review those positions in your organization now considered to be exempt, but would change under the new rules. How close are the current incumbents in those positions to the new threshold? Do they regularly work more than 40 hours weekly? How difficult would it be to begin tracking time for these incumbents, as you now do for non-exempt employees?
- 3 Develop a plan to communicate with employees.

Supporters of the proposed changes predict that it will result in significant wage increases for those affected. That conclusion may be optimistic (or overly pessimistic depending on your perspective). As we saw with the Affordable Care Act, it is too early to predict what impact these changes may have on employees. Employers could reduce hours for certain jobs and hire additional employees to perform the work without incurring overtime. Under that strategy, some employees could face a cut in pay, and fall under the 30-hour requirement for health insurance coverage and other benefits. Employers could change an employee's classification but then lower the employee's hourly rate so that even with overtime hours, the employee makes essentially the same amount made in salary before the changes. Even a more modest response by employers, such as more closely monitoring hours of work, could have a negative impact on employees. Employees who now enjoy the flexibility of being exempt could

face increased scrutiny on when they come and go and how many hours they actually work. Before making any changes in response to DOL's proposed rule, employers should design a comprehensive communication plan.

- 4 Consider Impact in Budgeting Process. It is likely that some change will occur. Employers should assess the potential impact of the required changes in the current budgeting process. This analysis could impact raises, bonuses and hiring decisions.

In conclusion, it is probably too early to modify your practices. Many prior Administrators have tried to impact the FLSA and failed. This effort may fail as well, though some change may be overdue. Keep in mind that any modification made must be applied prospectively so there is no liability based on past practice; as long as you were in compliance with the rules in effect at the time.

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