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FOCUS

Rieck Services

HAROLD RIECK — 50 YEARS
AT THE HELM AND STILL
MOVING HIS BUSINESS
FORWARD p06



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YOUR
BUSINESS.



THE DANNON
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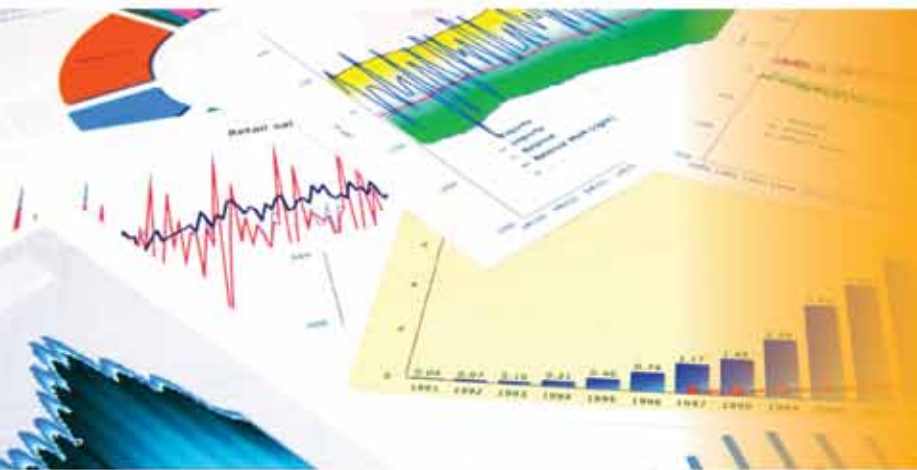


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PRESIDENT'S Message



FOCUS ON: LEARN TO EARN

Over my tenure here at the Chamber, I'm sure you have either read or heard of our organization taking positions on any number of issues, initiatives or ideas that we felt were imperative to the strategic growth or well-being of our region. The list would include dozens of projects, programs or plans that if implemented could and would help set the Dayton region apart from others.

Strategic initiatives such as strengthening Wright-Patterson AFB; redeveloping downtown Dayton and the river corridor; implementing a billion dollars' worth of highway infrastructure; building schools, community colleges and universities; enhancing the quality of life through our arts and parks communities, etc.; and the list goes on ... are all important and without a doubt vital to the success of our region. But perhaps, just maybe the single most important thing we can do as a region over the next decade is to educate and train our community's most-important asset – our people – our workforce of the future.

By the time this publication is in your hands, you will surely have heard of the Learn-to-Earn Dayton initiative being rolled out. Guided by some very smart, talented and passionate community leaders, this initiative, if implemented with your help, can actually reshape our region's future.

The genesis of this initiative started to gain ground when Dr. Tom Lasley, the retired former Dean of the College of Education at the University of Dayton, showed community leaders the education and learning gap we need to fill for our local employers over the next 10 to 15 years. He got the buy-in of some very talented community stewards and began this important project. Along the way he has included numerous key, local partnerships as well as several national organizations like the Lumina Foundation and the American Chamber of Commerce Executives Association (ACCE) to fulfill its mission. Jamie Merisotis of the Lumina Foundation will help us launch this initiative later this month.

But make no mistake about it; there is no "easy lifting" here. This is more than just educating more college graduates with 4-year degrees; because without a solid primary and secondary education system, we can't expect our workers to earn the next level of certifications or degrees needed to propel themselves and those companies that need their talents.

Let me assure you, there is room here for every business, every government, every school district and every not-for-profit to play a role in Learn-to-Earn. Don't be afraid to ask what you can do as a business and/or business leader. Building a world-class workforce is not easy and it will not get done on its own, or without your help.

This may be the single most important initiative we have done in the region in the last 25 years, or will do in the decade to come. Education enhances workforce and workforce is key to our continued economic growth and development. — ■



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On the Cover

Rieck Services is the premier sponsor for this issue of *Dayton Focus*. See story on page 06.

MEMBER Profile

The Dannon Company — In the mid-1960s yogurt maker Dannon was in a period of expansion and began a search for a production location that could help the company to dramatically grow its production capacity.



Since milk is the single largest ingredient in the company's products, The Dannon Company decided to look at possible locations where milk was plentiful and of high quality. Being close to a supply of fresh milk also enables the company to minimize costly transportation.

This led Dannon to Minster, Ohio in Auglaize County, which in addition to a plentiful supply of locally produced milk, is centrally located to serve the needs of Dannon's customers up and down the East coast, as well as in the Midwest. In Minster, Dannon found a small dairy processing operation, which it purchased and quickly converted to a yogurt making operation that produced its first cup of yogurt in 1968.

BUYING LOCALLY

Nearly 50 years later, the company continues to buy plenty of milk from the area, supporting local farms and the families who operate them. Dannon has grown from a single production line in Minster, making one kind of yogurt, to more than a dozen production lines, making more than 100 different types and flavors of yogurt, including its wildly popular Dannon Oikos Greek yogurt and Activia. Today Dannon operates the largest yogurt plant in North America in Minster, making more than 5 million cups of yogurt every day.

"At our core as a yogurt maker we rely on gifts of nature, most notably milk, to make our products, and this keeps us connected to the communities where we make yogurt," said Michael Neuwirth, Dannon's Senior Director of Public Relations. "And as a socially minded company, we do whatever we can to support the communities in which we make yogurt, in part because these are the communities in which we and our

families live and it is in our DNA to give back." For Dannon, that means buying locally whenever possible.

All Dannon products begin with milk, which arrives daily at Dannon's Minster plant, and the fresh milk is carefully analyzed for its quality. Almost all of the fresh milk used in Dannon's production in Minster comes from farms within 100 miles. It takes about 25,000 Ohio cows to produce Dannon's daily milk need in Minster. Once the milk is pasteurized for safety and then separated into cream and skim milk, Dannon's yogurt cultures are carefully added. Once cultured, the yogurt is mixed with just the right amount of flavoring ingredients before being packaged. Dairy products like Dannon yogurt are strictly regulated, and Dannon's quality and safety reviews ensure the highest levels of quality and safety.

In addition to its ongoing need for milk, Dannon also contracts locally with trucking firms to ship its products, and a tremendous variety of other local suppliers that support operations with maintenance services,

engineering and construction, which seems to be continually ongoing. The company estimates that it directly invests more than \$30 million annually into the local community for goods and services.

As an employer, Dannon has about 400 full-time employees at its plant in Minster, and in addition to this, retains about 16 interns each year to provide invaluable work experience for young adults. To recruit the best people, Dannon also maintains partnerships with local Ohio universities and technical schools to ensure a well-trained workforce for the future.

With a tremendous opportunity to continue to grow the market and the demand for yogurt, Dannon expects it will be one of the area's more reliable engines of growth for the future, in large part by buying locally. — ■



The Dannon Company's facility in Minster, Ohio is the largest yogurt plant in North America. It employs approximately 400 people, but relies on local suppliers for milk, trucking, maintenance services, engineering and construction.

“We’ve always had the philosophy that if we can get a customer, we’ll keep them. We do not become adversaries. We go out of our way not to become adversaries. That’s part of our philosophy. We’ve had customers for almost 30 years.”

— Harold R. Rieck Jr.,
CEO
Rieck Services



Harold Rieck, Jr. — CEO of Rieck Services.

Rieck has led the company through many changes. They now offer comprehensive HVAC and plumbing programs, the fabrication and installation of ductwork, and much more.



Harold Rieck – 50 years at the helm and still moving his business **FORWARD**

By Vince McKelvey

Rieck Services, the mechanical contracting and service company begun in Dayton 120 years ago, has faced daunting — even cataclysmic — challenges over the years, including the 1913 flood and the Great Depression. But a real watershed moment happened less than a decade ago, in 2004. That’s when Harold Rieck Jr. bought back the company he’d sold just four years earlier to a big corporation.

Things had not gone well under the new ownership and within three years the once-vibrant business that had been family operated for more than a century was losing money. “At the end of year 2003 they had lost \$3 million for that year,” said Mike Stemen, Rieck chief financial officer. “They were actually talking about the corporation shutting the doors. We were very fortunate that Harold was there to buy it back.”

Fortunate indeed.

By the end of 2004, just six months after Rieck’s repurchase, “we were profitable and we’ve been profitable ever since,” Stemen said. “It was amazing to me how the customers gravitated back to being loyal to him. They were thrilled to have him back.”

So were his employees, Stemen said. Some of them had left but came back when he called. “Where we are today is the best it’s ever been, to me, in 27 years,” said Doug Walker, Rieck vice president of services. “It’s just remarkable.”

GENEROUS AND DETERMINED

To colleagues, Harold Rieck is big-hearted, forward-thinking and determined. He has a wide, easy smile and a generous spirit that engenders loyalty. It’s a loyalty that goes both ways because Rieck also speaks highly of his employees. “Not a one of us are blood related to Harold, yet we feel like we are,” Stemen said.

“He’s very driven, still today,” said Doug Mayse, COO and vice president of construction. “If he knows there’s a bad job or something, he can almost will it — just by will power — to be okay. He’s got that touch for success. He always has.”

Whatever the “touch” is, Harold Rieck has been bringing it to his business for more than 50 years and in October, the Dayton Area Chamber of Commerce honored him and his company’s 120 years in operation with a dinner at Sinclair Community College. More than 400 people were invited to the event held on October 13, two days after Rieck turned 86.

“Harold Rieck, fourth generation owner and leader, has been more than just the guiding strength of the company for the past 50 years,” Chamber President Phil Parker said. “He has also used his talents and the resources of his company to support countless not-for-profit organizations and community projects throughout our region. This is a great time to celebrate his life-long body of work in the Dayton area.”

(continued on page 08)

SWEPT THE FLOORS AT 14

Harold Rieck essentially grew up in the business that his great grandfather began in 1892, installing furnaces and sheet metal roofing. Harold started sweeping the floors when he was 14 and not long after was driving his grandfather back and forth to Lima each week to a job site. “When I was a kid, I’d go down and play ping-pong on the conference room table with my uncle,” Rieck said.

The great grandfather, Herman F. Rieck, ran the business for 20 years before retiring and initiating the succession that passed it to his sons, grandsons and eventually to Harold Rieck Jr. When the time comes, Harold and his wife, Mary, a CPA who was also involved in the business, have arranged next to pass the company to the minority stockholders who make up the management team—Mayse, Walker, Stemen and Larry Cottle, vice president of engineering and estimating.

As a young man, Rieck left the company for a few years, but returned in 1956 and, with the exception of the sale and his attempted retirement, has been there ever since. He became president in 1966 and CEO in 1970. “I like it. We’ve never had a bad day,” Rieck said. “Well, we’ve had a lot of bad days, like when we don’t get a bid, or something. But as far as regretting going back and being there, no, I don’t think so.”

EXPANDING THE COMPANY’S PORTFOLIO

In his time, Rieck has led the company through many changes, including an expansion that took it beyond sheet metal work into more phases of the mechanical contracting field. The company now offers mechanical engineering, comprehensive HVAC and plumbing programs, the fabrication and installation of ductwork, project management and energy management.

Rieck Services is organized under a holding company called Mechanical Construction Managers and has two main arms, Rieck construction and Rieck services. One side installs mechanical systems; the other maintains them. Annual revenue fluctuates with the construction trade, but runs between \$25 million and \$35 million, officials said. Rieck construction generates more of the income, but the service side plays an extremely important role because it’s steady, Rieck said.

“Construction is like this,” he said, moving a hand up and down over peaks and valleys. “But with maintenance contacts, we have a pretty nice level flow of income and work.” Company employment also fluctuates with the construction trade, but is currently around 150.

ADAPTING NEW TECHNOLOGIES

Walker said Harold Rieck embraces technology and continues to move the company forward. “He didn’t just come back to buy it back. He came back to grow it and change it and make it new,” Walker said. “Harold’s always progressive. He has kept us moving.”

Rieck is proud to have been one of the nation’s first LINC franchises, signing onto the network that supports commercial HVAC service operations in 1980 and staying connected until 2000.

In 1995, the company installed a system for fabricating ductwork that “goes from coordination drawings straight to downloading all the duct information to the coil line and plasma cutter,” Mayse said. “We were one of the first to legally download to a coil line.”

More recently, the company began an online service that let’s customers track, analyze, manage and forecast their facility-management operations. It also has moved into energy conservation, management and retrofitting and is a certified green business under Montgomery County’s DRG3 program. The service side of the company is completely paperless, Rieck said, and he said, particularly on the service side, “I think we’re far beyond some of my competitors.”



Paul Buckingham, sheetmetal apprentice, burning out fittings on a plasma table.

Rieck sheetmetal workers grinding stainless steel.



COMMUNITY INVOLVEMENT IMPORTANT TO RIECK

For about 75 years, Rieck was headquartered in and around downtown Dayton, including about 30 years in the building that now houses Jay's Seafood Restaurant. In the mid-1960s, it constructed its current headquarters on Wadsworth Road, adding a shop and more office space in 1976. The company also has an office in Lima and at Wright-Patterson Air Force Base, its largest single customer, and it does a lot of work for area hospitals. Rieck installed and now maintains the mechanical systems in CareSource's downtown office tower.

"There're very few buildings in Dayton that Rieck throughout the years has not touched," Mayse said. For Mayse, that's one of the things that stands out about the company. Community involvement is another. In the 1970s, he said, Harold Rieck worked to bring minorities into the construction trades. And Mayse said Harold and the company also support a variety of community organizations. These include hospital foundations; United Rehabilitation

Services, where Rieck sits on the board; Senior Resource Center, where Walker is on the board; Dayton History and Antioch College, among others. "There's so many to name," Walker said.

ACTIVE IN AND OUT OF RETIREMENT

Rieck was active during his relatively short retirement in Florida, hunting, fishing and playing golf, but said he does not regret returning to the business. He goes to the office regularly, although "some days I slack off and stay home until 10 o'clock," he said. "I work out a couple days a week so I come in late those days."

Rieck has taken technical and management courses over the years, but said he doesn't have one particular degree to hang on his wall. Not that it's held him back. He values good people and his conversation is sprinkled with the names of those, past and present, who have been instrumental in the business.

"In reality, I learned a lot from my grandfather, father and uncle," Rieck said. "And it's people. It's nothing but people. You've got to have the people around you. I think that's the only reason we've been successful. We've had a lot of good people." — ■



Engineering team members, April Johnson, Frank Brewster, and Loren Free reviewing plans for an upcoming design/build project.

ECONOMIC Indicators



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. Here is a sampling from the August 2012 report.

ECONOMIC INDICATORS

GDP

GROSS DOMESTIC PRODUCT — ANNUAL PERCENTAGE CHANGE

| 2nd Qtr '12 | 1st Qtr '12 | 4th Qtr '11 | 3rd Qtr '11 | 2nd Qtr '11 |
|-------------|-------------|-------------|-------------|-------------|
| +1.5 | +2.0 | +4.8 | +1.3 | +2.5 |

CPI

CONSUMER PRICE INDEX AUG 2012

| | |
|---|-------|
| August 2012 | |
| monthly change | +0.6% |
| Annual percent change 2012 | +1.7% |



Key Economic Indicators — August 2012

SALES TAX COLLECTIONS

| COUNTY | RATE (%) | JUNE '12 | JUNE '11 | 12 MO. CHANGE | YTD '12 | YTD '11 | YTD CHANGE |
|-----------------------|----------|------------|------------|---------------|-------------|------------|------------|
| Butler..... | 0.75 | 2,365,181 | 2,529,131 | -6.48% | 15,787,628 | 15,117,726 | +4.43% |
| Clark..... | 1.50 | 1,819,377 | 1,642,566 | +10.76% | 10,941,016 | 9,998,388 | +9.43% |
| Darke..... | 1.50 | 643,700 | 577,580 | +11.45% | 3,643,254 | 3,361,846 | +8.37% |
| Greene..... | 1.00 | 1,845,621 | 1,815,425 | +1.66% | 11,388,537 | 10,848,167 | +4.98% |
| Miami..... | 1.25 | 1,202,537 | 1,183,574 | +1.60% | 7,477,341 | 6,937,919 | +7.77% |
| Montgomery..... | 1.00 | 5,593,788 | 5,324,679 | +5.05% | 34,444,493 | 32,919,290 | +4.63% |
| Preble..... | 1.50 | 392,101 | 417,408 | -6.06% | 2,362,437 | 2,273,567 | +3.91% |
| Warren..... | 1.00 | 2,609,300 | 2,378,810 | +9.69% | 14,957,112 | 11,580,442 | +29.16% |
| Region (\$,000s)..... | | 16,471,605 | 15,869,173 | +3.80% | 101,001,818 | 93,037,345 | +8.56% |

Cost of Living Index

AUGUST 2012

| | |
|--------------------------------|-------|
| Columbus, OH | 89.1 |
| Dayton, OH | 92.2 |
| Cleveland, OH | 102.1 |
| Richmond, VA | 103.3 |
| Miami, FL | 108.5 |
| Baltimore MD | 116.0 |
| Chicago, IL | 116.2 |
| San Francisco, CA | 163.2 |
| U.S. AVERAGE | 100.0 |

UNEMPLOYMENT RATE

| | JULY '12 | JULY '11 | '12 AVERAGE |
|---|----------|----------|-------------|
| Dayton MSA (Metropolitan Statistical Area)..... | 7.8% | 10.0% | 8.0% |
| Ohio..... | 7.4% | 9.2% | 7.7% |
| U.S..... | 8.6% | 9.3% | 8.4% |

VALUE OF NEW CONSTRUCTION

| DAYTON MSA NEW CONSTRUCTION | YTD JULY '12 | YTD JULY '11 | YTD CHANGE |
|-----------------------------|--------------|--------------|------------|
| Non-residential..... | 221,552,000 | 362,510,000 | -39% |
| Residential..... | 146,870,000 | 113,768,000 | +29% |
| Total..... | 368,422,000 | 476,278,000 | -23% |

HOME SALES

| DAYTON MSA | JULY '12 | JULY '11 | % CHANGE | YTD '12 | YTD '11 | % CHANGE |
|---------------------------------|----------|----------|----------|---------|---------|----------|
| No. of homes sold..... | 1,107 | 932 | +18.78% | 5,412 | 5,014 | +7.94% |
| Total home sales (\$,000s)..... | 141,943 | 126,670 | +16.96% | 647,445 | 558,798 | +15.86% |
| Average sale price (\$)..... | 128,224 | 128,424 | -0.16% | 119,657 | 111,448 | +7.37% |



Anthem — HCR Notifications

Keeping employees up to date on health care reform — As part of the Affordable Care Act (health care reform law), health insurers and employers acting as health plan sponsors must give employees notices about certain health care reform rules. These are given either as a separate notice or included with their benefit materials. There are a few upcoming notices for employees that you should know about...

MEDICAL LOSS RATIO

Employees have already started getting notices from insurers about medical loss ratio (MLR) rebates. The MLR is the percentage of premium dollars health insurers must spend on medical claims and programs that help the quality of health care, and not for administrative costs.

If the MLR is below a certain percentage, rebates must be given. However, this depends on the market segment (large group, small group or individual) and the state.

Some employees are getting notices about a rebate if they are:

- Working for a fully insured employer and had medical benefits in 2011.
- Owed a rebate.

The notices explain that the employer can use the rebate to either:

- Lower premiums for the next year.
- Split it among the employees who were covered by health insurance on which the rebate is based.

Starting at the end of August, if the insurer met or went above the required MLR for 2011, they are sending a notice to employers and employees who are not getting a rebate.

There's a chance that employees no longer working for a company may get one of these notices if they participated in the plan in 2011.

SUMMARY OF BENEFITS AND COVERAGE

One new piece of information for employees is the Summary of Benefits and Coverage (SBC). An SBC is an easy-to-understand document for consumers to better understand their health care benefits and coverage choices.

(continued on page 13)



("HCR Notifications" continued from page 12)

Employers are responsible for sending the SBC at the start of the open enrollment (OE) period beginning on or after September 23, 2012.

Or, they can send the SBC as part of a special enrollment event or for new hires starting on or after the renewal date or plan year.

W-2 REPORTING

Employers must also report the value of employee-sponsored health benefits on employee W-2 forms. This is to give employees information about the cost of their health care coverage. This means that the cost of coverage from 2012 will be shown on 2013 W-2 forms. The information includes the cost for medical plans, prescription plans and employee physicals. The value is a reporting number only and does not affect taxes.

FLEXIBLE SPENDING ACCOUNT CHANGE

The year 2013 brings a few other notices that are important for employees.

For example, starting on January 1, 2013, employees who have flexible spending accounts (FSAs) must limit their contributions to \$2,500 a year.

After 2013, the limit will be adjusted for the cost of living every year. Employees must be told of this limit to FSAs.

HEALTH INSURANCE EXCHANGES AND SUBSIDIES

In March 2013, employees will be notified about the state-run health insurance exchanges that begin in 2014. An exchange is where individuals and small businesses can shop for health insurance choices online and compare plans.

The notice will also include information about the subsidies for low-income people and small businesses when they buy health coverage through the exchange.

Visit www.anthem.com/healthcarereform to stay up to date on everything related to health care reform. — ■

Chamber Health Care Task Force

Board Chair Roy Chew has formed a special task force to understand the impacts and educate our members on the recently passed federal Affordable Care Act. The task force will be chaired by Board member Dan McCabe and is made up of twenty active Chamber members whose expertise will be used to meet the mission.

We will start posting information on our web site (www.daytonchamber.org) and will have regular briefings in our FOCUS Newsmagazine; Chamber Connections; Business Connection (our TV show); and other communication vehicles. The task force is scheduled to meet through 2013 or beyond if needed. — ■

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WORKFORCE Update



*Increasingly, being a successful business in the Dayton Region – or anywhere for that matter – demands utilizing resources to create greater value. Commonly known as **doing business “the Lean way,”** it’s about defining value as perceived by the customer – what the customer is willing to pay for – and then improving that value by eliminating waste and optimizing processes. When value increases, market share can increase as well.*

WORKFORCE UPDATE

DOING BUSINESS IN THE REGION – THE LEAN WAY

Manufacturers from small tooling shops to large stamping plants, medical device and pharmaceutical companies, aerospace, civil engineering, construction and others have frequently turned to Sinclair Workforce Development’s team of manufacturing experts, led by Donna Hoying, Manager of Advanced Engineering and Manufacturing Solutions. Although much of Sinclair’s Lean work is focused on manufacturing or production processes, it is not limited to that. For example:

- A Miamisburg consumer products manufacturer was provided Process Improvement consulting for order management, resulting in a projected savings for the company of \$75,000 annually and 2000 staff hours.

- An Eaton electronics components manufacturer had 65 employees trained in Blueprint Reading with the average score on the original evaluation increasing from 50% to 92% after the training.

Sinclair’s approach is to coach and empower teams to make Lean and process improvements that can be applied anywhere in their plants and businesses. “Lean eliminates waste in all aspects of business, including, engineering, finance, production, manufacturing and the supply chain,” says Deb Norris, Vice President for Workforce Development & Corporate Services. “A company’s ‘culture’ is just as important as Lean tools. A learning organization is an organization that focuses on continuous improvement, problem solving, teamwork, and developing their people.”

LEAN VALUE STREAM MAPPING ELIMINATES WASTE AND INCREASES PRODUCTION

An example of Sinclair achieving great results from applying Lean principles is with Vandalia’s Aptalis Pharmatech, a privately held, leading specialty pharmaceutical company that manufactures, markets and distributes a broad line of products and services.

In recent years, Aptalis production teams regularly experienced delays just waiting for checkers and quality assurance release. Other delays included unscheduled downtimes for equipment repairs, and issues related to vacuum transfer time, heating times, and troubleshooting. After completing a gap analysis and Team Performance Agreement with the Aptalis team, Sinclair Workforce Development provided a three-day Lean Value Stream rapid improvement event for production personnel. *(continued on page 15)*



("Workforce Update" continued from page 14)

With some additional coaching and consulting, Aptalis was able to dramatically improve its weekly production by 46% in just two weeks, resulting in an additional three million tablets per week, greatly reducing backorders. Surprisingly, these significant improvements were achieved with no investment of capital dollars.

"Donna Hoying has a great knack for not imposing her beliefs but, rather, pulling the answers out of participants so that they own the solution. She is world-class in her field and relates well to all levels in the manufacturing arena," says Dell Larned, Aptalis' Associate Director of Manufacturing.

MANCOR OHIO EMBRACES LEAN, TOO

Mancor Ohio is a fabricator of aluminum and steel components and provides subassemblies for heavy-wheeled trucks, rail and off-highway equipment. The company had a need to reduce costs and waste in time and materials at its Ohio facility. Sinclair's Lean experts reviewed Mancor's needs and conducted Lean training in the Lean Culture, 5S, Value Stream Mapping, Setup Reduction, and Total Productive Maintenance.

To date, Sinclair Workforce Development has trained over 200 people at the Mancor plant. As a result of Sinclair's work, major savings have been realized at the plant. One setup reduction project alone generated \$60,000 in savings.

Mancor General Manager George McKnight says company sales have tripled over the last two years. "We would not have been able to handle this increase without all the Lean efforts that helped us streamline our operations. Sinclair Workforce Development also played a pivotal role in helping the Mancor plant get a \$53,000 Ohio Department of Development grant to help cover the investment we have made in Lean training, new equipment training, and on-the-job training. As a result of our tremendous return on investment, we have already added more than 100 new employees since January 2011." ■

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LEARN to Earn

WHAT ***Learn to Earn Dayton Launch***

WHEN *Tuesday, Nov. 20, 2012*

TIME..... *11:30 to 1:30 p.m.*

WHERE *Ponitz Center,
Sinclair Community College*

REGISTER ... *www.learn-to-earn-dayton.org*

by Thomas J. Lasley II

Employers know better than many just how important an educated workforce is. If your employees aren't well-trained, your business will suffer. In today's hyper competitive world, employers can't afford lost opportunities, unnecessary expenses or, worst of all, a reputation for poor quality service and products.

Employers also know better than many just how important an educated workforce is to the health of the community where they operate. Educated workers attract other educated workers. They pay more in taxes, they give more to charity, they vote in higher numbers, their children are more likely to go to college.

Learn to Earn Dayton is about creating a better educated workforce. Specifically, it's an initiative aimed at increasing the number of individuals in Montgomery County who have either a college degree or a post-high-school credential. To that end, Learn to Earn Dayton is comprehensively attacking the problem that employers say over and over again is their biggest problem – finding qualified workers.

Researchers estimate that by 2018, almost two out of every three jobs will require a four-year college degree, an associate's degree or a post-high-school credential. Today in Montgomery County slightly more than a third – 36 percent – of residents have a degree.

We are at a quantitative and qualitative competitive disadvantage, and we'll slip further behind if we don't strategically take action that will get more of our young people going to college and more of our undereducated adults going back to school to improve their skills.

At Learn to Earn Dayton's Launch on November 20, Jamie P. Merisotis, president of the Lumina Foundation, will be our keynote speaker. Jamie is dynamic and inspiring, but his message is sobering.

An educated workforce is what separates healthy and growing businesses from shrinking companies. An educated workforce is what separates vibrant communities from struggling places.

As a country, we're in a global competition for jobs and our economic standing. That competition is playing out in communities across the country – many of which are taking creative, sustained and effective actions to make sure that the workers of today and tomorrow will be able to compete.

Learn to Earn Dayton is the region's effort to localize Lumina's national goal. We and our partners want to ensure that, by 2025, 60 percent of Montgomery County residents have a college degree or a post-high-school credential.

Learn to Earn Dayton isn't focused on just one thing. Rather, the initiative is about leveraging all of the region's resources – and employing research and best practices. For instance, we know that if third-graders can read well, they're more likely to graduate. We know that 8th-graders have to be nudged into taking the right courses in high school if they're going to succeed in college. We know that colleges have to offer night and weekend courses and accelerated programs to attract adult learners.

There are myriad opportunities that we as employers, leaders, parents, citizens and volunteers can seize to ensure that the Dayton region is Learning to Earn. The stakes for companies and the community couldn't be higher.

Thomas J. Lasley II is executive director of Learn to Earn Dayton, which is housed at the Dayton Foundation. He also is a professor at the School of Education and Allied Professions at the University of Dayton. — ■



Learn to Earn[™]
Dayton

CHAMBER Announces Tour

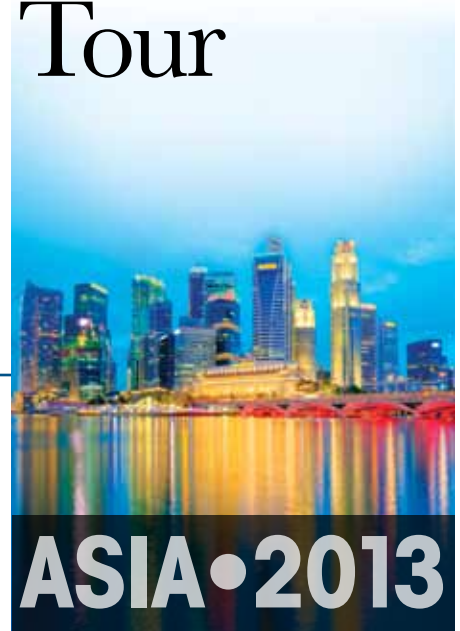
Discover Thailand, Singapore and Hong Kong — The Dayton Chamber of Commerce is pleased to announce that it will be leading a trip to Thailand, Singapore and Hong Kong from February 20 through March 1, 2013.

Based on the success of previous international cultural and business tours to China and India, Brazil and Cuba, the Chamber will be offering this exciting tour to visit several of the most vibrant emerging markets in Asia. Thailand, Singapore, and Hong Kong enjoy highly developed and successful free-market economies, in addition to rich cultural and historical heritage. Come explore these exciting destinations with the Dayton Chamber!

The 10 day tour will include round trip international airfare from JFK, all air transportation during the trip (Bangkok-Singapore and Singapore-Hong Kong Flights), all taxes and air fees, 8 nights hotel accommodation, all deluxe coach bus transportation, all breakfasts, all sightseeing and tour entry fees per itinerary, and English speaking guides for tours. Optional tours

will be available for additional cost during free time. In addition, business briefings on the economy and major industries in the cities visited are being arranged for passengers who express an interest. The price for this package is \$2840 for Dayton Chamber members and \$2940 for non-chamber members. Single supplements are available. Limited seats are available for this trip and they are filling up quickly! If you are interested in more information on the trip, please visit the Chamber's website or contact the trip coordinator, Stephanie Precht, Director of Public Policy & Economic Development with the Dayton Chamber at 937-226-8277 or sprecht@dacc.org.

An informational briefing will be held November 1, 2012 from noon until 1:30 p.m. in Room 208 of the Dayton Convention Center. — ■



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Office Depot is committed to offering GreenerOffice solutions to Dayton Chamber members. In 2010 and 2011, Newsweek magazine rated Office Depot as the number one Greenest Large Retailer in America in their annual Green Rankings and we want to help your business become green as well.

The Office Depot GreenerOffice program consists of three key elements: products, solutions and self audit. Our program is designed to help customers go green in ways aligned to their priorities. Office Depot can help your company reduce waste, lower emissions and safeguard health by using safer chemicals. We also offer thousands of office supplies with one or more green attributes, including products that are recycled, remanufactured, or refillable.

We have the ability to make recommendations in the following areas to help your company initiate a LEED-certified green program:

- **Green Purchasing:** We offer a best-in-class set of tools that make greener purchasing simple and cost-effective.
- **Green Behavior:** We offer a range of products and services that both help our customers lower their environmental footprints and are likely to lower their long-term operational costs.



- **Greener Operations:** We can host GreenerOffice Seminars to educate members on the “why’s” and “how’s” of going green, providing green samples to help de-bunk myths about the quality of green products.
- **Green Reporting and Communication:** We offer standard and custom green spend reports that make green reporting and tracking simple.

If you would like to hear more about how we can help your company effectively “Go Green,” and receive a complimentary green company analysis, please contact your local Office Depot representative, Natasha Bryant, at [Natasha.bryant@officedepot.com](mailto:natasha.bryant@officedepot.com) or your chamber team member.



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DIVERSITY Award Winner

LexisNexis named 2012 Greater Dayton Workplace Diversity Award Winner — Each year, the Chamber along with The National Conference for Community and Justice (NCCJ) recognizes companies who foster an inclusive work environment in which all employees are inspired to contribute their best through their different perspectives, backgrounds and experiences.



This year's recipient is LexisNexis. A global leader LexisNexis employs 15,000 employees in more than 100 countries with local employment of 2800.

Since the mid-90s LexisNexis diversity initiatives have continued to evolve. Today their diversity initiatives focus in four main areas: 1.) recognizing the changes taking place in the workforce and in our customer

base; 2.) creating and fostering an environment where all employees are encouraged to develop and allowed to contribute at their maximum level; 3.) recognizing and eliminating exclusionary practices; and 4.) incorporating inclusive practices that motivate and empower all employees.

For more information about the Greater Dayton Workplace Diversity Award contact Roberta Walker at 226-8258. — ■

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WHO'S Your Customer?

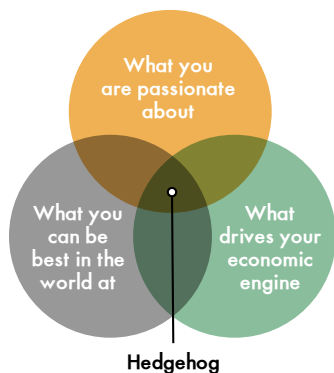


Who do you sell to? *If you ask a salesperson that question, the typical answer is “everybody”. Okay, maybe you have a product or service that “everybody” can use. But even then, who should you spend your time pursuing – “everybody”?* **NO.**

by Roger Wentworth, President, Sandler Training

Everyone buys for different reasons. The “pain” as we call it at Sandler is either pain in the present, pain in the future, pleasure in the present or pleasure in the future. So if you dig deep enough, the compelling reason(s) for doing business with you are different for everyone. Now consider their budget. Our definition of budget is what they are willing and able to invest to solve the “pain.”

A thriving salesperson has carefully aligned the ideal customer profile with their company’s Hedgehog. The Hedgehog concept was introduced by Jim Collins, author of *Good to Great* among others. The Hedgehog concept is the convergence of three things: What are you passionate about, what can you be the best in the world at (your world) and what drives your economic engine.



So let’s spend a little time defining the ideal customer profile. Since we’re talking about animals, let’s use another analogy – rabbits, deer, and elephants. Rabbits are plentiful but are small dollars and it takes a lot of them to feed the company, so there’s a lot of effort for little profit. Deer are medium in size, still plentiful and feed a larger portion of the company. Elephants are big, but are harder to come by and require more resources and therefore often less profitable.

One of our clients, we’ll call them ABC company was recently frustrated with the time required and pressures they we’re under while serving one of their elephant customers. They were constantly under pressure to lower their prices because there were many other companies trying to get a piece of the elephant and rather than selling value, the competitors were trying to win the business on price. This created a race to the bottom for all the suppliers to the elephant. The elephant did not value the expertise and value-add ABC brought to the relationship so ABC had little to sell except price.

When we examined the rabbit category for ABC, we found they could not sustain the size and profits of the company on rabbits alone.

When we examined the deer category, some interesting facts came to light. They were passionate about serving them because they truly appreciated their help and expertise and they didn’t mind paying for it. The discovery was the confluence of passion, best in world, and driving their economic engine existed in the deer-sized customers.

A closer examination of the marketplace showed there are more of these customers in their service region than they will ever be able to get to.

Now, when someone asks an ABC salesperson, “who do you sell to?”, they get a very specific answer about the size and the conditions that exist in their ideal prospect. **So – who do you sell to? — ■**



NEW MEMBERS List



For members' complete information, visit www.daytonchamber.org

Absolute Automotive

891 North Market Street
Troy, OH 45373

B2B Computer Products

70 Birch Alley, Suite 240, Building B
Beavercreek, OH 45440

Caliper, Inc.

8087 Washington Village Drive
Suite 100
Dayton, OH 45458

CapCo Masonry, LTD

1099 East Evergreen Drive
Greenville, OH 45331

Charger Manufacturing, Inc.

339 Smith Drive
Clayton, OH 45315

Community Urgent Care

2555 Creekwood Court
Springfield, OH 45504

Consortium Clinical Services

2580 Shiloh Springs Road, Suite A
Trotwood, OH 45426

Dayton Apartments for Rent Magazine

11177 Reading Road, Floor 1
Cincinnati, OH 45241

Del-Jen, Inc.

1111 South Edwin C. Moses Boulevard
Dayton, OH 45417

Diversitech, Inc.

110 Boggs Lane, Suite 230
Cincinnati, OH 45246

DMAX, Ltd.

3100 Dryden Road
Moraine, OH 45439

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Dynapoint Technologies, Inc.

475 Progress Road
Dayton, OH 45449

ERAtch Environmental, Inc.

3508 Wilmington Pike
Kettering, OH 45429

Farmers Equipment, Inc.

1749 East Highway 36
Urbana, OH 43078

Flanagan, Lieberman, Hoffman & Swaim

15 West Fourth Street, Suite 100
Dayton, OH 45402

Fourjay Industries

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Dayton, OH 45414

Ginko Systems LLC

1796 South Metro Parkway
Dayton, OH 45459

Global Foam Company

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Dayton, OH 45404

Gross Roofing & Sheet Metal LLC

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Eaton, OH 45320

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2487 West Beal Road
Jamestown, OH 45335

Iacono Productions

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Cincinnati, OH 45202

Ideal Image Inc.

115 Haas Drive
Englewood, OH 45322-2845

Ingage Partners

2718 Observatory Avenue
Cincinnati, OH 45208

JW Transmission & Complete Auto Service, Inc.

1030 Wapakoneta Avenue
Sidney, OH 45365

JYG Innovations, LLC

180 Five Pine Court
Clayton, OH 45315

Key Chrysler Jeep & Dodge, Inc.

2020 North Detroit Street
Xenia, OH 45385

Lofino's Food Stores

3255 Seajay Drive
Beavercreek, OH 45430

Margarett Lisa Stephens Agency - Nationwide

6209 Snider Road
Mason, OH 45040

MRL, Materials Resources LLC

714 East Monument Avenue, Suite 130
Dayton, OH 45402

New Neighbors Residential Services

300 East Auburn Avenue
Springfield, OH 45505

Nissin Precision North America, Inc.

375 Union Boulevard, P.O. Box 399
Englewood, OH 45322-0399

O.S. Kelly Company

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Springfield, OH 45501

Oakley Blacktop, Inc.

1421 Springfield Street
Dayton, OH 45403

Ohio Business College

1133 South Edwin C. Moses Boulevard
Suite 170
Dayton, OH 45417

Professional Accounting & Tax

1023 Skyview Drive
West Carrollton, OH 45449

Professional Maintenance USA

One Crosley Field Lane
Cincinnati, OH 45214-2004

Repacorp Label Products

31 Industry Park Court
Tipp City, OH 45371

SEGNA, Inc.

1316 Barnhart Road
Troy, OH 45373

Shawnee Mental Health Center, Inc.

901 Washington Street
Portsmouth, OH 45662

Solis Construction

2511 Corn Wall Drive
Xenia, OH 45385

Superior Dental Care

6683 Centerville Business Parkway
Centerville, OH 45459

The Dupps Company

548 North Cherry Street, P.O. Box 189
Germantown, OH 45327

The Loft At Linden

400 Linden Avenue, Loft 202
Dayton, OH 45403

The Site Group, Inc.

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New Carlisle, OH 45344

The Spaghetti Warehouse

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Dayton, OH 45402-2310

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Components & Assembly**

55 Industry Court
Troy, OH 45373

True Cut Tool Co., Inc.

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New Carlisle, OH 45344

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Dayton, OH 45402

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CHAMBER Chatter



Chamber Congratulates Alfred P. Sloan Winners

The Alfred P. Sloan Award recognizes employers of all sizes and types in the greater Dayton area and across the country that are using workplace flexibility as a strategy to increase workplace effectiveness and yield positive business results.

The Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility are part

of the national When Work Works project, an ongoing initiative of Families and Work Institute, the Institute for a Competitive Workforce (an affiliate of the U.S. Chamber of Commerce), and the Twiga Foundation. The Dayton Area Chamber of Commerce is the official When Work Works partner for Dayton and the surrounding region.

The selection process was rigorous. First, employers' flexibility programs and practices are measured against national norms from Families and Work Institute's National Study of Employers. Employees are then surveyed confidentially on their access to flexible work options, the supportiveness of the culture and on nationally tested measures of workplace effectiveness. — ■



The Chamber is proud to announce the 2012 Recipients of the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility in the greater Dayton area.

■
Booz Allen Hamilton

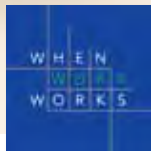
■
Cornerstone Research Group Inc.

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Deloitte

■
MacAulay Brown, Inc.

■
Pillar Technologies

■
Sebaly Shillto & Dyer



Chamber President Appointed to Ohio Advisory Committee

PHIL PARKER ONE OF FIVE APPOINTED BY GOVERNOR KASICH

The Dayton Area Chamber of Commerce President and CEO, Phil Parker, has been appointed to the Ohio Board of Regents' Cooperative Education & Internship Advisory Committee. Parker was selected by Ohio Governor John Kasich to serve a three year term on the committee.

The Co-op/Internship Program is designed to recruit and retain Ohio students in the state through cooperative education and internship programs at higher education institutions. Parker will act as an advisory voice in its process of strategic uses of \$11 million in state money that will expand existing or create new high quality internship and cooperative education programs in Ohio institutions.

The Dayton Chamber has long been an advocate for improving education and partnering with local businesses to provide engaging learning opportunities to students in the region through the development of internship programs, co-ops and teacher training. — ■

Events

Breakfast Briefing — Erin Hoeflinger addresses business crowd at the Dayton Racquet Club.



The Chamber hosts Senator Sherrod Brown at its September Government Affairs Breakfast.



The Chamber hosts Ohio Treasurer Josh Mandel in September 2012.

Volunteers

3RD QUARTER 2012 —

Toni Sprinkle —
Leadership Dayton Volunteer

Kenya Taylor —
Key Bank

Jennifer Hann Harrison —
Taft Stettinius & Hollister LLP

Gary Froelich —
Froelich Law Office



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 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 Governance Committee has met and has recommended a slate of trustees to be elected during our annual process. The 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 (1/1/2013 – 12/31/2014)

Kevin Burch
— *Jet Express, Inc.*

Vince Corrado
— *Shook Construction*

Kim Duncan
— *Elements IV Interiors*

Dr. Patricia L. Hardaway
— *Wilberforce University*

Erin Hoeffinger
— *Anthem BCBS*

James Kaiser
— *Brady Ware*

Abraham Katampe
— *Iya Technologies*

Amy Luttrell
— *Goodwill Easter Seals
Miami Valley*

Phillip Moore
— *Lewaro Construction, Inc.*

Loren Rush
— *Universal 1 Credit Union*

Gov. Bob Taft
— *University of Dayton*

... A NEW 2-YEAR TERM (1/1/2013 – 12/31/2014)

Michael Bridges
— *Peerless Technologies*

Carol Clark
— *Dayton Business Journal*

Micheal Downing
— *LWC Incorporated*

Deborah Feldman
— *The Children's Medical Center
of Dayton*

Amy Haverstick
— *Jay's Seafood Restaurant*

Phil Herrington
— *DPL Inc.*

Dr. Steven L. Johnson
— *Sinclair Community College*

Eric Joiner
— *Scorpion Data Security*

Dr. Joanne Li
— *Wright State University*

Jerry Parisi
— *I Supply Company*

Alex Watson
— *LexisNexis*

Niels Winther
— *Think Patented*

DAYTON
Dayton Area
Chamber of Commerce

CALENDAR of Events

NOVEMBER

15

Small Business Human Resources Toolkit

DATE/TIME..... Thurs., Nov. 15, 11:00 am - 1:00 pm
SPEAKER..... Taft, Stettinius & Hollister
TOPIC..... Human Resources: Managing Your Workforce
LOCATION..... UD River Campus
1700 Patterson Boulevard, Room M2265
REGISTRATION...937-226-8277, sprecht@dacc.org
SPONSORS..... Taft, Stettinius & Hollister; Huntington National Bank



NOVEMBER

15

Legislative Reception

DATE/TIME..... Thurs., Nov. 15, 5:30 - 7:30 pm
LOCATION..... Dayton Country Club
555 Kramer Road
REGISTRATION...937-226-8266, mar@dacc.org
SPONSOR..... PNC



NOVEMBER

21

Safety Breakfast with the Experts

DATE/TIME..... Wed., Nov. 21, 7:30 - 9:00 am
SPEAKER..... Jeff Caldwell, Professional Driving Systems
TOPIC..... Driving – Getting Back to Basics
LOCATION..... Dayton Convention Center, Room 305-306
22 East Fifth Street
REGISTRATION...937-226-8227, abyers@dacc.org
SPONSOR..... Dunlevey, Mahan & Furry



DECEMBER

19

Safety Breakfast with the Experts

DATE/TIME..... Wed., Dec. 19, 7:30 - 9:00 am
SPEAKER..... Gary Auman, Dunlevey, Mahan & Furry
TOPIC..... Workers' Compensation Update
LOCATION..... Dayton Convention Center, Room 305-306
22 East Fifth Street
REGISTRATION...937-226-8227, abyers@dacc.org
SPONSOR..... MedWork Occupational Health Care



For more information or to register, visit us online at www.daytonchamber.org

GENERATION Dayton Events

NOVEMBER

13

Business & Breakfast Speaker Series

DATE/TIME..... Tues., Nov. 13, 7:00 - 8:30 am
SPEAKER..... Debbie Feldman, Children's Medical Center of Dayton
LOCATION Children's Medical Center of Dayton
1 Childrens Plaza
REGISTRATION...LaDonna Wulfeck, lwulfeck@dacc.org



NOVEMBER

16

Fourth Friday Lunch Speaker Series

DATE/TIME..... Fri., Nov. 16, 12:00 - 1:30 pm
SPEAKER..... Rick Perales, Green County Commissioner
LOCATION Courtyard by Marriott (UD Arena)
2006 Edwin C. Moses Boulevard
REGISTRATION...LaDonna Wulfeck, lwulfeck@dacc.org
SPONSOR..... PNC

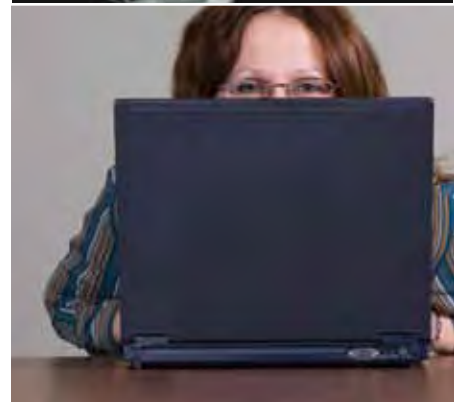


DECEMBER

18

Business & Breakfast Speaker Series

DATE/TIME..... Tues., Dec. 18, 7:00 - 8:30 am
SPEAKER..... David Williamson, Bieser, Greer & Landis, Attorney
TOPIC..... Ethics in Business
LOCATION Dayton Convention Center, Room 208
22 East Fifth Street
REGISTRATION...LaDonna Wulfeck, lwulfeck@dacc.org



DECEMBER

21

Fourth Friday Lunch Speaker Series

DATE/TIME..... Fri., Dec. 21, 12:00 - 1:30 pm
SPEAKER..... Panel – Generation Dayton Past Steering
Committee Chairs
TOPIC..... History, Past, Present & Future
LOCATION Dayton Convention Center, Room 307
22 East Fifth Street
REGISTRATION...LaDonna Wulfeck, lwulfeck@dacc.org

