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SUMMER-FALL 2013

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- General health service coordination

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**WOMEN IN BUSINESS**  
Jo-Ann Plank is president of Hawk Enterprises Inc. in Crown Point.



**p27** **PATIENT-CENTERED CARE** Paula Swenson (left) is St. Catherine Hospital's vice president of patient care service and chief nursing officer. She's pictured with Kathleen Szymonik, R.N., and JoAnn Birdzell, CEO of St. Catherine.



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## My spine-tingling cancer story.

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*Cover photo by Shawn Spence*



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Summer-Fall 2013

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# Innovations and Leadership


*The region's researchers and business leaders are charting new paths.*

The Indiana life sciences industry's overall economic impact is estimated \$50 billion by BioCrossroads, in a report released earlier this year. In Northwest Indiana, the influence of this industry is emerging, involving innovators such as Dr. Almuhammad Alfrhan, whose intragastric balloon device treats obesity, and Dr. Janice Zurich, on our cover, whose frontier genetic research in exome sequencing is responsible for detecting 85 percent of genetic diseases and can be lifesaving. Recent examples of genetic testing resulted in double mastectomies for 60-year-old Sharon Osbourne and much younger actress Angelina Jolie. Or what about detecting food bacteria such as E. coli within an hour? Read more inside, in our cover story.

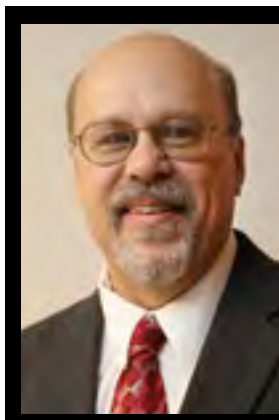
According to American Express, there are 8.3 million women-owned businesses in the U.S. This shows a 54 percent growth in the last 15 years! Our Women in Business article profiles a few trailblazers, including Peggy Moore, president of Dage MIT, who with her husband bought the company in 2003, when it was

on the verge of closing its doors forever. Today the company is on track to exceed a 50 percent growth projection. Maria Slager, president and CEO of Office Interiors Inc., was one of the first women in the field of office furniture sales back in 1975. Her business located in Granger is thriving today. And Joanna Plank of Hawk Enterprises says, "Women are willing to work harder and fight harder because we have to."

We have more to interest our readers this issue, including our annual Health Care Honors recipients, Leadership Northwest Indiana award winners, expert legal advice on current business issues, and our CEO profile of Andrew Berlin, a successful Chicago business leader and baseball fan who has breathed new life into the minor league South Bend Silver Hawks. You'll also gain a new understanding of the business side of golf after reading our article. It may be fun, but for business reasons, learning to play golf can be a goldmine.

Enjoy our current issue! 

—Glee Renick-May, Publisher



## IN MEMORIAM RICK A. RICHARDS

We are deeply saddened by the loss of our magazine colleague, Rick A. Richards, as we went to press with this current issue. He was a true journalist at heart, who as our editor contributed greatly to the success of our magazines. For those of us who worked closely with him, this is a tragic loss. Our prayers and thoughts are now with Rick's family.

# Around the Region

BY RICK RICHARDS

**B**usinesses in Northwest Indiana have been quite busy since our last issue. Here's a bit of what they've been up to.

## ACCOUNTING

**Erin Heldstab** has been named marketing director for the South Bend accounting firm of **Kruggel, Lawton & Company LLC**. She is responsible for developing and overseeing core marketing communications for the firm. ... The CPA firm of **Kruggel, Lawton & Company LLC** has announced that five of its professionals have been awarded the Chartered Global Management Accountant designation. They are **Rita Hochstedler, Leslie Hoepfner, Rita Miller, Kevin Zink** and **Margene Zink**. ... **Crowe Horwath LLP** has been named by the **Indiana Association of Cities and Towns** as a strategic partner. Crowe, based in South Bend, is the ninth largest public accounting and consulting firm in the U.S. ... **Leslie Hoepfner** has been promoted to manager with the South Bend accounting firm of **Kruggel Lawton & Company**. She has nine years of public accounting experience and has been with the firm since 2007. ... **Andy Kominowski** has been promoted to manager at **Kruggel, Lawton & Company**. He

has seven years of public accounting experience and has been with the firm since 2010. ... **Patrick Lee** has been promoted to manager of the Elkhart office of **Kruggel, Lawton & Co.** He has five years of public accounting experience and has been with the firm since 2011.

## BANKING

**1st Source Bank** celebrates its 150th anniversary this year. Chairman and CEO **Christopher Murphy** there will be special events and giveaways throughout the year to mark the milestone. ... **Citizens Financial Services** of Munster has been acquired by **First Merchants Corp.** of Muncie. The deal will be completed in 2014. The merger creates a bank with \$5.4 billion in assets, making it the second largest bank based in Indiana. ... **1st Source Bank** has been ranked in the top 15th percentile of community banks by **Scifried & Brew**, a community bank risk management firm. 1st Source was selected from among banks with assets of between \$100 million and \$5 billion. ... **1st Source Corp.** has been named to the **Keefe, Bruyette & Woods Inc.**, Bank Honor Roll of Superior Performers in recognition of the bank's strong performance over the past 10 years. 1st Source is one of

47 U.S. banks to be named to the list and one of only 33 banks to make the list for two consecutive years. ... **Gary A. Booth** has been named residential mortgage loan manager at **LaPorte Savings Bank**. He operated his own mortgage company for several years in Michigan. ... **Robert M. Zborowski** of Valparaiso has joined **LaPorte Savings Bank** as commercial lender. He has 18 years of banking experience and previously was in treasury management.

## CHAMBER OF COMMERCE

**The Crossroads Regional Chamber of Commerce** is publishing a community guide and membership directory. The Merrillville community guide and membership directory will have information on the town and chamber members. ... **Sweetville**, a treat shop in downtown Chesterton, is joined the **Duneland Chamber of Commerce**. ... The **St. Joseph County Chamber of commerce** has announced a four-year \$3.75 million economic development initiative called growSJC – Invest in Your Future. The goal is to create 2,000 new jobs and \$250 million in new capital investment in the community.

## CONSTRUCTION

**AmeriPlex at the Port** has



Erin Heldstab



Leslie Hoepfner



Patrick Lee



Gary A. Booth





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announced a 50,000-square-foot expansion that will be home for its offices and for **Silvent North America** and **Falk PLI**. To date, AmeriPlex has 46 businesses that have 2,000 employees on 400 acres. ... **Matt Cain** has been named a shareholder at **HRP Construction**, becoming only the second employee in the organization to earn such a designation. He has been with the company for 16 years. ... **Superior Construction Co. Inc.** of Gary has been named 2013 Contractor of the Year by the **Northwest Indiana Business Roundtable**. Superior was named for its safety, excellence in partnering, project management, construction techniques and support for the community. ... **Regency Centers Corp.** has begun construction on the first phase of **Shops on Main** in Schererville. It is a 147,851-square-foot shopping center anchored by **Gordmans**, **Ross Dress for Less**, **HomeGoods**

and **DSW Designer Shoe Warehouse**. ... Valparaiso Building Commissioner **Vicki Thrasher** has been elected to the board of directors of the **Indiana Association of Building Officials**. She will represent the northern region of the state on the 10-member board.

## ECONOMIC DEVELOPMENT

**Economic Development Corporation Michigan City** has announced the resignation of **Kevin Kieft** as executive director. Kieft is leaving to accept a position at the **Indiana Economic Development Corp.** in its Northwest Indiana office in Crown Point. ... The **Northwestern Indiana Regional Planning Commission** is looking for a new home when its lease expires this year. Among the three sites being considered is its current location at 6100 Southport Road in Portage, along with a site in downtown Hammond and in the **Thomas Rose**

**Industrial Park** in LaPorte. ... **Economic Development Corporation Michigan City** has embarked on a process to develop a comprehensive long-term action initiative. The project goals are to improve workforce development and education, retain and expand existing business, attract new business, integrate all community development efforts and work to make sure the efforts are sustainable.

## EDUCATION

The **Challenger Learning Center of Northwest Indiana** has received a grant from **ArcelorMittal** to help fund programs for teachers and students in East Chicago, Gary and Whiting, as well as support the center's general fundraising efforts. ... **Carmen Panlilio** has been named associate vice president for enrollment management at **Purdue University Calumet** in Hammond. Most recently she was with **New Jersey City University**. ... **Purdue Uni-**



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**versity Calumet** has honored five employees for outstanding service to the university. They are **Roy L. Hamilton** of Gary, vice chancellor for educational opportunity programs; **Deborah Blades** of Hebron, senior career services coordinator; **Laura Dorsch** of St. John, school of technology administrative assistant; **Ila Muller** of Hammond, University Village housing clerk; and **Tom Sanchez** of Merrillville, physical facilities maintenance. ... The **Indiana Commission for Higher Education** has granted approval to **Purdue University North Central** in Westville for its College of Engineering and Technology to offer a bachelor's degree in civil engineering. The program begins this fall. ... **J. Jeffrey Jones**, vice chancellor for student affairs and enrollment management at **Indiana University South Bend**, has resigned to take a position as vice provost at the **University of Central Florida**. ... For the second time in four years, **Purdue University Calumet** marketing and communication students have placed first in district competition in the **National Student Advertising Competition**. The contest was organized by the **American Advertising Federation** and sponsored by **Glidden** paint. Students on the team were **Autumn Cueller** of Crown Point, **Tristen Comegys** of Chesterton, **Celina Lewis** of Hobart, **Vincent Benjamin Lopez** of Hammond, and **Julie Yarusinsky** of Hammond. ... **Gregg Chenoweth** has been named president of **Bethel College** in Mishawaka. He is Bethel's seventh president and most recently was vice president of academic affairs at **Olivet Nazarene University** in Chicago.

**ENGINEERING**

**Thomas J. Gyure** has been named general manager of **Superior Engineering** and **Superior Engineering-Illinois**. Both firms are part of **S/TEC Group** in Hammond, a business and industrial engineering firm. ... **Falk PLI Engineering & Surveying Inc.**, an engineering and surveying firm, will expand its offices by

2016, adding 34 jobs. It will soon move into a 9,000-square-foot building that's under construction at **AmeriPlex at the Port**.

**GAMING**

An \$869 million deal will merge **Pinnacle Entertainment** with **Ameristar Casinos**. Pinnacle owns seven U.S. casinos and a racetrack. Ameri-

star has eight casinos, including one in East Chicago.

**GOVERNMENT**

**Bruce Spires** has been named town manager and director of municipal operations for Merrillville. He has been with the town for 25 years, most recently as public works director.

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## NOTEWORTHY NEWS BITS

### HEALTH CARE

**Beacon Health System** and **The South Bend Clinic** will join their operation. The South Bend Clinic has more than 90 physicians and six facilities in the Michiana area. The announcement was made by **Phil Newbold**, CEO of Beacon, and **Jesse Hsieh**, president of **The South Bend Clinic**. ... **Porter Regional**

**Hospital** has completed the redesign and expansion of its Outpatient Laboratory at **Glendale Medical Center** in Valparaiso. ... **Lawanda Jones**, director of quality at **Methodist Hospitals**, has been nominated by the **Partnership for Excellence** Board of Examiners for 2013. ... **Jo Ann Birdzell**, CEO of **St. Catherine Hospital** in Hammond, has been

named Most Influential Woman in Healthcare in Northwest Indiana. She began her career as a nurse and since 2001 has been CEO of St. Catherine. ... **Franciscan Alliance** has acquired **HealtheACCESS Clinics LLC**. HealtheACCESS has four locations in Valparaiso and Portage and offers occupational medicine, physical exams, drug and alcohol testing, lab services and wellness programs. ... **Alanna Hunter-Parks** of **St. Catherine Hospital** in East Chicago has been named 2013 Nursing Excellence Award winner. She was nominated based on nursing excellence, leadership, dignity, compassionate care, and stewardship. ... **Cynthia Heckman-Davis** has been chosen as the **Indiana Academy of Family Physicians** as its 2013 Family Physician of the Year. She provides care at **Lakeville Family Medicine**, an affiliate of **Memorial Medical Group** in South Bend. ... **interLink**, a data management firm that specializes in working with health care providers, has opened an office in the **Purdue Research Park of Northwest Indiana** in Merrillville. The company's health care management site, called **Advocare**, is for state administrators and case management professionals who support underserved populations, including people with developmental disabilities and traumatic brain injuries. ... **Dr. Vinay Tumuluri** has been honored by the **Diabetes Physician Recognition Program** and the **American Diabetes Association** for quality health-care delivery. He is a physician at **IU Health LaPorte Hospital**. ... **St. Mary Medical Center** in Hobart has received accreditation for its Healthy 4 Life bariatric surgery program from the **Bariatric Surgery Center Network**, a program of the **American College of Surgeons**. ... **Dr. Curtis Bejes** of **Indiana University Health LaPorte Hospital** has been recognized for outstanding teaching by the Predoctoral education Division of the IU Department of Family Medicine. He was recognized for his work with third-year clerkship students.

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Robert M. Zborowski



Matt Cain



Dr. Vinay Tumuluri



Dean Hiles

## INNOVATION

**Kassie Meeks** of Valparaiso has been named an Innovator of the Month by the **Society of Innovators of Northwest Indiana** for her unique music program at the **Northwest Indiana Suzuki Conservatory**. Part of the program is encouraging students to practice yoga as a way of relaxing before they perform.

## INSURANCE

**Bridget Dunn Markin** has joined **General Insurance Services** as

commercial service lines agent in the LaPorte office. ... **June Gorney** has joined **Gibson Insurance** in South Bend as a claims specialist in risk management services. Previously, she worked for more than 20 years as an employee benefits coordinator and human resources generalist. ... **Jaimie Richmond** has joined **Gibson** in South Bend as account manager responsible for the day-to-day service needs of clients. Previously, she was an administrator with a construction company. ... **Gibson**

**Insurance** of South Bend has been recognized as a **Platinum Level Fit-Friendly Worksite** by the **American Heart Association** for helping employees eat better and move more. ... **Chris Kidd** has joined **Gibson** of South Bend as a client manager. She is responsible for determining overall risk management program goals and developing strategies to achieve the goals. ... **Dean Hiles** has joined **Gibson** in South Bend as a loss prevention consultant in risk management services. ... **Tara Buch** has



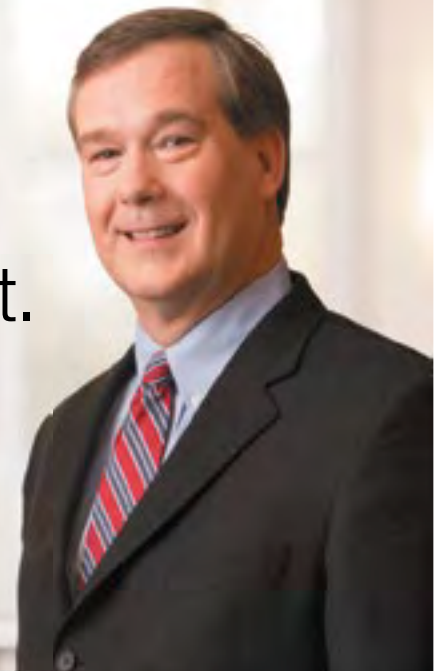
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## NOTEWORTHY NEWS BITS

been promoted by **Gibson** in South Bend to assistant client manager in the employee benefits practice. She joined the firm in 2012.

### LEGAL

**Krieg-DeVault LLP** has moved its office from Schererville to 8001 Broadway, Suite 400, in Merrillville.

... **J. Brian Hittinger** has been named executive partner for the Northwest Indiana office of **Krieg-DeVault**. He joined the firm in 2008 as a partner and focuses his practice in business, commercial and real estate lending, probate, tax and estate planning. ... **Sean Kenyon**, a partner with the Merrillville law firm

**Hoeppner Wagner & Evans**, has been awarded the Influential Woman in Law honor by the Influential Women of Northwest Indiana.

### MANUFACTURING

**Charles B. Tate** has joined **Schafer Industries** in South Bend as manager of the company's **Driveline Division**. The division was acquired last year from **Dana Holding Corp.** ... **John D. Mengel** has been named vice president and general manager at **ArcelorMittal Burns Harbor**. He is responsible for the flat carbon steelmaking operations in Burns Harbor and finishing operations in Columbus, Ohio. ... **Bremen Castings**, a 74-year-old foundry, has added **BCI Defense** as a division, to manufacture firearms. Its first product is the military-grade SQS515. ...

### MARKETING

**Morse + Harris Marketing** of Michigan City has received two excellence in marketing communications awards for work it did for **Methodist Hospitals** in Gary and **Metro Recycling** in Griffith. The awards were presented by **Healthcare Marketing Report** and the **International Academy of Visual Arts**.

### MEDIA

**James Muhammad**, the Peabody Award winning Director of Radio Services for **West Virginia Public Broadcasting**, has been named president and CEO of **Lakeshore Public Media**, the umbrella organization for Lakeshore Public Television and 89.1 FM, The Lakeshore. ... Lakeshore News Tonight, Northwest Indiana's only live and local television newscast, has moved to a 6 p.m. and 10 p.m. newscast on weeknights. Previously, there was a single newscast at 9 p.m.

### PHILANTHROPY

**Jeremy Miller**, regional vice president of **Centier Bank**, has been recognized as **Lake Area United Way's** 2012 Volunteer of the Year. He was cited for his outstanding volunteer

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Sean Kenyon



Tim O'Donnell

service on behalf of the regional community impact and fundraising. ... **Angie Williams** has been named director of allocations for **Lake Area United Way**. She fills the post left with the retirement of **Dave Sikes**. Most recently she was executive director of the **Food Bank of Northwest Indiana**. ... **Lake Area United Way** has been named a 4-Star Charity by **Charity Navigator**, the nation's largest charity watchdog evaluator. The designation is given only to the most fiscally responsible organizations.

### REAL ESTATE

**Brad Toothaker**, president and CEO of **Bradley Co.** in South Bend, and **Dan Dickey**, president of **NAI Harding Dahm** in Fort Wayne, have merged their two firms. The new company has 250 employees who manage 7 million square feet of commercial property and more than 2,300 residential units. Previously, Bradley Co., which had been operating as **CBRE/Bradley**, ended its affiliation with CBRE and combined its Bradley Residential Management

operations with its commercial real estate business under the Bradley Co. name. ... **Dean Stolpe**, a Valparaiso Realtor, has received the Certified Residential Specialist Designation by the **Council of Residential Specialists**. He is the broker/owner of **Stolpe Real Estate** in Valparaiso. ... **Grubb & Ellis/Cressy & Everett** of South Bend has changed its name to **Newmark Grubb Cressy & Everett**. The affiliation began in 1998 when **Cressy & Everett** in Mishawaka partnered with **Grubb &**

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## NOTEWORTHY NEWS BITS

**Ellis** of California. Grubb & Ellis filed Chapter 11 in 2012 and was acquired by a New York financial services firm called Newmark Grubb Knight Frank. ... **Holladay Properties** in Portage recently closed a sale on the 73,000-square-foot **Ashland Building** at **AmeriPlex at the Port**. The building will be home to MonoSol Rx. The sale was for \$6.1 million.

### SMALL BUSINESS/ ENTREPRENEURS

**Wade Brietzke** of Valparaiso, owner of **27 Entertainment**, has been named **Indiana Young Entrepreneur of the Year**. Earlier, Brietzke was named the **Northwest Indiana Entrepreneur of the Year**. ... Kelly Schwedland has joined **Elevate Ventures** as entrepreneur-in-residence for the Northwest and North Central regions of Indiana. She is a senior executive, certified consultant and entrepreneur in information technology and business services. ... **Miller**

**Bakery Café** has re-opened in Gary. Owner **Jack Strode** and family operates several Chicago restaurants, including the **Cheesecake Factory**. He acquired the restaurant after it fell into foreclosure last year. ... **Jessica Granger** is the new owner of **Thode Floral and Gift** in LaPorte. The business has operated in LaPorte since 1926 and Thode took over as owner after working there for 13 years. ... **Stephanie Crohan** has been named associate designer by **Marc T. Nielsen Interiors**. She is a 2012 graduate of Purdue University and was an intern with the company.

### TECHNOLOGY

**Kevin Kirkham**, the head of the electric vehicle program for **Northwestern Indiana Public Service Co.**, has been named an Innovator of the Month by the **Society of Innovators of Northwest Indiana**. Kirkham is working to position NIPSCO as a leader in providing electric charging

stations for electric vehicles in the region.

### TOURISM

The **City of Hammond** and the **South Shore Convention and Visitors Authority** have formed a partnership to collect data on attendees of the annual Festival of the Lakes, a five-day festival at **Wolf Lake Memorial Park** in Hammond. The goal is to find out from visitors what needs to be done to improve the festival. ... The **South Shore Convention and Visitors Authority** has received three awards. The **Hermes Creative Awards** presented a Gold Award for the redesign of the CVA's website. The **Communicator Awards** recognized the web site and a poster for the 2012 **Gary Air Show**. ... **White Lodging** of Merrillville and **REI Real Estate Services** has begun construction on a 172-room **Hyatt Place Hotel** in downtown Bloomington.

continued on page 25

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# Growing Biotechnology

*Setting the standard for advances in the fields of biotechnology.*

BY BOB KRONEMYER

In recent months, the biotechnological world in the agricultural industry has made headlines across the nation, with a specific interest for Indiana. With the recent decision in the Monsanto ruling, the focus on biotechnology not only became a force behind the public's knowledge of this rising field of science, but an eye-opening process as well.

Though the decision in the ruling focused on patent protection within the agricultural industry, the question has many times been asked, how will this decision affect other areas of biotechnology? The question remains unanswered and has left many wondering how rapidly things will progress in the future. Where the future will take this industry is unknown, but the explosion of discoveries and ideas continues, breaking through the barrier of this science, known as biotechnology.

Biotechnology is finding root here in Indiana, as exemplified by a number of startup companies and educational institutions that have embraced the rapidly growing field. Whether it is new technology aiding in the detection of bacterial strains in water, food and the human body, or an innovative medical device to help people lose weight, the Hoosier state is on the forefront. Human cells are also being studied in a unique way to further our understanding of human disease, including cancer, and new DNA testing in patients allows clinicians to assess the risk of a particular ailment, such as an abnormal heart, occurring in other family members.

## INNOVATIVE DEVICES

A percutaneous adjustable intragas-



**TREATING OBESITY** Dr. Almuhammad Alfrhan, MD, president of Medical Inventions LLC, holds his prototype intragastric balloon to help people lose weight. The device, designed to be implanted in the patient's stomach, is an alternative to the LAP-BAND and other bariatric procedures.

tric balloon for treating obesity has been developed by Almuhammad Alfrhan, M.D., president of Medical Inventions LLC, which is located at the Purdue Technology Center of Northwest Indiana in Crown Point. The device is implanted inside the stomach and is connected to a port under the skin. "Once implanted, we can access the port through the skin

to inflate the balloon and gradually increase the size of the balloon," Dr. Alfrhan says. "This causes the patient to feel full, so he does not eat as much."

The patient returns for a follow-up visit every two weeks, at which time the balloon is inflated an additional 100 milliliters. "Three to five treatments should be adequate for most

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patients. At that point, we maintain the size of the balloon without further inflation,” says Dr. Alfrhan, who practices internal medicine at both Indiana University Health La Porte Hospital and IU Health Starke Hospital in Knox. An average patient is expected to lose up to 30 percent of his excess body weight over the first six-month period.

Intragastric balloons currently in use have been found to be quite effective; however, they have a few major drawbacks due to the fact they are not adjustable. “Hence, they can be poorly tolerated initially and can lose their efficacy later on,” Dr. Alfrhan explains.

In contrast, the new device has a balloon that is increased in size, slowly over time. “This should make it better tolerated initially with the small size of the balloon, and keep it more effective later on as we continue to increase its size. We can also easily reverse the effect of our device by simply deflating the balloon,” he says. Dr. Alfrhan expects his adjustable balloon to become commercially available within the next 12 months.

## QUICKER DETECTION

F Cubed LLC is a biotech nanotechnology company that uses microfluidics to measure the DNA of an organism to detect strains of bacteria such as methicillin-resistant *Staphylococcus aureus* (MRSA) and salmonella. Results are obtained in one hour rather than two to four days from an outside laboratory. The device is called the NESDEP IU (NES means miracle in Hebrew, DEP stands for dielectrophoresis and IU is short for integrated unit).

“We take the cell of a bacteria, break it apart and test for the DNA of that organism,” says Bob Williams, vice president of sales and marketing for the company. Housed in the old Saint Joseph High School in South Bend, F Cubed “licensed the technology from the University of Notre Dame in 2009. In fact, this is the first technology that Notre Dame has leased,” Williams says.



**DNA TESTING** Whole exome sequencing is much cheaper than genome sequencing, and can help spot susceptibility to genetic disorders, according to Dr. Janice Zunich of the Indiana University School of Medicine in Gary.

The firm is divided into three separate entities: food safety, environmental testing and medical. The device is the same for all three markets, other than the biochip itself. For food, a distributor could use the device to check for various contaminants. “Now, many times the food is already consumed by the time results are received,” Williams asserts. “We are able to test in one hour.”

The first market that F Cubed will probably target, beginning in September, is water municipalities for testing of *E. coli* and *Enterococcus* (the two most common forms of bacteria found in water) in their drinking and recreational water supply. The medical version is expected to receive clearance from the Food and Drug Administration by the end of the year and should benefit hospital patients with MRSA, among other infections.

## STUDYING CELLS

The marriage of two biomedical techniques—atomic force microscopy and nuclear magnetic resonance—by researchers at Purdue University allows for the study of single cells that are isolated from the body to learn more about human disease.

“Atomic force microscopy is a technique that allows you to basically poke and pull on cells with a small rod, whereas nuclear magnetic resonance is a technique that combines a magnetic field and radiofrequency (RF) energy to determine the chemical nature of that cell,” says Corey Neu, Ph.D., principal investigator and an assistant professor of biomedical engineering at Purdue University’s Weldon School of Biomedical Engineering on the West Lafayette campus. “By combining these two techniques, we are able to trap single cells in our device, and

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gather information about the surface of the cell, as well as some of the chemistry going on inside the cell. We also think we can track how the cell changes when it becomes diseased, injured or more mature."

Individual cells being studied in the lab by the researchers include cells that contribute to arthritis or breast cancer. "We can learn more about these cells with the combined techniques, rather than relying on one technique alone," Dr. Neu says. In addition, single cells are exposed to various drugs to evaluate how they respond to treatment. The microenvironment of cells can also be changed to mimic the body as a cancer or other disease develops. "If we are successful, I believe we will potentially advance our understanding of disease and open up new avenues of treatment for those diseases."

**NEW FRONTIERS**

Another exciting frontier in biotechnology is whole exome sequencing, a new diagnostic technique to assess numerous sequences of DNA in individuals through a simple blood test and at a fraction of the cost of whole genome sequencing, and next generation sequencing.

"With whole exome sequencing, we are testing specific sequences of DNA called exons, which are the building blocks of the gene that are used to make proteins that are necessary for the body to function normally," explains Janice Zunich, M.D., a clinical associate professor of medical genetics at Indiana University School of Medicine Northwest in Gary.

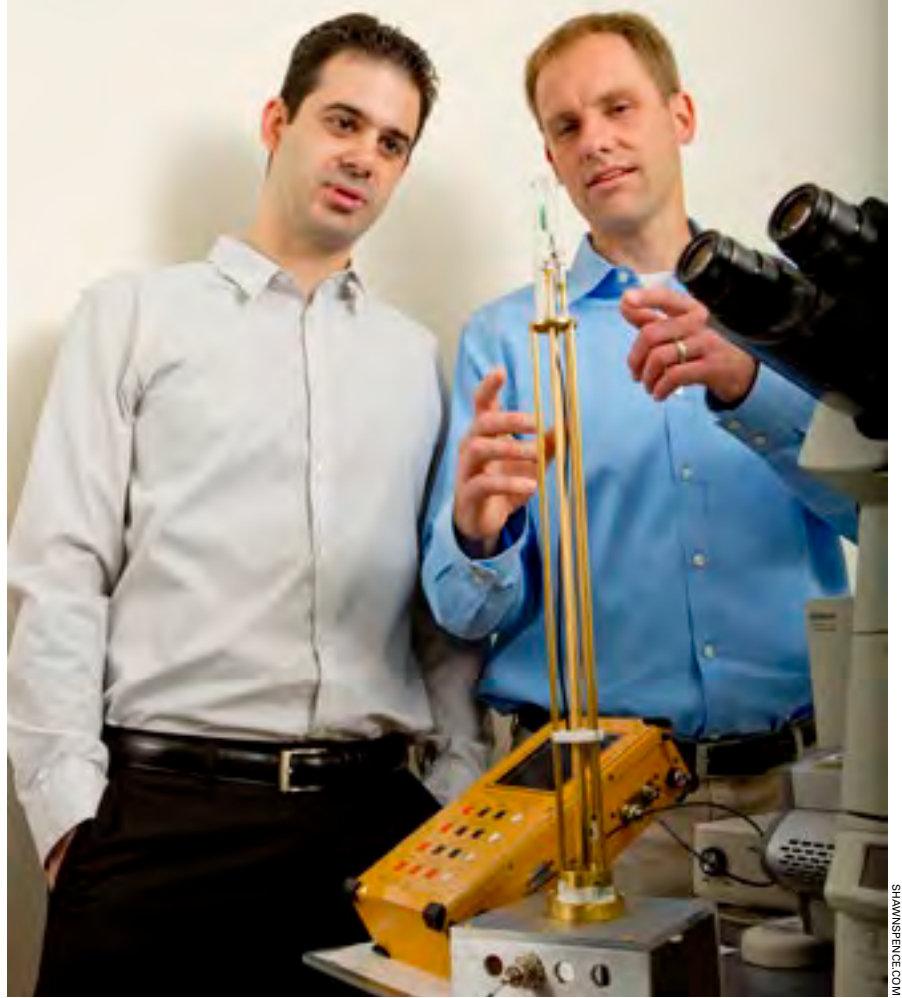
"However, the exons probably account for no more than 2 to 3 percent of our total DNA. But, interestingly, that small percent of our DNA which are exons is responsible for about 85 percent of our genetic diseases."

For a child who appears normal other than having hearing loss, next generation sequencing can analyze a panel of hearing loss genes. Likewise, for the patient with a heart muscle problem, the technique alerts

**BETTER IMAGES** Dr. Corey Neu, right, assistant professor of biomedical engineering at Purdue University in West Lafayette, works with postdoctoral research associate Harris Mousoulis on a device that will enable magnetic resonance and nuclear magnetic resonance imaging devices to image a single cell.

a clinician to a mutation in one of the genes responsible for that heart condition in the patient's family. Similarly, for a woman with breast cancer and a family history of breast cancer, a panel of genes can be tested "that have high penetrance for breast-cancer susceptibility," Dr. Zurich says.

Within the past five years, "we have gone from being able to test for single genes—one at a time—to several genes that cause a single condition," Dr. Zurich notes. Besides being able to calculate the chance of recurrence within a family, having a diagnosis may provide the compli-



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**DETECTING BACTERIA** Making adjustments to the cellular homogenizer are F Cubed LLC's Bob Williams, vice president sales and marketing, Chris Chinelli, lead engineer, and Les Ivie, president and CEO.

cations associated with a particular condition and protocols to keep the individual as healthy as possible.

"An accurate diagnosis also allows for more effective treatment," Dr. Zurich states.

Despite Dr. Zurich's appreciative-

ness of whole exome sequencing, the technique is a potential Pandora's box because "it can also find things you are not looking for, such as the family being predisposed to having early-onset colon cancer."

On the other hand, Dr. Zurich

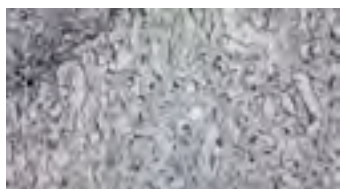
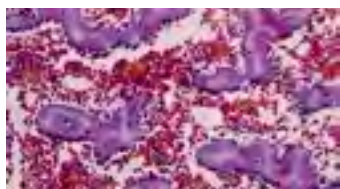
observes that the time lag between "the dream and the reality in biotechnology has significantly lessened over the years. As a result, patients and consumers alike may find that what they are lacking today may be readily available to them tomorrow." **EQ**

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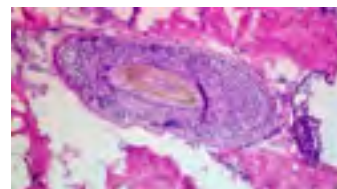
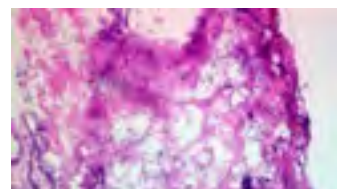
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# Women Making Business Work

*The success stories of five local executives and owners.*

BY SHARI HELD

**M**ore than 10 million U.S. firms are owned by women. And those numbers are anticipated to increase this year. In a recent national survey of women business owners (conducted by Web.com and the National Association of Women Business Owners) 85 percent surveyed anticipate an increase in women going into business for themselves in 2013.

In part, that migration from corporate America to entrepreneurial ventures is fueled by an unwillingness to deal with the proverbial glass ceiling—and yes, although much has changed over the years in the way business is conducted, the glass ceiling still makes it difficult for women to reach the top. While women make up 46.7 percent of the U.S. labor force, only 4 percent of CEOs are women, according to Catalyst, a global nonprofit organization with a mission to expand opportunities for women and business.

“Women are willing to work harder and fight harder because we have to,” says Jo-Ann Plank, president, Hawk Enterprises Inc. “That’s probably why there are a lot more women who are self-employed today than ever before.”

Women and entrepreneurship is a combination that has been going



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**“I LEARNED SOMETHING NEW EVERY DAY”** says Peggy Moore, vice president of Dage-MTI.

## WOMEN IN BUSINESS

strong in Northwest Indiana for decades. Despite the ever-changing business environment and the individual circumstances of each woman business owner, the core elements for success remain constant: a willingness to learn the ins and outs of the business, dogged determination to hang steady despite the obstacles, hard work and a strong belief that

they—and their businesses—will succeed.

Here's an inspiring and informative look at the journey of five area women, from seasoned pioneers to the new generation of women now venturing into the territory—their challenges, successes and what it took for them to get where they are today.

### JO-ANN PLANK

**President**

**Hawk Enterprises Inc.**

**Crown Point**

When Jo-Ann Plank and her husband got married they, along with a partner, purchased a company that installed traffic signals, highway lighting and sign structures, and set about learning the business. The hands-on experience honed Plank's business skills—she was a former journalist—and her entrepreneurial instincts.

"I thought I could do it better," she says. "So I started my own company, doing the same thing." Incorporated in 1988, the bulk of work for Hawk Enterprises is for federally or state-funded government projects.

"I put everything into this company over the years," says Plank, a mother of three who worked 11-hour days. "It wasn't just for me. When you own a company there are so many people who depend on you."

At its peak the company brought in \$22 million in annual revenue and employed 110 people. When the economy collapsed, receiving payment became an issue. "It was a constant struggle," Plank says.

She met the challenge head-on. Plank downsized, pulling out of the Illinois marketplace and partnered with "friendly" banks to keep the company afloat. Today it employs 40 people and has annual revenue of \$10 million, but it's solid.

"I got into an industry I never thought I would," Plank says, adding that although it worked for her, she doesn't particularly recommend going into a business you know nothing about. "You follow leads in your life and just go for it. You have to be persistent and you have to be aggressive. That's how you do it."

One of her biggest challenges as a woman in the male-dominated construction business was getting men to listen to her, but she worked around it. The best advice Plank received from mentor Tom Walsh, president of Walsh & Kelly, who gave her fledgling company its first jobs, was "Just don't give up."



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**MICAELA (MICKI) PAWLOWSKI**  
**Vice President**  
**Calumet Orthopedic & Prosthetics Co.**  
**Hobart**

After taking time off to be with her ill father, Micki Pawlowski was ready to reenter the workforce in 1992. Serendipitously, her husband, owner of Calumet Orthopedic & Prosthetics Co., needed assistance with re-credentialing and ADA requirements in his office and asked her to help “temporarily.”

“What I thought was going to be a temporary position turned out to be almost 20 years,” Pawlowski says.

Previously, Pawlowski served as administrative assistant to the COO at St. Mary Medical Center, so she was familiar with policies and procedures, the credentialing process and the contracting of insurance providers. She promptly computerized the filing system and created processes to ensure the business followed the policies and procedures necessary for credentialing. She also coordinated all the marketing efforts. During her first year, revenue jumped by more than 25 percent!

PHOTO BY PENELOPE HENTZ

**“EVERYTHING JUST CLICKED” Ashley Miller, president and COO of Indiana Furniture Showcase Inc., says of her decision to work at the family business.**

“That’s how I’ve worked the last 25 years,” she says. “I’ve never given up.”

**PEGGY MOORE**  
**Vice President**  
**Dage-MTI, Michigan City**

In 1982 when Peggy Moore joined Dage-MTI in sales and marketing, she found the business, which produces specialty cameras mainly for the biomedical research and scientific markets, exciting. “I learned something new every day,” she says.

Unfortunately the historic company didn’t keep up with the times and declined.

On April 1, 2003 (no joke!), the company was on the verge of closing its doors, when Moore and her husband (a previous Dage-MTI employee), purchased it.

“The products were outstanding and the people were incredible,” Moore says. “The technology would be lost without them. And we felt we could still have a thriving company.” It was rough going initially. They replaced the outdated DOS computer system, updated the manufacturing lines and invested in technology to produce a digital line of cameras and a new line of high-definition products.

Moore, who heads the compa-

ny’s daily operations and marketing efforts, worked hard to develop key strategic partnerships with vendors, bankers and customers and to keep the Dage-MTI name well-positioned in the marketplace.

“There was never a doubt in our minds that we were going to make this work,” Moore says, “but we found out later there were people out there who did—they were just nice enough not to tell us then.”

Today the company is on track to exceed a 50 percent growth projection for 2013, and anticipates future hiring. Its international markets have seen 40 percent growth.

Moore, who supplies the vision and the tactics to get them there, attributes the company’s success to a team of dedicated employees, and an attitude of “anything is possible.”

“We’re not afraid of change,” Moore says. “We don’t let anything become a problem. It’s been a lot of work. But it’s also been a lot of fun and very rewarding. We are so excited about the direction we are taking right now.”

**“IT BEGINS WITH OPPORTUNITY,” Maria Slager, president and CEO of Office Interiors Inc., says of small-business entrepreneurship.**



## WOMEN IN BUSINESS

"I turned everything upside down implementing new things," Pawlowski says. "My husband gave me the ball and said run with it, and I was able to deliver."

One employee was so stressed by all the change she went to church to pray each day during lunch. Later she told Pawlowski, "I never thought I'd say this, but I don't know what we ever did without you."

Although Pawlowski lobbied in Washington, D.C., for recognition of the credentialing of the orthotic and prosthetic profession for five years, she considers her local volunteer efforts to be her biggest contribution to the business.

"Giving back to the community is important, because it's what makes a business succeed," Pawlowski says. She advises women entrepreneurs to keep moving forward one step at a time, never give up and continue to learn and grow.

"The more challenging something is, the more alive I become," she says. "If you have the desire and the passion, and you can visualize it, you can make it a reality."

### **ASHLEY MILLER**

**President & COO**  
**Indiana Furniture Showcase Inc.**  
**Valparaiso**

While working as a college intern and assisting with the change-out of the computer operating system at Indiana Furniture Showcase Inc., Miller got hooked on the business her father and his partner owned. Until then she had never entertained the idea of working there. "I got engrained in the business," she says. "Everything just clicked."

Miller, who has a business administration degree in entrepreneurship and finance, learned the ropes, started purchasing product and managing the advertising and marketing budgets. In 2009 the company hired Profitability Consulting Group to analyze and reorganize the business, and their suggestion was to make Miller COO, leading the company into new territory.

She had three strikes against her:

She was 25 years old, a woman and the owner's daughter. Her biggest challenge was getting the employees—most of whom were male with 20+ years with the company—to buy into her ideas. About 40 percent of them left.

But that didn't stop her.

"The long-term employees who stayed on the bus have been the most amazing support and the best group of people I have ever dealt with," she says. "I can't imagine being where I am without them." Miller, a "numbers person," considers establishing measurable goals to be her biggest contribution to the company.

"You've got to know where you're the best person to do something and where you need help," Miller says. In 2012, she and her father became 50/50 owners—and she became president. The company saw a 7 percent increase from 2011 to 2012, and 2013 is shaping up to do even better.

Her advice to other women entrepreneurs: Surround yourself with good people, trust your instincts and have insane determination. And forget about not showing emotions.

"If you have a passion for what you're doing, you're going to get emotional about it," Miller says. "You just have to be careful who you are with."

### **MARIA SLAGER**

**President & CEO**  
**Office Interiors Inc.**  
**Granger**

Maria Slager recognizes a good opportunity when she sees it. Slager, who was the area's first woman in office furniture sales, is passionate about the business. She saw tremendous change and growth opportunities when she started in the contract office furniture industry in 1975. She started her company in 1982 with six employees. Managing the company's growth—it now has more than 34 employees—was her biggest challenge. To fuel that growth she has focused on innovation, meeting the changing needs of the office environment with leading-edge solutions.

Office Interiors Inc. became the

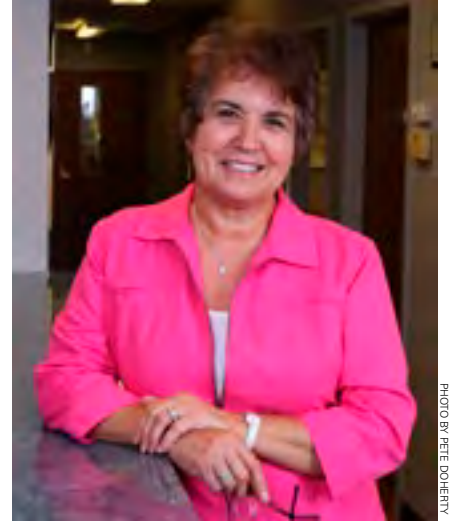



PHOTO BY PETE DOHERTY

**"THE MORE CHALLENGING SOMETHING IS, THE MORE ALIVE I BECOME,"**  
**says Micki Pawlowski, vice president of**  
**Calumet Orthopedic & Prosthetics Co.**

first office furniture dealership in the area to offer total package of fee-based professional commercial interior design service, install, moving, repair and refurbishing services; the first to offer contract flooring; and the first to have an audio-visual division. This diversity helped the company innovate and also insulated it during times of economic downturn.

Slager has effectively addressed the change-management issues of the office by aligning with such companies as Herman Miller, which has research staff analyzing these issues. Today, her company reflects multigenerational office teams and how the workplace environment has evolved, integrating technology and a wide variety of work styles from private office to flexible collaborative space.

"Small-business entrepreneurship is a passion and commitment. It begins with opportunity, and then you have to do what it takes to get the job done. Along the way you can gain a great deal of satisfaction and have a lot of fun. There are the highs, the challenges and the lessons learned," Slager says.

Slager has had great employees, a supportive husband and family, a network of business people who weren't afraid to speak frankly and the help of community resources. "They've made my journey, and I am very blessed," Slager says. "My journey now is to give back and help others along the way wherever I can." 

AROUND THE REGION continued from page 14

The hotel is to open in July 2014. The seven-story hotel will have a two-level parking garage.

## TRANSPORTATION

For the first three months of the shipping season, the **Port of Indiana Burns Harbor** is 15 percent ahead of its five-year average. Bulk commodities and project cargo is up. Also up is fertilizer, soybeans and dry bulk cargo. ... **Fednav Limited**, the largest international maritime bulk carrier in Canada, has ordered six new vessels from **Sumitomo Corp.** in Japan. They will be built at **Oshima Shipyard** and will be used to haul cargo on the Great Lakes. ... LaPorte Mayor **Blair Milo** has announced the addition of two environmentally friendly transit vehicles to the city's **TransPorte** service. The new vehicles are powered by propane, which decreases tailpipe emissions and result in fuel cost savings for taxpayers. ... **Tranco Industrial Services Inc.** has received the Safety Recognition Award from the **Northwest Indiana Business Roundtable**. Tranco is based in LaPorte and provides expertise in railroad track design, construction, maintenance and emergency repairs. ... **The Gary/Chicago International Airport Authority** has dedicated its new \$11.6 million Airport Road overpass in honor of World War II Tuskegee Airman and Gary resident **Quentin P. Smith**. The bridge will be completed this year and will allow extension of the main runway at the airport. ... The **Port of Indiana-Burns Harbor** is one of eight Great Lakes ports to receive the **Robert J. Lewis Pacesetter Award** for registering increased international cargo tonnage in 2012. ... The **St. Joseph County Airport Authority** has named **Tim O'Donnell** as director of operations and management at **South Bend Airport**. He will direct and manage all operations, maintenance and safety functions. He has 20 years of experience and most recently was operations manager/airport supervisor at **Fort Wayne**



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## NOTEWORTHY NEWS BITS

**Allen County Airport. ... CLR Auto Transport** in Merrillville has been named one of the 500 Diversity Owned Businesses in the nation by **DiversityBusiness.com**. The company, owned by **Chester LaPier** and **Pat Shaw**, specializes in moving new autos around the country.

### News Briefs

#### DAGE OFFERS NEW HIGH-DEF VIDEO CAMERA

MICHIGAN CITY – Dage-MTI, a leading manufacturer of high sensitivity cameras for bioscience, inspection, and analysis, introduces the HD-210U, an advanced high definition (HD) video camera for microscopy, scientific and industrial applications.

The single-chip CMOS camera delivers true HD resolution (1920 x 1080 pixels) and full screen video (16:9) with smooth motion at 60 frames per second (fps). Dual DVI/HDMI and USB 2.0 outputs make it easy to set up and view superior color and vivid detail in real-time video, and simultaneously capture selected HD images to a PC for review, documentation or analysis.

Dage-MTI's proprietary "MagicApp" software is included, allowing intuitive one-left-click mouse operation for image capture, display, and instant review. The C-mount provides easy connectivity to industry-standard microscopes, adapters, and lenses. The HD image adjusts quickly to magnification or rapid scene changes with no image smear, lag, or jitter.

The HD-210U camera system is perfect for full screen viewing of live microscopy samples using DLP projectors and/or HDTV displays, matching pixel-to-pixel resolution. For added convenience, the one-button-push auto white balance function aids in high definition image analysis.

The new camera and software system offers an ideal solution for pathology and clinical imaging demonstrations for classroom settings or review boards. It can also be implemented in collaborative environ-

ments, including industrial inspection, teleconferencing, and other remote applications where megapixel, real-time HD imagery is critical.

For more information about Dage-MTI's HD-210U, visit [www.dagemti.com](http://www.dagemti.com).

#### ONLINE NOW: MARKET RESEARCH

MERRILLVILLE – Business executives in all sectors who need quantitative and qualitative research about their competition, clients and brand could benefit from an online module recently launched by a firm based in the Purdue Research Park of Northwest Indiana.

Saqui Research LLC launched its Getting It Focused Today program. Founder Ursula Saqui said she saw business leaders struggling to focus on a target market and trying to do something to improve the focus but not having the budget for market research.

"These businesses struggle to connect with and engage more customers, increase sales and retain current customers," says Saqui. "The information provided in the Getting It Focused Today module lays out a roadmap for companies to follow. It tells them where to focus resources and marketing messages."

The module includes do-it-yourself market research assignments, supplemented by instructional videos and best-in-class readings that Saqui curated or wrote over the past five years. The assignments can be completed throughout the week whenever it best suits the client. Saqui also conducts weekly chat sessions online to allow participants to ask questions, share insights and celebrate successes.

"Company officials who need to focus on their brand, customers and competition would benefit the most from this module. They might have been in business fewer than five years, or maybe they have never taken a research-informed look at these areas," says Saqui. "They need to be motivated to complete the assignments, setting aside approximately two to four hours a week."

Saqui Research helps clients answer the questions that empower them to move their organizations forward with the help of a team of professionals with expertise in human behavior, research methodology and business excellence.

#### ENDOCYTE DEVELOPING NEW THERAPIES

WEST LAFAYETTE – Endocyte, a biopharmaceutical company, has announced it is developing innovative targeted therapies for the treatment of cancer and other serious diseases.

The company uses its proprietary technology to create a type of therapy called small molecule drug conjugates, or SMDCs, which allow for the therapies to be personalized to patients, selecting only those who are most likely to benefit from the therapy.

Endocyte is the leader in the development of SMDCs.

Endocyte's technology originated from research conducted by Philip Low, a biochemist at Purdue University together with fellow Purdue biochemist Chris Leamon, now vice president of research at Endocyte.

Ron Ellis, Endocyte's president and CEO, said, "Our personalized treatment approach enables the right drug to be delivered to the right patient at the right time, which is beneficial for patients, physicians and the health-care system overall. We will continue to focus on growing our innovative pipeline of SMDCs and companion imaging diagnostics to address the unmet medical need in cancer and other debilitating diseases."

Endocyte's SMDCs consist of a targeted drug, the small molecule, which is linked to a potent therapeutic, such as a chemotherapy drug. This creates a highly targeted yet potent treatment that is delivered directly to the diseased cells, while minimizing negative effects on healthy cells. Endocyte designs their SMDCs to target receptors that are over-expressed on diseased cells.

Accompanying each SMDC is

continued on page 45

# Health Care Honors

*Our readers suggest some of the region's standouts in medical care.*

Thousands of people work in health care across the region, all helping patients get healthy and stay that way. Who is exceptionally good at doing so? We asked our readers for nominations in our second annual compilation of *Northwest Indiana Business Quarterly* Health Care Honors.

## ADVANCEMENTS IN HEALTH CARE

### **IU Health La Porte Hospital Arrhythmia Center**

Arrhythmia is a problem with the heartbeat—a rhythm that's too fast, too slow or irregular. Indiana University Health La Porte Hospital is advancing care for arrhythmia through its Arrhythmia Center.

"The Arrhythmia Center delivers a model of care not often seen" explains Chris Atherton, a nurse who is director of electrophysiology services. "We provide a continuum

### **RESPECT AND DIGNITY Dr. Jennifer Pallone of The Neurological Institute & Specialty Centers has built a reputation that attracts patients from across Northwest Indiana and well beyond.**



PHOTO BY PETE DOHERTY



### **CONTINUUM OF CARE The Indiana University Health La Porte Hospital Arrhythmia Center checks off a "wish list" of services for treating heartbeat problems.**

of care—from the initial consult through continued treatment after procedures or medical therapy. All colleagues are cross-trained to all areas of the center: the clinic, holding areas and procedural areas. This results in greater patient satisfaction and outcomes."

The nomination spotlights the advanced electrophysiology lab, "which allows physicians to study the heart to determine the source of and potential treatment options for arrhythmias. Other treatments that are available onsite include pacemaker placements, ablations and defibrillators." Among other advances cited by the nominator is the Sensei X robotic catheter system, one of few such installations in the state. "I have worked in the field of cardiac electrophysiology for over 20 years," Atherton says. "I was able to fulfill the 'wish list' that I had compiled all those years with the completion of the Arrhythmia Center."

### **IVDiagnostics**

Cancer is scary enough wherever in

the body it develops—and it's even worse if it spreads to somewhere else. It's important to be able to detect what are known as circulating tumor cells in cancer patients, or CTCs, but is very difficult to do. Current methods "only give modest catching efficiency and high false positive rates," according to a Health Care Honors nomination.

The nomination puts the spotlight on IVDiagnostics, which is developing a better way to detect CTCs. "The process is non-invasive, which is much less traumatic for the patient and much less expensive," reports another nominator. "More important, results are ready in real time rather than having to wait a couple of days."

The concept involves essentially labeling tumor cells with special fluorescent aptamers, which are DNA, RNA or other nucleic acids. Once the tumor cells are labeled, they can be detected by a fiber-optic-based scanner focused on one of the patient's surface blood vessels. According to one of the nominators, "clinical

## SPECIAL FEATURE

trials are about to begin, and it is fully expected that the way cancer is treated will changed.”

### **Honorable Mention: Methodist Hospital Emergency Room Renovation & Expansion**

An \$8 million renovation to the emergency department at Methodist Hospital's Southlake Campus

will boost quality and decrease wait times. The improved ER features online bedside charting and state-of-the-art cardiac monitoring, and all monitors connect directly to the hospital's computers. The project also created easier connections to radiology, the catheterization labs, nuclear medicine and laboratory services. Noise levels are lower in

the new facility, and there's a child-friendly waiting area.

### **OUTSTANDING PHYSICIAN**

#### **Dr. Jennifer Pallone**

The health-care reimbursement system tends to encourage doctors and other providers to minimize time with patients and seek shortcuts. Dr. Jennifer Pallone of The Neurological Institute & Specialty Centers in Merrillville will have none of that. According to her nominator, she'll take whatever time is necessary to understand patients' personal needs, to educate them on treatment options, to convince them that they are not alone, and to provide encouragement which will create in them a determination to overcome their illness.”

Dr. Pallone is director of the institute's Movement Disorders Center, and “has developed a distinguished reputation for treating the unusually demanding needs of this patient population,” her nominator says. Her reputation has attracted patients not just from Northwest Indiana, but from across Indiana and from other states.

Patient satisfaction surveys confirm the high esteem in which her patients hold Dr. Pallone, her nominator says. “She has dedicated her professional life to treating a special patient group with respect and dignity.”

#### **Dr. Arshad Malik**

Cardiologist Dr. Arshad Malik goes above and beyond the call of a typical physician, according to his nominator. “Dr. Malik gives extraordinary care for his patients. He cares for his patients as if they were his own family members.”

That means spending more time with patients than is common, according to the nominator, while always acting with kindness and respect. “Dr. Malik is always pushing forward with new technology in peripheral angioplasties to get the best results possible,” according to his nominator. “Dr. Malik will do cases that other physicians will turn down because of how difficult they

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Pictured from left, St. Catherine Hospital pharmacists: Sparkle Box, Andrew Trgovich, Zorana Momirovich, *Clinical Manager of Retail Pharmacy*, Larry Peters and Koula Tsahas, *Director of Pharmacy*.



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might be. He will stand at the table for hours if necessary to try and save someone's leg or foot. Dr. Malik is one of the most talented cardiologists in the area and is still very humble."

**Dr. Michael Olden**

In keeping with the tenets of osteopathic medicine, Dr. Michael Olden treats the whole patient, and he does

so in a way that has attracted a lot of fans through the years. "His charm and wit are as equally sought-after as his professionalism and expertise," says his nominator, a nurse. "The patients I see often refer to him as 'so wonderful.'"

Dr. Olden is highly responsive and directive in his delivery of patient care, according to his nominator.

"He makes you feel as though you have no boundaries in the conversation, with the ability to seek answers for your health care without trepidation."

**COMPASSIONATE CARE**

**Calumet Orthopedic & Prosthetics Co. Inc.**

"My father, Walter Pawlowski, a World War II veteran injured when his parachute didn't open, broke his back and was in a body cast for a long time," says Ron Pawlowski, a certified orthotist prosthetist. "It was during this time that he became interested in the design and fabrication of orthotic devices, or braces, as they were called then."

Calumet Orthopedic & Prosthetics Co. Inc. has been providing compassionate care for 60 years now, serving people across Northwest Indiana with physical disabilities. "The staff at Calumet Orthopedic & Prosthetics Co. is there to inspire and give hope when a person has had a life-changing experience, whether through illness or traumatic accident," according to the nomination.

Pawlowski followed his father into military service, and also found it informative for providing compassionate rehabilitative care. "My own experience in a medical evacuation hospital while in Vietnam exposed me to more traumatic situations. I was able to apply that experience to enhance the family business in the prosthetic field."

An amputation or other major physical disability tremendously challenging, both physically and emotionally, says Pawlowski. "But people can and do rebound amazingly when given sufficient care and appropriate rehabilitative tools."

**Paula Swenson**

Paula Swenson is St. Catherine Hospital's vice president of patient care service and chief nursing officer. Says her nominator, she "leads the entire hospital in delivering the highest-quality, patient-centered care... leading to optimal outcomes and patient satisfaction."

**Congratulations**  
to Dr. Jennifer Pallone, named  
**Outstanding Physician, 2013 Health Care Honors.**

The Neurological Institute and Specialty Centers is pleased to announce that Dr. Pallone and her colleagues now accept the following insurance plans: United Healthcare, Cigna, Aetna, PNA, Anthem Blue Cross/Blue Shield of Indiana, Blue Shield of Illinois and Medicare.



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**Congratulations**  
**Health Care Honorees!**

**Outstanding Physician**  
**Michael R. Olden, DO**

**Outstanding Volunteer**  
**Cynthia Fodness – St. Clare Clinic**



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## SPECIAL FEATURE

She has guided many committees focused on improving access to care and setting high standards of care, according to her nominator. “One recent committee is the patient advisory council, through which former patients and their families advise the hospital on how to improve safety for patients,” the nominator says. “This is one example of many where Ms. Swenson ensures that clinical services are operated with a patient-centered focus.”

### OUTSTANDING HEALTH CARE WORKER

#### Dr. Manoj Bahl

“After a bad experience with a crown replacement at another dental office, I avoided going to the dentist for years.” The empathy this patient experienced at Excel Dental Studio

led to a nomination for Manoj Bahl, DDS, as an outstanding health-care worker. “He sets the tone for the office and the staff is always professional and courteous because it comes from the top.”

“I feel the best way I can impact the health and well-being of my patients is to educate them,” says Dr. Bahl. “I want to empower my patients so they can make educated decisions about the smiles they have and the smiles they want. We use models, intra-oral photography and LCD flat-screen televisions, and simply take time listening to our patients’ wants and desires.”

Dr. Bahl’s roster of satisfied patients is not just in Northwest Indiana. “I worked in Roatan, Honduras, offering free dentistry with a team of dentists and auxiliaries,” he says.



**HELPING PATIENTS SMILE** Manoj Bahl, DDS, is the owner of Excel Dental Studio in Merrillville.

“Dental care was almost nonexistent on the island. Working abroad made me realize how lucky we are, not just to be able to receive health care in the United States, but how lucky I am to provide high-quality dental care. I feel privileged.”




### OUTSTANDING VOLUNTEER

#### Cynthia Fodness


Health-care volunteers don’t typically have waiting lists, but Cynthia Fodness is not a typical volunteer. She’s a clinical nurse specialist in adult psychiatry and mental health, and she’s spent hours and hours volunteering her time to help St. Clare Health Clinic patients cope.

“The patients at St. Clare face many different stressors when they come to our clinic,” says her nominator. “Many have lost their jobs, homes, face financial struggles and have very limited resources or support. These stressors greatly impact their mental health, which in turn can also affect their physical health and well-being. Being able to provide a mental health counselor like Cindy gives them the chance to work on overcoming their personal struggles.”




Fodness, who teaches at University of Saint Francis, dedicates Thursday afternoons to her volunteer counseling work. She schedules four patients each afternoon, in order to provide


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each with ample time and attention. “She currently has a waiting list of two to three months for patients to get an appointment with her,” her nominator observes.

“I’ve volunteered in one way or another, most of my adult life,” Fodness says. “It’s my way of giving to others what I’ve been given. If I can make other people’s lives a little better, it matters a lot to me. It’s my ripple in the world.”

### **Judy Gresko**

“Judy Gresko is truly one-of-a-kind. While she is short in stature, her heart is huge beyond belief,” according to the nomination for Gresko, president of the St. Catherine Hospital Auxiliary. The auxiliary has the fewest active members of any area hospital, according to the nominator. But those 40 members together generate more fundraising dollars than just about any auxiliary.

“That large donation—almost always more than \$100,000 each year—is due to Judy’s energy, efforts, leadership, charisma and hard work,” her nominator says. “She is known as the energizer bunny, and whenever there is a need, she can be counted on.”

“I was raised in a large family with 11 children, and we were taught to help one another and share our talents,” Gresko says. “Volunteering is very rewarding, I get back more than I give. I’ve met a lot of wonderful people, who are now my friends. It just does your heart good, to know you are truly making a difference.”



**“I GET BACK MORE THAN I GIVE,” says Judy Gresko, volunteer and president of the St. Catherine Hospital Auxiliary.**



# Quality Care, Close to Home

It is comforting to know that when illness or injury strikes unexpectedly that quality, compassionate care can be found close to home. Community Hospital expanded its outpatient services to Schererville to better meet the healthcare needs of residents. This center offers Immediate Care, physician practices, lab, X-ray, EKG, CT and MRI for patients of all ages. Immediate Care Services are available Monday-Friday 8 am to 8 pm and Saturday 8 am to 4:30 pm for patients with non-life threatening injuries and illnesses. Convenient, quality care in your neighborhood at Community Hospital’s Outpatient Center located at Harvest Drive and Route 30 in Schererville.



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# Andrew Berlin

*South Bend Silver Hawks owner makes dreams come true (including his own).*

BY STEVE KAEUBLE

“My father used to take me to a lot of White Sox games,” Andrew Berlin recalls. Yes, the family lived closer to Wrigley Field, but back in those days, the only Chicago ballpark with lights was Comiskey Park, and because night games fit the schedule better for Berlin’s dad, they cheered for the White Sox. “If workers wanted to take their sons to the ballgame after work, there was only one ballpark.”

Fast-forward to today. Andrew Berlin is now 53, and runs the Chicago-based family business, Berlin Packaging, an \$800 million company that makes plastic and glass bottles, jars and closures to package food, chemicals and pharmaceuticals. The company operates dozens of distribution centers across the country.

Berlin also owns a slice of the White Sox that he’s supported his whole life; he’s not allowed to say what percentage of the team he acquired in 2007, but his role is investor, as opposed to management. “It’s a great team, and seeing the team and observing how it operates has given me great ideas. I got bitten by the bug,” he says. “I do have an intention of buying a Major League team, but a Major League team has to be for sale.”

So in the meantime, he did the next best thing. In late 2011, he bought the South Bend Silver Hawks, the Class A affiliate of the Arizona Diamondbacks. In doing so, he moved a step closer toward his ultimate dream, and fulfilled the dream of South Bend-area business leaders who were determined to keep the team in town for the long-term.

The Silver Hawks came to South Bend in 1988 as a farm team for the White Sox. Six years later the team

took on the name of a famed Studebaker model manufactured in South Bend, the Silver Hawk, and in 1997 the Silver Hawks switched their affiliation to the Diamondbacks. The team won Midwest League championships in 1989, 1993 and 2005, but by that time there were rumors that the team was about to be sold and moved to Illinois.

In stepped Joe Kernan, the former Indiana governor and South Bend mayor. He put together an investment group to buy the team and keep it in South Bend. “As a group, they were the captains of industry,” Berlin says. “They did everything they could to keep the team in town, and they succeeded.”

They succeeded by ultimately selling the team to Berlin in 2011 and signing him to a two-decade lease at South Bend’s Coveleski Stadium. Berlin also agreed to invest more than \$2 million of his own money to upgrade the ballpark. It was a lucky connection for all parties. “I bought the team on 11/11/11 at 11:11 a.m.,” Berlin observes. “Baseball is all about superstition, and 11 is a good-luck number.”

Apparently so, because the numbers have all been moving in the right direction ever since. Attendance so far this season is up by 20 percent over last year. And last season, Berlin’s first as owner, attendance was 68 percent higher than the year before. Even more important to baseball fans, the Silver Hawks in late June had a league-best record of 44-25.

Local business leaders like the numbers, too, according to Jeff Rea, president and CEO of the St. Joseph County Chamber of Commerce. “The Silver Hawks provide an important economic boost to our downtown, last year attracting over 180,000

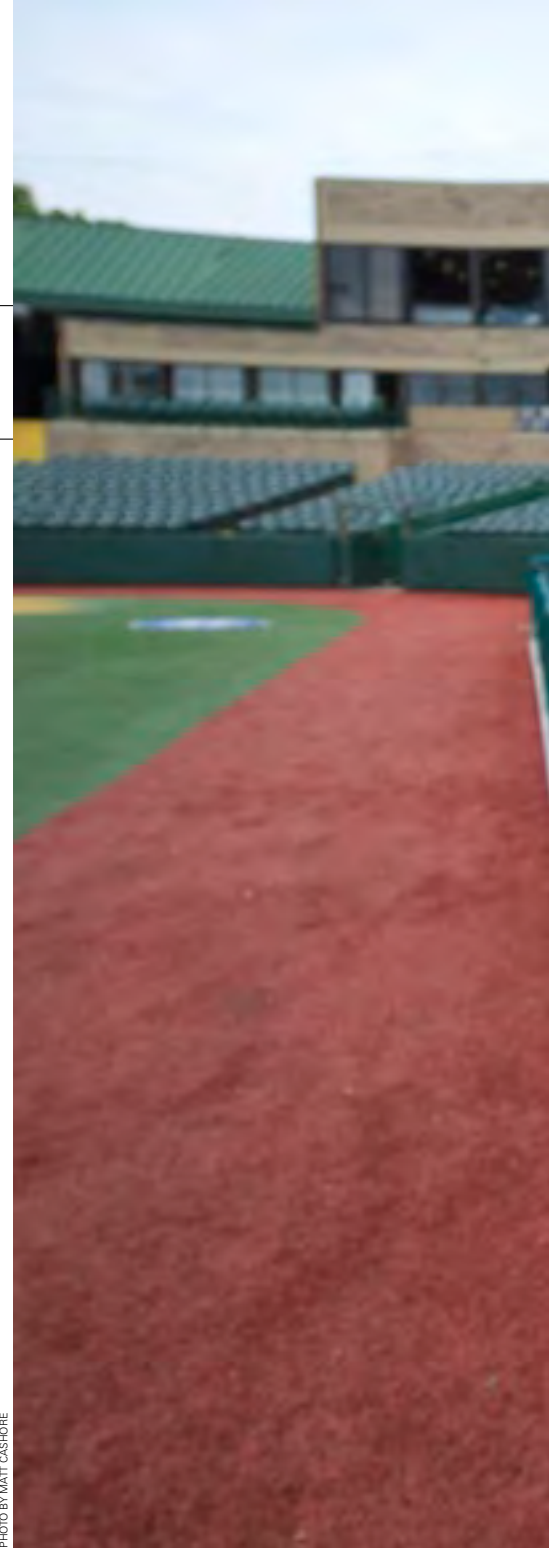


PHOTO BY MATT CASHORE

people to downtown South Bend. They are a great asset to our community and an important part of the quality of life of the entire region. We are thrilled that the Silver Hawks call South Bend home.”

As good as the numbers have been, being a team owner means a lot more than numbers to Berlin. “You get into a business to make money, but once you’re able to achieve a positive cash flow, you want to make money *and*



**PLAY BALL** Chicago businessman and baseball fan Andrew Berlin bought the South Bend Silver Hawks and pumped his own money into a stadium renovation.

have fun doing it," he says. "South Bend is very close to Chicago, so my family and I can now go enjoy baseball in South Bend as well as on the South Side of Chicago."

Clearly, baseball is a lot different from the packaging business, but "in any business the fundamentals are the same," Berlin says. "You have to thrill the customers and convert prospects to customers." And by that measure, the Silver Hawks are thriving.

"We're hitting it out of the park."

One key business aspect of minor league baseball is the fact that each team's players are all on the payroll of the affiliated Major League team, which uses its network of farm teams to develop and test athletes. The best ones, if they're fortunate, are called up to "The Show." "We don't have to pay player salaries and don't have to recruit," Berlin observes. "But if you get too good, the Diamondbacks are

going to want to pick some of your players."

Of course, if and when Berlin achieves his ultimate goal of becoming a primary owner of a Major League team, he'll rely heavily on the efforts of farm teams such as the Silver Hawks. In the meantime, he's doing all he can to make baseball in South Bend a home run, including pumping his own money into a stadium he does not own. Following

## CEO PROFILE

a major renovation, there are now new family-oriented amenities such as a playground and splash pad, new suites, additional seats and a new team store.

"In general, it totally changed the fan experience," says David Rafinski, vice president at the architectural and engineering firm Jones Petrie Rafinski. "It went from being a sit-in-your-seat-and-watch-the-game experience to the ability to get up and move around the stadium and enjoy different activities while watching the game. It makes the fans keep wanting to come back."

*Ballpark Digest* named the project last year's Ballpark Renovation of the Year. According to the publication, "ballpark renovations should have one major goal: to turn the facility into a true destination. And that's what happened."

Rea gives the project high praise as well. "We believe the improvements that have been made and the new

look, feel and attitude at the ballpark mean good things for the future of the franchise and community."

Lou Pierce is president of the Big Idea Company, a marketing and communications firm that worked with Berlin as he was getting league approval to buy the team. Pierce says Berlin has been very hands-on with the team, much more so than many owners tend to be. That includes the stadium renovation project. "On the day of Opening Day, he was working at the stadium, pushing a broom, and when they didn't have enough brooms and dustpans, he went to Lowe's and bought some more."

Timothy Sexton, associate vice president for public affairs at the University of Notre Dame, also is thrilled with all Berlin has done for the team and the town. "The South Bend Silver Hawks have gone through an unbelievable transformation over the past 18 months and have become a destination spot for fun for many."

Sexton adds that Berlin and the Silver Hawks have been great neighbors, including offering their field to the university team when Notre Dame's facility suffered storm damage. "This past spring, the Silver Hawks allowed the University of Notre Dame's baseball team to play a series at Coveleski Stadium," he says. "Frank Eck Stadium, home of the Fighting Irish baseball team, was washed out due to rain and the Silver Hawks stepped to the plate, no pun intended, to help us out."

"We have a very good partnership with the city of South Bend," Berlin says. "We have prided ourselves that whenever we say something, we actually follow through."

And why not be a good neighbor? Baseball is the ultimate feel-good, family sport, according to Berlin. "Baseball is a very romantic sport. It's got great history and great stories. Grown men become little boys when they go to a game." **BQ**

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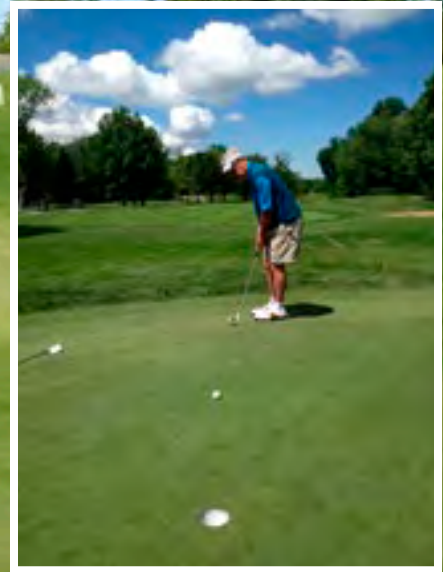
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**KEEPING IN TOUCH** Jim Magera of First Source Bank brings his phone and connects with the office between rounds.

# The Business of Golf

*Tee up to make solid connections and sign lucrative deals.*

BY JERRY DAVICH

**G**reg Fox took a beverage break between holes to talk a little business with other golfers in his foursome.

Fox, principal owner of Kramer & Leonard Office Products in Chesterton, knows full well that golf and business-talk go together like a putter and a putting green.

“I have seen a lot of business agreements concluded during a round of golf. I’ve seen buildings sold out here, just with one meeting on the course,” Fox says, taking a sip of a cold one at Sand Creek Country Club in Chesterton. “I guarantee that tens of millions, maybe hundreds of millions of dollars in business is con-

ducted on this very golf course each season.”

Fox, a 26-year member at Sand Creek, took part in the Duneland Chamber of Commerce’s annual golf outing in early June, along with coworkers Julie Leonard, Mary Pomeroy and Roger Moehl. Their company has 150 clients who also play golf and talk business here, somehow finding time to hit a little white ball into an elusive, faraway hole.

“Recently, I observed two people meeting for the first time and, within a week, one party agreed to have the other build their new company’s headquarters building,” Fox says. “Golf allows people to think about

their answers longer, observe the other person’s character and feel more informed about whether they want to do business with each other. Plus, how often can you get four hours of leisure time with a busy CEO to talk a little business in such a relaxed setting?” he asks. “It’s really a four-hour business meeting, and some people are very experienced at it.”

Golf courses across Northwest Indiana serve as spacious satellite offices for thousands of business people, some who can barely play the sport but who know how to hit a hole in one when it comes to making a deal. Even if a golf course is tough to play, most of the posh ones are



ideal for networking, landing a job or schmoozing potential clients. Plus, they're flanked by million-dollar homes and home to multimillion-dollar deals.

"It's the perfect place to develop relationships, gain someone's trust and reveal personal insights about yourself," explains Sandra Jostes, director of marketing for White Hawk Country Club in Crown Point. "On the other hand, if you see a potential client acting like a jerk, do you really want to give him your business?"

Playing a round—or three—of "executive golf" gives clients several hours, not just several minutes, to sum up a future business contact, Jostes says.

"It's also a great setting for brainstorming ideas without deadlines," she says, noting how many business deals are first written on "19th hole" clubhouse napkins or golf scorecards. And then they are later given to company attorneys to make them official.

Tim Firestone, general manager at Blackthorn Golf Club in South Bend, says his 18-hole course cultivates such a business atmosphere for working professionals, whether it's for a foursome or a 40-player corporate outing.

"It's a big part of our business, with roughly 20 to 25 percent of it involving corporate golf business," says Firestone, whose course was ranked the number one municipal course in the state of Indiana, according to *Golfweek* magazine.

With such fairway negotiations, golf transforms itself from a leisure sport into a "five-hour sales call," as some deal-seeking duffers call it. Using 200-acre picturesque pastures as a workplace, business people zoom around in golf carts sporting big clubs, fat cigars and stout pitches to seal a deal. Sometimes they successfully birdie the pitch (one under par), other times they bogey it (one over par). But usually they're allowed to take a mulligan (a free extra shot) because there's often another hole for another sales pitch.

"There is so much downtime in

golf, mostly in between holes and in between shots," says Corey King, Sand Creek's assistant golf pro, while touring the 27-hole course in his golf cart. "If you're shooting an even par over the course of a four-hour round of golf, you're really only playing actual golf for about 15 minutes, so you have a lot of downtime to talk business and get to

know potential clients a little better."

East Chicago School Board President Jesse Gomez recommends playing a few holes of golf simply to better know potential clients or partners. "Experienced—not necessarily good—golfers can usually figure out the temperament of their partners within the first six holes," Gomez says. "The 19th hole serves



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to reinforce whatever arrangements have been discussed or might be discussed in future meetings.”

Bob Wichlinski of Boone Grove, an entrepreneur and small business professional who founded ON-SITE Computer LLC more than two decades ago, has been a member of the United States Golf Association since 1992.

“Over my 30-plus year business career I can attest to the fact that I have closed more deals and achieved more on the golf course than I have in the office,” says Wichlinski, whose only pet peeve is the increased use of cell phones during a round. “I insist that my playing partners turn them off and only check their devices at the turn, and the conclusion of our round.”

Jim Magera of Chesterton, another Sand Creek member who works at First Source Bank, notes that he always has his smartphone with him. Most working professionals do, so

they can readily connect with their office or contacts in between rounds.

After nailing an 18-foot putt, Magera says he has 50 to 60 “real solid clients” who also regularly play that course. On par with many business-minded golfers, his apparel and equipment reflect his past and his passions: Notre Dame-embroidered socks, Irish leprechaun golf club covers and chatty talk of Coors Light beer.

Golf-playing executives insist that pleasant chit-chat should initially tee-off any business-related outing with clients, followed by chip shots of personal insights, not professional ramblings or political diatribes. And never talk while someone else is putting, *especially* if it’s business talk.

Other tips regarding the sport of business-minded golf include:

- Avoiding talking shop before the 4th hole and after the 14th.
- Don’t drink too many cold ones during the outing, but don’t offend a

client by pretending you don’t drink either.

- Be complimentary to players but not patronizing to the point of revealing any insincerity.

- Play to win and to your ability, not to lose or to inflate your opponent’s ego. Then again, don’t play too well if it means embarrassing a client.

- Do not misconstrue “recreational golf” with “executive golf”; the former should focus on your golf game, the latter should focus on your client or partner.

- Golf can be a true test of character, one of the most defining aspects in any business relationship. You want your game to reveal character, not publicly display you as one.

- If all else fails, lose the game but only after a nail-biting finish and a promise for a rematch down the road. This allows you to take a “muligan” for another shot at a future deal. **BQ**



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# Business of Nature

*An investment in the environment can also be a good investment in business.*

BY CHIP SUTTON  
AND RYAN ANDERSON

Wildfires once ran unchecked through Northwest Indiana's landscape. Early settlers in Jasper County chronicled "the grand illuminations nightly exhibited in dry weather, from early fall to late spring, by numberless prairie fires. The whole horizon would be lighted up around its entire circuit." It only took 50 years for settlers in the area to completely change the landscape of Jasper County after enforcing a widespread suppression of wildfire in the 1850s, thereby allowing dense forests to take over, out-competing prairie flowers and grasses.

If not for the partnership between The Nature Conservancy and NIPSCO—Northern Indiana's primary energy provider—the prairies of Jasper County would remain a place only recalled from historical documents.

"I don't think most people in Indiana realize how many different plants and animals can be found in the northwest part of the state," says Mary McConnell, state director for The Nature Conservancy's Indiana Chapter. "And this diversity is due to the amazing prairies and unbelievable wetlands scattered throughout the region. Despite heavy agriculture, development and industrialization, this part of the state harbors incredible diversity, and we've been very active here, working for decades to protect this rich natural heritage."

In 1995, NIPSCO and parent company NiSource Inc. donated 650 acres of land in Jasper County to The Nature Conservancy, and since then, the organization has been restoring prairies, savannas and wetlands at the preserve, often using controlled fires. With The Nature Conservancy's help, NiSource has been managing

an additional 162 acres adjacent to the preserve.

"Our work in the area has included acquiring biologically rich areas, assisting our many conservation partners to purchase land and advising large industry on how to better manage their land," McConnell says. "Business and industry are key to helping us achieve our conservation mission in Northwest Indiana."

NIPSCO's president, Kathleen O'Leary, agrees. "NIPSCO is focused on building a legacy of sustainable economic growth, social responsibility and environmental stewardship," says O'Leary. "Supporting conservation efforts such as NIPSCO Savanna contributes to the long-standing relationship between our employees, our companies and the local communities that we serve."

## INVESTING IN NATURE

Though they may seem to operate singularly, nature, industry and communities do not work independently. Partnerships between these entities, such as seen in the multimillion-dollar project of the NIPSCO Savanna, have translated to cleaner waterways, increased wildlife habitat and greater recreational opportunities. In return for preserving some of Indiana's special places, businesses receive crucial services from natural areas, including cleaner water, reduced water flow during storm events, cleaner air and reduced stress in workplaces, creating a healthier environment for employees.

In his recently released book "Nature's Fortune" covering the interplay of nature and the economy, The Nature Conservancy's president and CEO, Mark Tercek, argues that partnerships between nature, industry and communities will flourish if businesses and industries continue to recognize and value the economic

benefits of conservation.

"Conservation and business need a more sophisticated and nuanced calculation, one based on sound financial principles and deeper appreciation for how nature contributes to economic and ecological well-being," Tercek says. "When conventional economics leaves natural capital out of the equation, both ecosystems and the economies built upon them are imperiled."

In June, four governors and one Canadian premier met to commit to protecting the Great Lakes and strengthening the region's economy. In his remarks to the Council of Great Lakes Governors, Tercek stated, "The correlation between healthy ecosystems and healthy economies could not be any more evident than it is in the Great Lakes."

An incredible resource for both Canada and the United States, the Great Lakes account for 20 percent of the world's fresh water and provide drinking water to 35 million people. With 1.5 million people having jobs directly related to the lakes, this accounts for more than \$62 billion in wages. Boating and boating-related activities account for nearly \$1.6 billion in direct spending, thus supporting well over 100,000 jobs and fueling local economies.

## REJUVENATING THE GRAND CALUMET RIVER

Spearheaded by the federal Great Lakes Legacy Act of 2002, U.S. federal and state agencies have invested millions of dollars into the restoration and preservation of Areas of Concern (AOCs) in the Great Lakes region. Designated as severely degraded ecosystems, AOCs pose multiple health risks and jeopardize local economies.

Stretching 13 miles across the heavily industrialized cities of Gary, East



**“BUSINESS AND INDUSTRY ARE KEY”** Mary McConnell, state director for The Nature Conservancy’s Indiana Chapter, partners with businesses interested in environmental stewardship.

Chicago and Hammond, the Grand Calumet River—an AOC today—once supported diverse communities of fish and wildlife. Since the early 20th century, these communities suffered from the excessive amount of municipal and industrial effluent that discharged into the river, much of this waste discharge occurring prior to Clean Water Act regulations in the 1970s.

The Grand Calumet has been considered the most-polluted of the 43 AOCs in the Great Lakes. Prior to remediation, the river contained polychlorinated biphenyls, polynuclear aromatic hydrocarbons and heavy metals such as mercury, cadmium, chromium and lead in the soils and river bed sediments.

A report from The Delta Institute (a nonprofit devoted to creating a vital center of the green economy in the Great Lakes region) determined that, as a result of multiple sources of degradation, the Grand Calumet River placed a large economic burden on communities by increasing health care costs, suppressing real-estate values and depleting resources for the once successful fisheries of nearby Lake Michigan.

Researchers from the University of Illinois at Chicago found that households near the Grand Calumet River in Gary sold for a discount relative to households further away from the waterway. The Delta Institute report also determined that removing and remediating the majority of the sediment in the river could increase home values by an average of 27 percent, potentially increasing the market value of nearby homes and vacant lots in total by more than \$5.9 million.

Due to its economic importance, local, state and federal governments saw the need to restore the Grand Calumet River. Following a \$56 million settlement with nine parties responsible for polluting the river, the U.S. Environmental Protection Agency collaborated with the U.S. Fish & Wildlife Service, the Indiana Department of Environmental Management, the Indiana Department of Natural Resources, Save the Dunes, the Shirley Heinze Land Trust and The Nature Conservancy to remediate the river using Legacy Act Funding.

“The Grand Calumet dredging project goes well beyond remedi-

ating contaminated sediment discharged into the waterway for over a century,” explains Kris Krouse, executive director for the Shirley Heinze Land Trust. “This project will vastly improve air and water quality and create adequate conditions for birds, fish, plants and people to thrive in an ecosystem that is unique to the United States. It will also have positive implications on the economy and health of our region.”

In the latest stretch being cleaned up between Kennedy and Cline Avenues, EPA will remove contaminated sediment through dredging and landfill disposal before capping the remaining contaminated sediment. Adjacent marshes and dune and swale habitat will also be restored using a combination of Legacy Act and Great Lakes Restoration Initiative funding as well as private funding.

## **ENHANCING “GREEN” INFRASTRUCTURE**

In addition to remediating the damage already caused by pollution runoff, much is being done to stop or slow runoff through programs that enhance Northwest Indiana’s green infrastructure: restoring wetlands,

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rare dunes, swales and forests that surround waterways.

The city of Valparaiso recently matched a \$607,000 grant from the federal Great Lakes Restoration Initiative (GLRI) with \$126,000 of its own funds to improve the capabilities of its stormwater detention in the Thorgren basin. In addition to collecting water from more than 500 acres of residential, industrial and commercial properties, the remodeled basin utilizes native wetland and prairie plants to clean the water before entering the ground water that works its way to Lake Michigan.

“It is our hope the Thorgren basin naturalization project will be used as a model for similar projects throughout Northwest Indiana, both in design of new storm water basins and the retrofit of existing ones,” says Jennifer Birchfield, water program director for Save the Dunes. Birchfield helped the city obtain the GLRI grant.

Whether it holds excess storm water or brings comfort to the eye of the beholder, nature benefits Northwest Indiana’s businesses and communities in more ways than dollars and numbers. Projects that preserve and restore natural landscapes show how industries, communities and governments can collaborate to benefit society economically, socially and physically.

The Nature Conservancy is working with businesses to protect ecologically important lands and waters, thus benefitting the local economy of northwest Indiana. The organization’s Corporate Council for the Environment—a partnership of more than 40 Indiana corporations, including NIPSCO—gives corporations an opportunity to support its important conservation work.

“Businesses know that clean water, wildlife habitat and natural places for inspiration and recreation are essential to recruiting knowledge workers to the region,” says McConnell. “A healthy environment is paramount to a great quality of life. Healing and protecting our lands and waters will help bring the best and brightest people to Northwest Indiana.” **BQ**



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AROUND THE REGION continued from page 26

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**RAIL SUMMIT FOCUSES ON OPPORTUNITIES**

CHICAGO – In October, The Rail Summit will be held at the Union League in downtown Chicago to heighten awareness of the opportunities for economic development and jobs as directly related to rail in Northwest Indiana.

The Rail Summit 2013 will focus on the economic importance of short-line railroads. One of the panels on short-line railroads will feature South-

Shore Freight, based in Michigan City.

The first Rail Summit was held in February 2010 to highlight for key business and community leaders about the economic importance of rail, especially freight rail.

U.S. Transportation Secretary Ray LaHood was the keynote speaker and Caterpillar, which owns Progress Rail Services (and EDM with a new plant in Muncie where U.S. locomotives are being manufactured) was the major sponsor.

Last year, the keynote speakers were Paul Fisher, CEO of CenterPoint Properties, the largest inland port in the world, and John Vickerman, one of the country's leading experts on the impact projected freight increases will have on the area as a direct result of the expansion of both the Panama and Suez Canals.

More than 600 people attended the summits with representatives from both Indiana and Illinois.

This year, the Rail Summit has

the support and endorsement of the Purdue Regional Development Center, Purdue's Department of Transportation, Transportation Center at the University of Illinois (UIC), and the NURail Center (funded by U.S. Department of Transportation), which are the top university leaders in rail.

Organizers of this year's Rail Summit said the goal is to present the importance of rail as it relates to economic development and jobs.

This year's keynote speaker is Anthony Foxx, President Barack Obama's nominee for secretary of transportation. He will talk about this region being the epicenter for freight rail, especially short-lines.

Also speaking is Jack Hellman, CEO of GWI, which owns one-sixth of all the short-line railroads.

The summit starts Thursday, Oct. 24, with an evening reception and continues all day Friday at the Union League Club. [EQ](#)

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# A Win-Win Arrangement

*Colleges are providing students to local businesses in exchange for pre-career services. What's the catch? Apparently, there is none. The benefits are real, and university/business partnerships are growing to a new level.*

BY JACQUELINE VON OGDEN  
**I**n today's world, job-bound college students may be better prepared than their predecessors. Throughout the last decade, the traditional route of college students finding internships and working as an intern has morphed into a new type of learning experience.

Interns and employers in the past often took the path of arranging a summer internship or a semester-long job. Times have changed, and

student/employer relationships are much more fully engaged.

## **GROWING PERSPECTIVES**

At Purdue University Calumet in Hammond, all undergraduate students are required to participate in two experiential learning (EXL) courses, providing students with hands-on, real-world experiences during their course of study. The university partners with businesses of all sizes, including nonprofit orga-

nizations, community service groups, research facilities, government offices and medical facilities. Chancellor Thomas E. Keon believes the university and business relationship is more complex than in previous years, and feels it needs to be.

"The university continually needs business partners. We need to know what is happening in the field. And they (the businesses) need to know what type of students we have—engaged students," says Keon.

Purdue Calumet's Center for Innovation through Visual and Simulation (CIVS) worked recently with the city of Gary on the Gary/Chicago International Airport's planned runway extension. The outcome? Simulation and visualization have been identified as tools aiding in public communication regarding the project. As a multidisciplinary center combining advanced simulation techniques and 3-D visualization and virtual reality technologies, the CIVS serves faculty, staff, students and the community. Keon notes that students completing EXL courses are given a competitive advantage, one that can potentially lead to job opportunities while increasing interview and life skills.

Dr. David Malik, executive vice chancellor for academic affairs at Indiana University Northwest believes the root of the process at IUN is the engagement itself. "We have engagement across the university," Malik says, in reference to the 81,000-plus hours of time spent with IUN's service learning commitment. Dr. Malik notes the increase of students currently involved with service learning has more than doubled in



**HANDS-ON EXPERIENCE** Sean Kunzman carefully monitors his research in the Purdue University North Central Fluid Mechanics and Heat Transfer Lab, which allows mechanical engineering students to learn on the same equipment and materials they'll find on the job.





**WORKING TOWARD CAREERS** Kyle Timm and Derek Tucker conduct an experiment in the Purdue University North Central Fluid Mechanics and Heat Transfer Lab (left photo). Valparaiso University juniors Adam Jerry and Matt West perform a loadbearing test in the materials engineering laboratory (right photo).

the last couple of years, with approximately 1,600 students currently involved in service learning projects.

“Our students become involved with the community in a variety of ways, most notably through an organization called Center of Urban and Regional Excellence. It is beneficial for everyone, but it is especially valuable to small businesses when students get involved. They help strengthen the idea of the program, and in turn strengthen the community,” says Malik.

IUN service learning is designed to offer the agency or community organization and/or project as a student learning environment where students engage in projects, activities, collaborations, problem-solving and management strategies addressing the direct needs of the community. Engaging in reflective learning, students discuss and analyze experiences, projects and businesses, and evaluate how organizations interact within the community.

Says Malik of the relationships created, “I look at it as reciprocity in partnership. The maximum value is the student and the partner. Indirectly it is improving the health of people—the community in general.”

Malik also notes many students complete service learning in the fields of social work, dentistry and health care. According to the U.S. Bureau of Labor Statistics, the second-fastest employment growth is expected in occupations that have an assigned internship/residency. The occupations report includes teachers, dentists, social workers, physicians and occupations such as mental health counselors and marriage and family therapists.

“There are so many secondary effects that influence the economy of the region. I liken it to people not knowing what they can learn until they learn it. It gives everyone the tools so they can better understand,” says Malik.

## BENEFITS FOR ALL

At Purdue University North Central in Westville, Chancellor James B. Dworkin believes the benefits go hand in hand for students and businesses alike. “For the employer, you are getting very talented labor. In turn, an employer gets to see if the student is potentially a good employee. For the student, what could be better? They are given opportunities in finding a job.”

Purdue North Central’s dean of the College of Engineering and Technology, Thomas F. Brady, works closely with students interested in engineering and steelworker technology, and in turn helps foster the business relationship for those areas of study. The “Steelworker of the Future Program” partners with organizations hiring students with an interest in working in the steel industry upon graduation. Students work for a semester and then return to the classroom. The one semester of class, one semester of work has been a benefit to employer U.S. Steel, which has

hired many students full-time upon graduation.

Chancellor Dworkin likens it to four outcomes of intern opportunities. "I see it this way: A) Discover if you like it, B) discover if it is a company you'd like to work for, C) it's a tremendous opportunity for teamwork, and D) it's an opportunity to make money."

As Jeffrey A. Bernel, director of the Gigot Center for Entrepreneurship at the University of Notre Dame, notes, Innovation Park at Notre Dame helps commercialize research and aims to keep startups in the community.

"We have 30 current clients at Innovation Park. It's very encouraging to keep the businesses here in South Bend," says Bernel. Innovation Park

connects entrepreneurs with faculty, students and industry experts with the goal to commercialize successful ventures.

Another facet to bridging the business world, students and the university is the Irish Entrepreneurs (IE) Network. Bernel sees the IE Network as beneficial for both the university and the community; it enlists Notre Dame alumni and friends with entrepreneurial experience with a goal of supporting new venture development.

Supporting the work of the Mendoza College of Business and Gigot Center for entrepreneurship, the network's mission is to create a forum for entrepreneurial-minded members of the Notre Dame family to contact one another for networking and developing new business opportunities.

"My philosophy, unless you're the next Steve Jobs or Bill Gates, students need to study and learn how to work in the business world. Most people do not start businesses until they are in their 30s. By then they have built their network. Gigot provides that network," says Bernel.

At Valparaiso University, President Mark A. Heckler believes the last decade has brought more of an intentional buildup between employer and university. "From the day the student starts, we get them to think about what a career looks like. It is wonderful, practical experience, and for the employer, they have the opportunity to cherry-pick the employee. We have a solid program, with 472 employers who have internships and are engaged in this relationship with us," says Heckler.

"We have excellent students from all over the world. It is great for the community. We bring these students here—to the community," says Heckler. Though he would love to see all students stay within Northwest Indiana, and believes that would address the expected "brain drain," Heckler notes that 20 percent of all VU graduates end up staying in the area.

"Businesses get the benefit of the research engine here at the uni-

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versity. The student benefits from the feedback,” says Heckler. He believes businesses need to strategize and think through what they are looking for in the relationship. “It is easy for businesses to connect with VU. The key for us is in personal attention with the business and students.”

Valparaiso University also offers businesses the opportunity to partner with the Cooperative Education Program, also known as a co-op. This type of partnership integrates classroom study with paid, planned and supervised work experience in the public or private sector. With the school of engineering, the full-time program intersperses a semester of full-time coursework with a semester of full-time employment. Heckler points out that it may delay graduation, but students can take evening or summer courses.

“It’s a practical, wonderful experience for students. Businesses need

to know we can partner with them,” says Heckler.

Ivy Tech Northwest Chancellor Thomas E. Coley relies upon representatives within various industries who make up an advisory council. “We make sure we are one step up in technology and businesses practices.” Coley notes that while there is emphasis on the technical skills employers are searching for, it is just as critical for students to have social skills. Students are placed in cohorts for varying industries, which can include welding, automotive, maintenance or technology. Cohort sessions last from five to eight weeks, with students working in the field.

“Enrollment continues to grow, as we are averaging 15 students per cohort in all industries,” says Coley. Industry needs vary regionally, Coley explains, noting the creation of an orthopedic manufacturing program designed specifically for the Warsaw-

based group OrthoWorx. “We have to be ahead of the curve. If we’re not, then we are not being responsible,” Coley says of sending students out to future employers.

**GIVE IT THE OLD COLLEGE TRY**

The rule of thumb is that businesses should be careful about hiring. “The best way is to pick them up as an intern. Many times, it proves to be a good fit. You save so much by taking the guesswork out of the hiring process. Every community in Northwest Indiana can benefit from a relationship like this,” says Keon.

For businesses that may have unsuccessfully utilized interns in the past, Malik suggests trying again. “I suppose it is analogous to the research student. If you have interns and it doesn’t work out, you have to try again. That is what a research student will do. Keep trying. Businesses should always keep trying.” **BQ**

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# Legal Q&A

*Indiana attorneys tackled common business law questions.*

BY JACQUELINE VON OGDEN

**S**igning contracts. Taking your business online. Sorting through employees' legally mandated time off. Filing I-9 forms properly. Understanding copyright law.

There are plenty of legal pitfalls for businesses out there. It's better to be in the know before a legal problem arises, rather than calling in an attorney after the fact. We've asked Indiana attorneys for suggestions related to common issues facing businesses today.

## **CARLY A. BRANDENBURG** **Eichhorn & Eichhorn LLP**



*What should you do before you have someone sign an independent contract? Can hiring an attorney before you have a problem actually save you money, time and headache?*

We see clients every day who have entered into contracts with what appears to be boilerplate language that hasn't been reviewed by counsel. There are many pitfalls and dangers that businesses need to keep in mind. Too often clients fail to seek counsel until a problem has occurred, which generally means the only recourse left is expensive litigation. This problem is preventable.

Think about the contract where you agree to indemnify someone working with you if your actions cause a problem or damage for that other entity—maybe an independent contractor. Are you indemnifying that company for their own negligence too? That's something you want to enter into with your eyes open to the possible consequences.

Also, what if your contract requires you to have certain insurance or to

add the independent contractor as an additional insured on your policy? You may be in breach from the start if you're not in compliance with some of these details. With more and more businesses thinking hard about the decision of whether to hire employees or independent contractors, you should know what your contract for employment includes if you take that route. Many employers don't fully understand their obligations and the abilities they may have to protect themselves.

For instance, are you including non-competes, and if so, are they even legally enforceable? Some "standard" non-competes will not hold up in court and aren't worth the paper they're written on. Also, do you know whether your contracts include fee shifting agreements or arbitration clauses? These are things that can harm you or be used to your benefit, depending on the context, and you should know how your business will be impacted. By the time many employers see me, it can almost be too late.

## **DAVID A. W. WONG** **Barnes & Thornburg LLP**



*E-businesses are not immune to legal issues. What do e-businesses need to know before launching a company/product/service?*

With Internet law moving so quickly, this is one of the fastest-growing areas. One of the biggest issues for an organization going from a brick-and-mortar store to online is that the organization is not only potentially nationwide, but international as well. Ultimately, businesses need to decide to whom they are selling to. By selling prod-

ucts/services online, you may open yourself up to international issues.

What can organizations do? Businesses need to consider what they are doing, and whether it meets the general standards for the law. Another issue businesses need to think about is the tax implications. Are you allowed to do business in different jurisdictions? Intellectual property issues and privacy issues also come to mind. Many areas outside of the U.S. have far more stringent requirements for collecting personal and financial information. Some areas require a privacy officer with the collection of financial information. Domain issues have become a common problem. It can be difficult to force the transfer of a domain name for a website. We litigate around the world for domain issues. Essentially, it is a first-come, first-served process for domains. I have seen organizations pay \$20,000 to \$30,000 to retain the use of a domain name. Registering the domain name is part of the proactive approach.

Lastly, the laws are becoming more specific to the Internet, especially when it concerns defamation and copyright issues. A set of laws have been created specifically for shielding online service providers for comments or statements made on their site. Online service providers are simply a passive conduit to the information being sent. Communications Decency Act 230 was created as a means of protecting the online service provider. Think of Amazon or Facebook. They cannot be held responsible for the public's posts regarding an organization's product/service. Of course there are exceptions to the rule, but the online service providers are not held responsible for the defamatory statements.

**JIM JORGENSON**

**Hoepfner Wagner & Evans LLP**



*ADA, FMLA and worker's compensation can be difficult not only for an employee, but for an employer as well. Employers need to know the ramifications for improperly*

*giving leave, and how to handle the employment "leave" issue. Why is there so much confusion on employee leave?*

Perhaps the most difficult challenge employers consistently encounter is the intersection of permitted medical-related leaves. Many of the laws are difficult to manage. In regard to the Americans With Disabilities Act (ADA), the Family

and Medical Leave Act (FMLA) and worker's compensation, the problem is that employers (dependent upon their size) may have to look at those laws at the same time. State worker compensation statutes basically apply to all employers. Under these laws, employees who have sustained a work-related injury or illness may miss (be on leave from) work.

The ADA extends to employers with 15 or more employees. Under the ADA, a qualified individual with a disability may be entitled to a reasonable accommodation, which in certain circumstances, could include an unpaid leave for a definite amount of time. Finally, employers with 50 or more employees are covered by the FMLA. Under the FMLA, covered employees may take up to 12 weeks of unpaid leave for their own serious health condition.

Based on its number of employees, an employer can be covered by one, two or all three of these statutes. Note that the employer must cope with three different definitions: work-related injury/illness, disability and serious health condition. The leaves provided by these statutes can overlap. Consider this possibility. An employee with a serious health condition qualifies for a 12-week FMLA for her serious health condition. At the end of the 12 weeks, the employee cannot return to work. Since the employee does not have the job restoration rights of the FMLA, can the employer terminate her employment? Because of the overlap of the FMLA and the ADA, the answer is probably no. If the employee's serious health condition is also a disability under the ADA, a reasonable accommodation may compel the extension of the leave. This extension does not have to be indefinite.

The lesson is clear. Just because one leave ends, this does not mean that another legally protected leave does not continue or begin. Employers must constantly be aware of this possibility. For businesses, preparing an internal checklist of how to move forward and what to do can be beneficial.

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**DANA RIFAI****Burke Costanza & Carberry LLP**

*With the new I-9 form going into effect last May, employers need to know ways to protect themselves with the new compliance practices and the potential for penal-*

*ties and legal ramifications.*

As stated by the U.S. Citizens and Immigration Services website, employers must have a completed Form I-9 on file for each person on their payroll who is required to complete the form. All I-9 forms must be retained and stored by the employer either for three years after the date of hire or for one year after employment is terminated, whichever is later.

The I-9 must be completed to document verification of the identity and employment authorization of each new employee (both citizen and noncitizen) hired after November 6, 1986, to work in the United States. Prior to May 7, 2013, the I-9 was a one-page form. The additional page was added in May 2013. The problem? Some employers are not even aware of having to complete the I-9, let alone the additional new information. The main purpose of the I-9 is documenting that an individual is able to work in the United States. What businesses need to remember is that no employer is exempt.

The Department of Labor is beginning to do random audits, so essentially any business could be subject to an audit. There are ways businesses can be proactive in making sure I-9 documents are not only completed, but records are kept accordingly:

- Review the company's method for completing I-9s.
- Train someone in the company to be responsible for I-9 compliance.
- Implement a policy in the company's handbook regarding I-9s (i.e., whether identification will simply be presented or copies of identification will be made also, how often are I-9s reviewed, etc.).
- Check the company's I-9s for need of reverification. Put notices or

reminders in place for reverification of I-9s.

- Determine where the I-9s will be stored.
- Consult a qualified attorney regarding I-9 questions to be sure of legal compliance.

**CLIFFORD W. BROWNING  
AND J. BRIAN ETTINGER  
Krieg DeVault LLP**

*When is it necessary to obtain a copyright and what should be done when an infringement occurs?*

Many businesses fail to register a copyright because they don't think about it. What businesses need to realize is that there is no common law of copyright in the U.S. All U.S. copyright laws are defined and governed by the U.S. Copyright Act of 1976, as amended. Copyright protection

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## LAW

exists in original works of authorship from the moment they are fixed in any form of expression that allows them to be communicated. What does this cover? Qualifying works of authorship for copyright protection include (1) literary works; (2) musical works; (3) choreographic works; (4) pictorial and sculptural works; (5) motion pictures; and (6) architectural works.

In no case does copyright protection extend to an idea, process, method of operation or discovery, regardless of the form in which it is described or illustrated. Ideas, processes and methods of operation fall under patent laws.

Copyright registration is becoming more important because of the Internet. We're seeing more cases and more of a need to copyright work.



Clifford Brownin



Brian Ettinger

What business owners need to realize is that the owner of a valid copyright cannot sue copyright infringers until the copyright has been registered with the U.S. Copyright Office.

It's easy to register and not costly. For \$35, in many cases the cost of good bottle of wine, businesses can register online. Copyright registrations may be filed online at [www.copyright.gov](http://www.copyright.gov).

Promptly registering a copyright is important. The U.S. Copyright Act provides that in a copyright infringement lawsuit the copyright owner may recover attorneys' fees incurred in the lawsuit, and may elect to recover statutorily defined damages as opposed to proving actual monetary losses, provided that the copyright in suit was registered with the U.S. Copyright Office before the copyright infringement occurred. If the copyright owner waits to register the copyright until after an infringement of the copyright has occurred, the statute provides that the copyright owner will have then waived the right to recover attorneys' fees and will have waived the right to elect statutory damages against that copyright infringer.

Losing the right to recover attorneys' fees can be a significant monetary loss in any lawsuit. It is often difficult for a copyright owner to prove actual out-of-pocket losses attributable to a copyright infringement, so the loss of the right to elect statutory damages can be very significant as well. And statutory damages do have teeth! Businesses and employers can protect themselves. Once a valid claim to copyright in an original, qualifying work of authorship has been obtained, register the copyright well before any infringement occurs. **BQ**



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# Leading With Optimism

*A tale of three mayors in three cities.*

BY JERRY DAVICH

Three innovative Northwest Indiana mayors. Three vastly different cities. Yet three similar strategies to address their unique yet ubiquitous challenges. Gary Mayor Karen Freeman-Wilson, Valparaiso Mayor Jon Costas and Portage Mayor James Snyder are fast friends who share a personality trait that shines through their every conversation—unbridled, untarnished and unapologetic optimism.

## KAREN FREEMAN-WILSON

Gary Mayor Karen Freeman-Wilson made it a point to sit in the chair next to her City Hall desk rather than the more regal chair behind it. Regardless of whom she chats with, she prefers to do so without the intimidating presence of a mayoral desk in the way.

“Only the pictures have changed in this office,” says the 52-year-old Freeman-Wilson. “Everything else has stayed the same.” The same cannot be said for the city since she took office on January 1, 2012, becoming the first African-American female mayor in the state. She soon rolled out her new “Blueprint for Gary” campaign plan, created a new city office and overhauled the mayor’s 10-member cabinet.

“We thought that a fresher approach was appropriate,” Freeman-Wilson says. The Gary-raised, Harvard-educated mayor inherited a city in admittedly “dire straits,” teetering on bankruptcy, devastating property tax caps and almost as many abandoned buildings as abandoned promises by its leaders.



**“WE’RE COMMITTED TO TURNING THIS AROUND”** Gary Mayor Karen Freeman-Wilson inherited a city in “dire straits.”

“We understand the challenges, but we’re committed to turning this around,” says Freeman-Wilson, a former Indiana attorney general whose third mayoral run was the charm. Returning to live in Gary with her husband, Carmen Wilson, and their daughter, Jordan, Freeman-Wilson makes herself more accessible to citizens with her “15 minutes with the mayor” each week, allowing anyone into her office for a chat.

“It allows citizens to have a voice,” she explains. “I’ve learned a lot about the city by listening, but I’ve been in office long enough to have my share of critics.” Those critics have complained about moves by the mayor’s office, including the merger of the city’s fire department and EMS, which prompted the dismissal of 15 EMTs, though a handful have returned to their jobs. Gary employs roughly

900 city workers, down from 2,000 in its heyday, prompting complaints about trash pickup, joblessness and the woeful condition of streets.

“Would I love to pave all of our streets?” she asks. “Absolutely. But we don’t have the money for that. We have to do it in gradual phases.” Her biggest challenge has been “managing disappointment” and transforming hopelessness into hopefulness.

Her new mantra: “I can’t wait to prove you wrong.”

Kimberly Robinson, on the Gary Common Council-5th District since 2008, believes the mayor is making the best of a “unique situation.”

“We may not ever make it back to the days of a booming economy and flourishing community. But I do remember that Gary and I have faith that we will continue to thrive in our survival.” Since

entering office, Freeman-Wilson has watched Allegiant Air take flight from the city’s troubled airport with much fanfare, and then depart for good, sometime this summer. She has watched more than 80 abandoned homes get demolished, a long-term project to upgrade the city.

She already has launched several programs to revitalize the city, including a “Dollar House” program that allows residents to buy a vacant house for \$1 in exchange for keeping up the property with sweat-equity while remaining in the city. She also has focused on job creation, boasting newly created jobs at the recently opened TravelCenters of America-Petro truck stop on Grant Street, which has hired 80 percent Gary residents. In addition, her office has worked on a brownfield remediation

project, garnering millions of dollars in federal grants for environmental and investment projects.

One of her primary goals is to finally tear down the long-abandoned Sheraton Hotel, just south of City Hall, delayed yet again by asbestos-removal issues. "It's a sad commentary on this city and I want to remove it because it's not consistent with who we are, and certainly who we aspire to be."

Another goal is the completion of runway extension work at the Gary/Chicago International Airport and development of the University Park Plan, a multi-year project with Indiana University Northwest, Ivy Tech Community College and other schools.

Freeman-Wilson is hopeful about a feasibility study for a port at Buffington Harbor, a potential trauma center in the city and a land-based casino and destination entertainment complex located off the Borman Expressway. "I'm always optimistic," she says.

Every time she travels to Washington, D.C., to request funding or grants for her cash-starved city, the same rumors return that she is leaving Gary for broader pastures, possibly to work in President Obama's administration.

"I'd have to be a fool," she says with a laugh. "There's work to be done here."

## JON COSTAS

It's not surprising that Valparaiso Mayor Jon Costas is intrigued by the latest book he has read, "Learned Optimism: How to Change Your Mind and Your Life." In many ways, Costas has lived the book's theme.

"You want to be an optimist who also thinks realistically," Costas says while sipping a Diet Coke in his office. Using optimism and realism as guideposts since becoming mayor in 2004, Costas' secret weapons are leadership, accountability and creating a productive culture with a strategic plan.

"Having a plan creates unity," says Costas, who began his political career in 1985. Still, if he could



**"BE AN OPTIMIST WHO ALSO THINKS REALISTICALLY" says Valparaiso Mayor Jon Costas.**

purchase and bottle a single personal characteristic, it would be perseverance. "Take a little bite here, a little bite there. This is how you eat an elephant," Costas says.

His first bite of the "elephant" when he took office was to restructure city government to better meet the needs of today's citizenry, including the creation of a city administrator.

Costas has learned that the federal and state government will fund a good plan, but not merely a good idea. His administration has garnered roughly \$100 million in grant funding over the past 10 years.

"My job is to live two or three years in the future, and it suits my personality," he says.

Costas, who also manages to run a successful law practice, is almost as well known for his Ironman competitions and "fit city" acclaim as for his Republican-minded leadership.

"I feel I've had about the best political experience a person could have," he says, though he has experienced criticism. When he planned to build the then-controversial Vale Park Road extension, he caught flak from many residents. Today, it's endearingly dubbed the city's "two minute vacation."

Good leaders have to "push through the push-back" he says, to eventually gain citizen support, which he calls "political capital."

"Mayor Costas has been an out-

standing mayor for looking at the big picture, focusing his leadership team on specific goals, then holding them and his administration accountable for getting results," says Rex Richards, president of the Greater Valparaiso Chamber of Commerce. "Few elected officials in Indiana have been as effective as Mayor Costas for bringing about real progress and tangible accomplishment."

Valparaiso Councilman Tim Daly says Costas is an excellent listener who doesn't micro-manage, which allows his 14-person leadership team to be innovative and productive. "Jon has great vision," Daly says.

Valparaiso businessman Jim Janesheski, owner of Janos Bike shop, calls Costas "first and foremost a decent man who got into the family business of civic leadership. Jon is a motivator who gets the best of his town's most valuable resource, its people."

Costas quickly admits that his city has several inherited "raw ingredient" amenities, including being the county seat, a university town and home to many Northwest Indiana leaders. "Our job is to simply take advantage of what we have here," he says. He's been doing this with fewer workers than his city had a decade ago, similar to Gary and Portage.

"Someone once said that leadership is the art of managing disappointment," Costas says, echoing Freeman-Wilson. "As a leader, you have to build on your wins." Costas' proudest public office achievements echo his campaign-time "Costas plan," including revitalization of the downtown area, expansion of new bikeways and roadways, and creation of the city's crown jewel, Central Park Plaza.

Personally, Costas is most proud of his family, his first music CD and the odd fact that he hasn't lost a pair of sunglasses since he's been in office. This is a telling trait, considering that Valparaiso's future is so bright under his charge.

## JAMES SNYDER

Portage Mayor James Snyder calls himself a "ridiculous optimist." "I

understand that my optimism can wear people out, but if only 10 percent of my optimism is accomplished, it's really cool," says Snyder, whose first day in office was January 1, 2012. Snyder says he's one of only five Indiana mayors who interact with an opposing City Council. But this challenge hasn't stopped him from making tough decisions, such as tackling a change in the city's health insurance, ordering a precautionary hiring freeze and creating a glossy newsletter.

"When it comes to being a mayor, political party doesn't matter much," he says. "The city's finances are better than they were when I took office, but they're still not good."

"It's not doom and gloom, but there is no redevelopment-money rope to save us again," says Snyder, 35, the youngest person to take office since the city incorporated in 1968.

One of his public office heroes is Ronald Reagan, whose portrait hangs



PHOTO BY PETE DOHERTY

**"POLITICAL PARTY DOESN'T MATTER MUCH" Portage Mayor James Snyder loves to meet residents.**

on his office wall. Similar to Reagan, Freeman-Wilson and Costas, Snyder also lost in his first run for office.

He is convinced the ongoing rehab of the long-neglected City Hall has prompted other businesses to follow suit. He calls the city's new Meijer grocery store a "game changer"

which will become a destination site for Northwest Indiana consumers. The new superstore will nicely complement the Portage 16 IMAX Theater, Bass Pro Shop and other destination-type businesses in the city of nearly 40,000.

One of his proudest achievements is automating the city's garbage and recycling system, negotiating for over 24,000 totes by trading recycled materials for them. Portage will save hundreds of thousands of dollars in landfill costs each year, and already recycling rates have increased from 4 percent to 17 percent, he says.

Critics have complained that too much city money has been spent on consultants and a lobbyist in Indianapolis, but Snyder doesn't regret spending one cent of that money.

Snyder says the best perk of the job is meeting city residents, from disgruntled senior citizens to classes of second-graders who visit his office. "It's a blast," he says. **BQ**



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# The End of the Refinery Project

*The construction jobs have been welcome. What happens when they go away?*

BY JACQUELINE VON OGDEN

**T**he talk on the streets regarding the BP Whiting Refinery Modernization Project (WRMP) wrap-up ranges from gloom...to doom. The huge project has been an economic blessing at a very opportune time, providing a wealth of construction work, but all good things must end. What's in store for Northwest Indiana as project completion nears has become the looming question for not only workers of the trade engrossed within the project at BP, but also for the communities believed to be affected by the finality of the modernization project coming to a close later this year.

"Let's put this into perspective. This was one big project. One company, doing one thing. This is not the end of all construction in Northwest Indiana just because it's near completion," says Mark Maassel, president and CEO, Northwest Indiana Forum.

Maassel acknowledges the economic turn during the last five years. "We clearly had a recession. But, if you ask me—if the modernization project ending will have an impact—this is what I can say. The largest project ever in the state of Indiana. They chose us. What does that say for the future of Northwest Indiana? Plenty."

## **NUMBERS DON'T LIE**

According to BP, the WRMP is the largest, most complex refining project undertaken in BP's recent history, and will provide the refinery with the capability of processing a heavy crude increase of approximately 60 percent, allowing the Whiting refinery to reposition itself with hopes of being the premier refinery in North America.

"This project—as most people would agree—has been one of the bright spots in the recession. It has been a major sustaining force for Northwest Indiana," says Scott Dean, general manager, press relations at BP. What Dean stresses during his explanation of the project wrapup, which is close to 98 percent, is the lasting legacy this project created. Says Dean, "The WRMP positions this refinery for another century."

The project included installation of 380 miles of pipe, 1,200 pieces of major equipment, 600 shop-fabricated modules and 50,000 tons of steel. Though the numbers are impressive to industry-experienced individuals, Dean explains it as "the building of a new refinery within an existing refinery."

"Do you know where we'd be without this project? This is the biggest private investment our state's history," says Dave Ryan, president

of the Lakeshore Chamber of Commerce. "This is sustainability for our area. Think of what they have done. This is the biggest upgrade in 50 years," says Ryan.

Ryan acknowledges the financial effect many businesses may feel upon project completion, while stating the obvious. "Sure BP saved our bacon. In no uncertain terms. By putting all of these people to work on this large-scale of a project, it helped us."

Ryan believes the question really becomes how to start absorbing those affected, and notes the positives. "Have you seen the Whiting lakefront? It's incredible. The mayor has been able to make some great changes."

Whiting Mayor Joseph M. Stahura emphasizes that the combined efforts of the refinery's investment and RDA grant have been a catalyst for the city, though he acknowledges the volume of people coming through Whiting (due to the WRMP) may never be matched.

"Unless you stood on the street corner and watched, you would have not believed the thousands and thousands of people coming and going. We had police directing traffic on every street corner. The reality, Whiting couldn't handle that number of people," Stahura says of his city with

an estimated population of 5,000—all within a little over a two-mile radius. “It’s far from over for businesses. Work that went into this project was years of discussion and planning. We, as a city, were involved in land acquisition and transfers.”

He acknowledges potential city plans, specifically with land left from additional parking spaces used for the influx of WRMP project workers. “All of that land can now be put into play for development,” says Stahura.

With the development Stahura discusses, the city of Whiting could potentially see one-half billion dollars in investments, including commercial, industrial and residential developments. “We are looking at quite a future if we land everything on the table. And then the real work begins,” Stahura says. “This didn’t happen because I’m a good-looking guy, it’s because of the refinery and RDA investment in Whiting.”



**MODERNIZATION** The BP Whiting refinery is reconfiguring its largest crude distillation unit to process heavier crude.

## MOVING FORWARD

With project completion slated in the coming months, Maassel acknowledges the temporary increase in jobs from the project itself. However, he says the key to all of this is what is going on in the economy.

“Total employment in manufacturing is shrinking. This affects people who support steel mills and power plants. This is partly due to outsourcing,” says Maassel.

Though he agrees the recession for Northwest Indiana was dampened due to the project, the answer for many of the area’s future issues is a better-educated workforce.

“We need to shift and upscale the workforce,” says Maassel. “Our infrastructure—raw materials in, finished product out—we are a pass-through. Location, location, location. That is one of our primary advantages. We

are an extremely skilled, very capable workforce.”

“It’s no surprise the refinery project sustained many families in this area. But it’s not as bleak as some would think,” explains Kevin Roach, manager of Laborers’ Local 41 in Munster. “We preach the doom and gloom—we want them to be prepared. We let them know to be frugal.”

Though Roach believes the proverbial “pinch” may occur later in the year, he notes it’s hard projecting anything beyond six months. “Will the economy take a hit? Sure there are going to be some misses here and there, but the business shifts as new projects begin,” says Roach. He admits it may be a wakeup call for some workers, especially those not taking advantage of additional training offered.

Like Maassel’s line of thought regard-

ing increasing skills, Roach notes the push for Local 41 workers to increase education. “Some of the current and future projects have certain skillsets now required. Many of our apprentices have become accustomed to classes. They see the big picture.”

Roach believes the strong workforce will continue as new projects begin, noting current projects including the nine-span bridge project of U.S. 41, the reconstruction of Cline Avenue, the Munster Community Hospital emergency room vertical expansion, PCS Hammond Regional Distribution Center and the EPA East Branch Grand Calumet River Project. “We’ve had 75 apprentices annually for the last five years. We just passed out 1,000 applications. We’re always looking for qualified people,” Roach says.

Dean believes the WRMP has been a positive impact on the workforce, noting

the great learning experience for many firms. “Safety is No. 1 at BP. We have strict/rigid safety requirements and standards. Forty million man-hours without a significant injury occurred with this project,” says Dean. “The refinery always has maintenance work, and we will continue to use the local expertise,” he says.

Dean adds, “This is great for a firm to have this on their resume. It only positions them for future opportunities.”

And opportunities may just continue. Says Maassel, “The trend in housing—home sales are up. We are on a positive trend. You need people who support and live in the trades. It’s terribly simplistic. But it is only one project. Despite the recession, it made it less. We have to keep that in mind. It deferred it, really. We will see where it takes us.” □

# Beware the Hack Attack



Rich Shields

*Small businesses are especially vulnerable to data theft.*

BY RICH SHIELDS

In today's society, it is imperative to stay up-to-date with all the latest technology changes and buzzwords, e.g., cloud, managed services, BYOD, bandwidth, security, etc. However, what can we do to ensure we are secure as businesses, consumers and individuals?

Phishing and online scams have been in existence for many years, and things are only becoming more cleverly disguised and deviously executed when it comes to hacking and identity theft. So much so that even the likes of Burger King, Jeep, *USA Today* and, perhaps most notably, Twitter have experienced these unforeseen exposures of being hacked. With organizations such as these being susceptible to the "hack attack," what security measures must we practice as businesses, consumers and individuals to sequester ourselves from the same grim hacking consequence?

One of the most logical steps to avoid falling into this conundrum is to continually safeguard all your work. Consider online transactions. It is simple rule of thumb to use a credit card and not a debit card. The difference is that your credit cards hold a maximum transaction balance, and no indirect threat is then associated with your bank account. Your debit card is a direct link to your financial oasis, better known as your routing or ACH (Automated Clearing House). And if you're not particularly careful, your debit card could lead a potential hacker directly to your account to not only clear your bank account, but also further compromise your identity.

Another way to safeguard yourself from a "hack attack" is to be proac-



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tive about destroying receipts, hard-copied bank account statements or any paper documents that hold any personal information containing your identity. All hard-copied information comes from an electronic source in some form or fashion.

It is imperative to shred, destroy all paper documentation so it cannot be retrieved by anyone who is looking to compromise your identity by delving into compromised password settings.

Stolen data through computer hacking—including compromised credit and debit numbers and Social Security numbers—will end up on a network of illegal trading sites, where hackers will openly sell your personal data for profit.


Most of this stolen data is linked to networks of illegal trading sites. A typical "hack attack" transaction on one of these networking sites would result in some of the following:

- Stolen credit card numbers and other personal information are posted for sale either as used or in a joint venture.
- Within a joint venture, the goods are sold to a specific "drop-off" location, where goods are sold and proceeds split between the hacking members.

- Hacking "dummy" runs are often tested to ensure the numbers stolen are legitimate and both the sellers as well as the stolen cards are authentic.

Small-business computer systems are the most vulnerable to "hack attacks" because they offer the easiest and most unguarded access to customer credit cards and employee payroll files. Most small businesses do not keep access logs, so it is conceivable if the information is stolen, they probably will not even know it.

## QUICK STEPS TO MINIMIZE HACKING

- Make sure all PCs you are using have the latest antivirus and a good firewall for protection.
- Be cognizant about the websites you are visiting and what you download.
- Inspect suspicious emails that may be linked to phishing scams.
- Keep up-to-date on anti-spyware solutions and patches for your browser. 

*Rich Shields is the business development manager at Chester Inc. If you would like to learn more about how to ensure your network is safe-guarded against a potential "hack attack," please feel free to contact him at [rs Shields@chesterinc.com](mailto:rs Shields@chesterinc.com).*



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# Prompt Ambulance Service

*Family-owned company provides quality service in changing environments.*

BY MICHAEL PUENTE

**D**o the math and you'll find that husband and wife duo Gary and Shar Miller have operated Prompt Ambulance Service for the last 15 years. In fact, the Millers say the family-owned company started in July 1998. Over that time, the couple has seen the Highland-based firm grow to become the largest private ambulance provider in Northwest Indiana.

"I am proud of what we have here," Shar Miller, who serves as co-CEO of Prompt with her husband, tells *Northwest Indiana Business Quarterly*. "We've both put our heart and soul here over the last 15 years. We've grown at a decent rate. We focus on the community and doing what's right. We enjoy being able to make a difference in people's lives every day."

But to report that Prompt has been around for only the last decade and a half doesn't accurately reflect Gary Miller family's involvement in the industry from its very inception, and that is not an overstatement. In fact, the lineage begins in the late 1800s when Michael Fagen, Gary's great grandfather, started a furniture store in Dyer. Now, to the curious observer, there doesn't seem to be much connection between ambulance transportation and furniture making.

"When people died, their loved ones would go to the furniture store to get the casket made," Gary Miller says.

Without a funeral director in Dyer at that time, Michael Fagen and his wife took up the role. Then, as several industries began to develop

at the same time, that provided an opportunity for Fagen's family to expand his funeral and medical transport services. As doctors and hospitals started to become prevalent, and as the automobile was invented, the need to transport the sick began to take shape. Through the 1930s and 1940s, not only did the Fagens begin to expand the ambulance service, they also opened a second funeral home in Highland and the much later in Griffith. In 1950, Fagen's granddaughter Maureen married Robert Miller. Eventually, Robert and Maureen Miller took over the funeral homes and its ambulance service. Back in the early days, a hearse could easily be transformed from funeral coach to an ambulance in a matter of minutes.

"We can turn it into an ambulance in about five or 10 minutes. The rollers the casket goes on flip over to make it a flat service (for a stretcher). And then we just mount the red light on the roof of the car with a single wing bolt," Miller says.

But as the Fagen-Miller Funeral Home business continued to grow into the 1970s, Robert Miller, Gary's father, died unexpectedly of a heart attack at age 50. Robert's widow, Maureen, and her four children, Larry, Jerry, Terri and Gary, all had a role in operating the family's three funeral homes and an ambulance service with three vehicles. Over the next 15 years, the ambulance service grew to 25 ambulances and 24 wheelchair vans.

Fagen-Miller was also the emer-

gency ambulance service provider for the towns of Highland, Dyer, Griffith, St. John and unincorporated St. John Township. In 1995, Fagen-Miller merged with two other family-owned ambulance services to form Consolidated Medical Transportation Inc., better known as Co\*Med.

The merger came at a time the medical industry began to change in the advent of managed-care programs such as HMOs and PPOs. However, as with some consolidations, friction developed as services within the new company diminished, and by July 1998, the Miller family decided to break off from Co\*Med to start a new company called Fagen-Miller Medical Transport, going back to the original family name. But change wasn't done. Fagen-Miller merged with a smaller ambulance service based in East Chicago called Prompt. "They were ready to sell so we bought them," Gary Miller says.

Eventually, Fagen-Miller adopted the name Prompt. For the first year, Shar Miller oversaw the company as her husband was in a sort of exile, since he had a one-year "no compete" clause that prevented him from competing with Co\*Med.

After the year was over, Gary Miller assumed the position of CEO with his wife. His other siblings continued operating the funeral home business, with one brother, Jerry, working as a paramedic. Today, Prompt serves 36 percent of Lake County's population. It is the only private ambulance service providing emergency transport for the communities of Highland,





Dyer, Griffith, Munster, East Chicago and Merrillville.

With more than 600 employees, 200 ambulances and other transportation vehicles, the Highland-based company handled some 100,000 transports in 2012 alone. The company's reach stretches east to South Bend and south to Lafayette. Municipal work accounts for 12 percent of Prompt's business, the rest being dialysis, hospital-to-hospital or nursing home transfers. Prompt also provides wheelchair vehicles that assist people who only need a ride, not necessarily for medical needs. Much of Prompt's work and dispatches are done from a communications/administration center in Highland.

From there, heart of the communication center looks like a 911 police dispatch center. In fact, Prompt operators handle 911 calls. There are also monitors for real-time traffic and weather reports. "There's a bunch of systems working together here," Gary Miller says. Prompt also operates a transportation/vehicle maintenance facility in Merrillville from which many of the ambulances are dispatched.

With his friendly disposition and warm smile, Gary Miller says the job brings variety to his life every day. "I think I would be bored if all I was doing was one specific issue. I deal with insurance, personnel, vehicle problems and government affairs," Miller says. "The variety is interesting to me."

In dealing with municipalities, Gary Miller says the company does not go after cities or towns to take over their ambulance service. It's always the other way around. For example, the City of Gary is struggling to keep providing ambulance services.

"Municipalities have to provide ambulance service. They have options to do that. A lot do it internally and some do a very good job at it. Others, the costs get out of hand," Gary Miller says. "We never approach a municipality to take over their work, but if they do decide to privatize, we think we can help them out."

PHOTO BY PETE BOHERTY

**FAMILY HISTORY** Shar and Gary Miller have operated Prompt Ambulance Service for the last 15 years, but the company's roots go back generations.

## PROFILE

Our first discussion is always: How can we help you keep your service?" Currently, Prompt is providing three ambulances for the City of Gary, with two based at city fire stations.

"Hopefully, as their staffing goes up, they'll go from three to four

medic right now who is going to medical school. We've seen several of our employees eventually become doctors, nurses and expand their careers," Gary Miller says.

Despite serving a large territory, the company does not anticipate

The Millers believe there will be growing emphasis on keeping patients away from emergency rooms, with more aggressive treatment onsite or at the homes of patients. "We have the technology. We'll have Skype or Facetime, we'll be on the scene with the doctor somewhere else," Shar Miller says.

In essence, medical and patient care looks to be returning to the days of home visits, the Millers believe.

"This is going to happen relatively quickly," Gary Miller says. "We've already started the wheels rolling in trying to figure out the market and demand." In the end, it's about helping people.

"When you take someone to a hospital or to a nursing home, you're making a difference in their life at that very moment," Shar Miller says. "Every day, I go home after helping this person or that person. It's really nice. That's what we try to do. Focus on what's right for others." **EQ**

*"We've seen several of our employees eventually become doctors, nurses and expand their careers."*

—Gary Miller

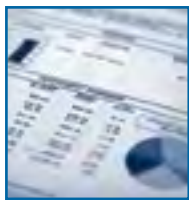
ambulances and we'll go down to one," Miller says. Shar Miller says much of the work Prompt provides to municipalities is done without tax subsidies, with the company being paid through patients' private insurance.

The Millers take pride in seeing many of their own employees grow professionally. "We have a para-

expanding into new markets, Shar Miller explains. "We plan to shore up this area. I think we serve it pretty well, but we like to fill in our territory rather than seeking new markets. There are needs in cities like LaPorte and Michigan City."

With health-care reform taking shape, Prompt sees its services needed more than ever.

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Jill Jones

# What's Your Business Worth?

*It's a tricky question. It all depends upon why you're asking.*

BY JILL JONES

What your business is worth depends on why you are asking. Business value can and often will differ depending on the purpose for the valuation. There are various reasons as to why a business value may need to be determined. These can include estate valuation in the case of owner death, gifting of business ownership, valuation in the case of divorce, proactively establishing value for buy/sell agreement in business ventures and buying/selling businesses in the open market.

Many business owners may just ask, "Can I just look at my balance sheet to determine value?" The answer—probably not. Business value is often more than what appears on a traditional balance sheet. A business is typically worth the fair market value of its hard assets (cash, receivables, real estate and equipment) minus its liabilities. To that we add a value for goodwill (if any). Goodwill measures the intangible value of the business as a profit-making entity. It is meant to capture the value of the workforce in place, reputation of the business, customer list, etc.

Whether gifting shares, or if valuing a business for an estate that requires gift tax, or even if a business is estate tax filing with the IRS or the state, these filings typically require formal reports to be submitted with the tax forms. These reports must be in compliance with IRS regulations, or they'll face rejection. Methods used and discounting come under sharp scrutiny, and governing agen-

cies anticipate qualified professional business appraisals.

In the case of valuing the marital assets in a divorce, the formal valuation process is similar to gifting and estate, however, family law in

multiple of earnings. In the case of a real estate holding company, the book value of assets adjusted for the appraisal of real estate may be more appropriate.

Whether you are selling your busi-

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*Buy/sell agreements are crucial to proactive planning. Simplistic definitions of values such as "book value" will likely not capture fair value.*

Indiana is very specific about how the goodwill (intangible) value of a business is to be divided in a marital estate. It notes that in the case of a professional practice, the portion of the value of business deemed to be "professional goodwill" (the value attributable to the owner/professional) is not a divisible asset in the marital estate. However "enterprise or business goodwill" (the value attributable to the practice independent of the professional) is a divisible asset along with the tangible assets of the business. This requires specific valuation approaches to separate these values for the court.

Buy/sell agreements are crucial to proactive planning. Simplistic definitions of values such as "book value" will likely not capture fair value. Selecting an appropriate valuation formula that can be easily updated will lead to less confusion when it comes time to exercise the agreement. For instance, an operating entity may be best valued at a

business or buying an existing business, computing the intrinsic value (value to the new owner) is a key component in negotiating the price. Intrinsic value is determined by modifying company financial data to remove expenses that a new owner would not incur and replace them with expenses a new owner would expect. The result is to project a cash flow stream that a potential new buyer can expect. The modified cash flow would be the basis for determining the value rather than the historical results.

Each of these scenarios can easily determine a different value for the same business. Do not confuse a value determined under one method to be valid for another. Utilize a certified valuation professional with the credentials to support the appropriate value under the appropriate circumstance. In the end, know what your business is worth. **EQ**

*Jill Jones, CPA, CVA, is co-owner of McMabon & Associates CPAs, P.C.*

# Leaders as Heroes

*Honoring “founders, risk-takers and doers who make things happen.”*

BY JERRY DAVICH

Amid rousing applause and thumping music, 22 finalists were introduced recently at the second annual Leaders as Heroes South Shore Leadership Awards. The event at Avalon Manor in Merrillville reflected a wedding reception theme, with award winners strutting, strolling and sashaying into the banquet center. The upscale affair sported a who’s who of Northwest Indiana, an unorthodox marriage of region leaders, movers and shakers.

“Those who we honor tonight are the founders, risk-takers and the doers who make things happen,” Keith Kirkpatrick told guests while thanking the event’s diamond sponsors, NIPSCO, Citizens Financial Bank and *Northwest Indiana Business Quarterly*.

“Often leaders are overlooked or not recognized because that is not what they seek or even what they want. They are the unsung heroes of our region,” says Kirkpatrick, president and CEO of Leadership Northwest Indiana. “Northwest Indiana needs to recognize and salute those who guide our communities and local organizations with the leadership that is needed to make our region a better place.”

The event was deemed a “fund-raiser,” attracting more than 300 guests while raising funds for Leadership Northwest Indiana (LNI) programs. The Valparaiso-based organization offers a 10-month program to leaders and aspiring leaders to better understand this region’s resources, characteristics and potential.

With detailed curriculum developed from the Quality of Life Indicators Report, LNI explores multiple fields, including education, business, culture, health care, planning and diversity. The organization’s 1,000 “graduates” will pass through the program this fall, following in the steps of the 11 recent award recipients.

“LNI gave me an aerial view of the three counties that I viewed before at ground level,” says Brad Hemingway. “It also gave me a network to tap into that I didn’t know before.” Hemingway, a licensed and registered representative for PFS Investments, had previously signed up three times for LNI but his busy work schedule didn’t cooperate. Finally, he enrolled in LNI 30, which put the spotlight on his leadership skills.

“The confidence I gained during that year helped me empower myself and others to take on new challenges,” says Hemingway, whose award was custom-made for him, as with all award recipients.

Hemingway is founder of Planting Possibilities, an organization working to provide employment, job skills training and volunteer opportunities for adults with developmental disabilities in Lake County. He also is involved with the Best Buddies program and Junior Achievement, and teaches financial skills to local students.

Tavetta Patterson found the courage and strength to create the Gary Life Education Initiative, a nonprofit organization designed to provide educational and mentoring services

for the region’s most vulnerable youth. “Being an LNI award winner means the opportunity to amplify the voices of the students who participate in our programs,” Patterson says. “It means the opportunity to bring glory to God for saving me from the environment in which I was born and raised. It also means the opportunity to honor the memory of former students like Jamari Leflore and Kenneth Reese, two of my eighth-grade students whose dreams were not fully realized because they were murdered before the world could discover their greatness.”

During the past 15 years, her organization has helped nearly 7,000 at-risk youth. She receives no salary or stipend from the organization and volunteers up to 80 hours a week mentoring participating youth with life-changing knowledge, information and experiences they would not otherwise receive.

Steve Conger, senior pastor at United Methodist Church in Munster, was nominated five times by his supporters. “Steve’s role is to build citizens up and helping them face the challenges life brings,” an LNI committee member told guests. “Like a phoenix, Steve helps individuals who were once broken rise up from the ashes and take on the world.”

Conger, an LNI 29 grad, also served as president for the Lakeshore Area Regional Recovery Initiative (LARRI), as well as vice chairman for the Munster Chamber of Commerce and chaplain for the Munster Police Department, among other committees.



**PLANNING AHEAD** David Lee King Jr. is 18 years old, and already has a Facebook page publicizing his plan to run for mayor of Gary—in 2020. He also envisions becoming president of the United States.

One of Rondi Wightman's greatest passions is her work with Great Lakes Transplant Social Workers, an organization she's been involved with since 1996. Wightman is an acclaimed public speaker on this topic as well as an asset to the Lupus Foundation of America and its Indiana chapter. "There is no population in this region that is not affected by Rondi's leadership, whether it's seniors, children or college students," an LNI committee member told guests.

Wightman has led five successful educational symposiums, she serves as president of the town of Porter's Park Department, and she has organized the Duneland Seniors group. "Rondi always finds a way to untangle the wiring and make connections to get the job done. We're extremely lucky to have her leadership in our region," the committee member told guests.

At age 25, Kris Krouse was selected to be executive director of Shirley Heinze Land Trust, where he demonstrated his potential for leadership early on by impressing the board of directors.

"It was an honor to be selected and even more rewarding to see others recognized for their contributions to the community they serve," says Krouse, a first-generation college student who is laying the environmental framework for generations to come. "Cumulatively, a lot of progress is being made by these individuals and thousands of others who are committed to making Northwest Indiana a strong and vibrant region."

Krouse, who attended the event with his wife and two young kids, is a member of the Michigan City Rotary and the Valparaiso Chamber of Commerce. He also serves on the Indiana Lake Michigan Coastal Advisory Board, the executive council for Chicago Wilderness, the board of directors of One Region, and several other committees.

Jamal Washington, director of community relations for Illinois Central, works to correct transportation issues within the communities he serves. He also has been involved in, or created, a number of community service projects in the Gary/Merrillville area. "Jamal

has made it his personal mission for no student to worry about how they will get to and from school safely," an LNI committee member says.

Washington is part of the Gary Commission for Men (a youth mentoring organization), the Kids that Santa Forgot group, and he spearheaded a partnership between Best Buy and the Gary Community School Corp. and Gary Housing Authority, involving \$2,000 in donated gift cards to be used as rewards for academic performance.

"Jamal led the charge to ensure that changes were made. He fights against injustices and believes everyone deserves a chance to succeed. Plus he takes on the challenges of others as if they were his own," the announcer told guests.

Bill Jarvis, a successful business owner, is one of the longest serving members of the Schererville Plan Commission and Schererville Board of Zoning Appeals. He has been instrumental in putting together a new 20-year master plan for the town.

"Bill brings together businesses, politicians, municipal agencies and individuals to continually improve community and to benefit thousands of children throughout Northwest Indiana," an LNI committee member says.

In 2010, Jarvis had recently sold his businesses of 29 years, Midwest Tire in Schererville and Valparaiso Tire, when he was asked by Schererville and St. John leaders to step in as executive director of the Safety Village. He didn't hesitate. "Bill has a true passion for bringing life-saving education to the youth of our region. He's a true visionary," an LNI committee member told guests.

Keith Bruxvoort, vice president of finance for Strack & Van Til stores, is always well stocked on offering his time, talent and treasures. Beyond his professional life, he is a part of multiple community organizations such as Habitat for Humanity, the Wellness Council of Northwest Indiana, the Highland School Board and Highland Rotary.

# MAKING A DIFFERENCE

“Keith is a true servant leader, describing his biggest passion as being able to help those less fortunate lead better lives,” an announcer says. “Keith’s leadership is outstanding, and he’s a true bridge-builder. He makes connections across organizational and political boundaries, recognizing when there is still work to be done.”

At 18 years old, David Lee King Jr. was the youngest award recipient who is heading to the fabled Morehouse College in Georgia. The West Side High School graduate is unmatched by many of his generation and he has the highest of aspirations.

Not only does he have his own Facebook page to publicize his planned mayoral run for the 2020 city of Gary election, if you ask him which future president of the United States will be coming from Morehouse College, he’ll reply matter-of-factly: “Me.”

He served as president of his Student Council, was the first youth advisor for the city of Gary, and the first African-American student president for the Indiana Association of Student Councils.

Richard Reel is known for being the catalyst and chief construction manager of “Pioneer Land” at the LaPorte County Fairgrounds. He also is known for designing the LaPorte High School leadership training class.

While leading this program for 14 years, Reel estimates more than 500 students have completed the popular program which introduces 4-H lessons and programs to minority students.

Through Rebecca Reiner’s efforts to pull together community support, 137 students are enrolled this year at New Vistas High School, the charter school she founded and directs.

Through her role as executive director of Neighbors’ Educational

Opportunities (NEO), Reiner is highly involved with the Regional Adult Educational Consortium and the Adult Education Providers Group.

In May 2012, Reiner was recognized as Indiana Adult Education Administrator of the Year. She also has served on projects serving the former Hilltop House, now Health-Linc, and is working with a new project that aims to turn the former Valpo Tech building into a community arts center.

In closing the event, Kirkpatrick says true leaders accept the responsibility for addressing a problem, seeing a project through, or getting something done. “It is not an easy job. Many are unwilling to be leaders. And those who do are not always successful or popular. That’s why leaders should be recognized for the hard work and sacrifice they make to move the world in a good direction.” **EQ**



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# Catching the Fever

*WNBA's reigning champs reach out to find fans.*

BY RICK A. RICHARDS

The Women's National Basketball Association is filled with remarkable athletes—the best in the world at what they do—and stellar competition.

But when it comes to player salaries, television viewers and marketing prowess, the WNBA lags far behind the NBA. Julie Graue, vice president of business development and marketing for the WNBA's Indiana Fever, readily admits the women play second fiddle to the men, but a WNBA game is just as intense as a men's game.

The Fever are the reigning WNBA champions, and Graue says that has helped the organization build a bigger presence in Indiana. "We have a much smaller budget than the NBA so we can't focus around the state like the Pacers do. We focus our efforts on central Indiana." That means most visits by Fever athletes are to schools and group within an hour's drive of Indianapolis, but Graue says there are exceptions. "We have been involved with church groups and the AAU at events in Northwest Indiana, where they'll come to a Fever game and make a weekend of it."

While counterparts in the NBA have hefty marketing budgets for billboards, radio and television ads and player appearances, Graue says that's not the case with the Fever. "We do a lot of personal things within central Indiana, like taking players to reading programs to read to students and conducting get-fit clinics."

The WNBA came into existence in



**STANDOUT GUARD Shavonte Zellous scored in double-digits in 21 games during her rookie season with the Indiana Fever.**

1996 and today has 12 teams. The Fever came into being in 2000 as an expansion team. Two of the team's biggest stars at Tameka Catchings, an All-American and Olympian from the University of Tennessee, and Katie Douglas, a native Hoosier who played at Purdue.

Graue says the key for the Fever is luring people to games at Bankers Life Fieldhouse. Last year when the Fever won the league championship, the team averaged just over 8,000 fans a game. This year, the Fever have been plagued with injuries and are in last place in their division,

averaging just over 7,500 fans a game.

"Winning last year's championship has been huge for us," says Graue. "We've had a couple of sellout crowds and we've attracted some new people. We've reached out more to the community. We think that once people see our product and once they experience a WNBA game, they'll be back."

One of the recent benefits of winning the championship was an invitation for the Fever to visit the White House and meet with President Barack Obama. "That was an incredible experience," says Graue. "It was great to see the team dressed up in their formal best."

At the White House, the team got an exclusive tour and got to spend an hour with the president, an admitted basketball fan.

Because there are no multimillion-dollar player contracts in the WNBA, Graue says the players need to be more accessible. Even

though the players are paid to make personal appearances, Graue says that doesn't diminish the interaction between fans and players.

The WNBA season is less than half that of an NBA season—34 games—so that gives the Fever (and all teams in the league) just 17 home games in which to establish a bond with fans.

"That's why it's so important to reach out and interact with fans," says Graue. "We tell people you can bring a family to a Fever game for about the same amount as it would cost to go to a movie. What other sport can you do that?" **EQ**

# Arts Around the Region



John Cain

*Circus, symphony, Charlie Brown and CSNY tunes among the local arts offerings.*

BY JOHN CAIN

The Northwest Indiana Symphony Orchestra will launch its 2013-14 Concert Season at the Star Plaza Theatre on Friday, September 20, with a Gala Pops Concert featuring Cirque de la Symphonie, a troop of accomplished circus artists (aerial flyers, acrobats, contortionists, dancers, jugglers and balancers) in professionally choreographed performances set to classical masterpieces and popular contemporary music. Shostakovich, Khachaturian, Tchaikovsky, Mendelssohn, Rimsky-Korsakov, Bach, Bizet and John Williams are among the composers who will be featured.

The Crown Point Community Theatre will present "You're A Good Man Charlie Brown," the timeless musical celebrating everybody's favorite Charles Schulz hero, August 3-18. The story represents an allegorical day in Charlie Brown's life, with moments ranging from wild optimism to utter despair, all mixed in with the lives of his friends (both human and non-human). Show dates are at the Theatre's performance venue, 1125 Merrillville Road, Crown Point ([www.cpct.biz](http://www.cpct.biz)).

Taltree Arboretum will continue its 2013 summer concert program on Friday, August 30, with "Marrakesh Express." This Crosby Stills Nash & Young tribute band takes us back to the '60s with classics played and sung with vocal harmonies that were typical of those of the classic rock group. The band gets audiences up and moving to classics from "Suite: Judy Blue Eyes" to "Wooden Ships,"



**NORTHWEST INDIANA SYMPHONY**  
Cirque de la Symphonie blends circus artists with symphonic music.

"Southern Cross" and "Down by the River." Come early and ready to dance ([www.taltree.org](http://www.taltree.org)).

Live art, music and family friendly activities are just a few of the highlights that will welcome visitors to the second annual Hooked on Art Festival at Thomas Centennial Park in Chesterton. The festivities will begin with Evening Under the Stars dinner and auction on Friday, September 27 at 7 p.m. Prominent area chefs will come together to create a culinary masterpiece. The following day will feature a live street art festival on Saturday, September 28, from 9-5 p.m. ([www.hookedonartfestival.com](http://www.hookedonartfestival.com)).

"Dr. Jekyll and Mr. Hyde," adapted in a new and shocking version of Robert Louis Stevenson's classic tale of depravity, lust, love and horror, will be the October production for Chicago Street Theatre in Valparaiso. On the fog-bound streets of

Victorian-era London, Henry Jekyll's experiments with exotic "powders and tinctures" have brought forth his other self, Edward Hyde, a sensualist and villain free to commit the sins that his alter ego is too civilized to comprehend ([www.chicagostreet.org](http://www.chicagostreet.org)).

On Saturday, October 26, Purdue Calumet will present Doorway to the Arts as the university's first public Art Symposium for visual, performing, culinary and musical artists, students and patrons. Conducted in partnership with the South Shore Arts Regional Arts Council, the symposium will feature keynote speakers, breakout sessions and exhibitors. Visitors will get a taste of public offerings available from nonprofit arts providers and artists throughout Northwest Indiana and south suburban Chicago.

South Shore Arts reminds you to visit its online Regional Art Calendar at [www.SouthShoreArtsOnline.org](http://www.SouthShoreArtsOnline.org) for listings of local arts events. The calendar lists exhibits, concerts, plays, lectures, film series, dance performances and more, all taking place in your neighborhood. Don't forget the South Shore Arts Facebook page, where you can also keep up to date on exhibit schedules and opening receptions, class signups, outreach programs and special events. Local artists also post their events and share local art experiences. **EQ**

*Find out more about area arts activities and events by watching Lakeshore Public Television's "Eye on the Arts," every Thursday evening at 6 p.m. on Lakeshore News Tonight.*



# Garden Railroading

*Here comes Big John, from Hartland Locomotive Works.*

BY KATHY MCKIMMIE

Don't call them toys. The Large Scale trains used in garden railroading are for serious hobbyists. Also referred to as G-scale, they are made to be tough, and many owners create an outdoor environment so natural that you cannot tell them from the real thing in a photograph.

Hartland Locomotive Works, in LaPorte, is the only brand completely made in the U.S., says Becky Coates, who manages the venture with six employees. Her dad, Kenneth W. Coates Jr., bought Kalamazoo Toy Train Co., Kalamazoo, Mich., in 1995 and moved it to LaPorte, renaming it Hartland. "He loved model railroading," she says, "and came across the opportunity to buy a company that built trains that was going out of business." He also acquired some tooling from Delton Trains in Michigan.

The new venture was a good fit within Kenco Plastics, an injection-molding company founded by Ken Coates in 1972, now a major producer of engineered plastic components and services for a wide range of industries. Hartland is located at Kenco's corporate office in LaPorte, but there's no storefront—Hartland's products are sold through 50 dealers across the country.

Coates took over Hartland from her older brother Ken, known as "Red." However, she also wears other hats at Kenco, including managing human resources and accounts payable. Although her dad passed away in 2005, it's still a family affair at Kenco, with Red as general manager, brother Steve as head of sales for the molding business, brother David as plant manager, and mother Barbara as president and primary owner.

Quality is evident in every aspect of Hartland's design. The engines



**NOT A TOY** The Big John locomotive made at Hartland Locomotive Works, LaPorte, is featured at the Taltree Arboretum & Gardens' Railway Garden in Valparaiso.

are powered by industrial-grade, high-torque and long-life DC electric motors. The bodies of the engines and cars are injection-molded with UV-stabilized ABS plastic, making them durable and resistant to damage from sunlight.

Hartland produces roughly 200 products, with pieces continual phasing in and out. The company previously produced track, but got out of that business, leaving it to others in the industry, while it focuses on engines, cars and parts. Many buyers do what is known as "kitbashing," says Coates, meaning modifying the product, adding people or using it differently.

"The Big John is our signature engine," she says, "with the ability to pull many cars." Coates describes it as workhorse steam engine that harkens back to the old logging locomotives and retails for \$363.

In addition to hobbyists, the Large Scale trains are making their way into parks and arboretums, wowing children and adults and, hopefully

for Hartland, inspiring more people to create their own garden railway. Hartland is represented in the Taltree Arboretum & Gardens' Railway Garden in Valparaiso (where its products are available in the gift shop), in the Chicago Botanic Garden and in Fernwood Botanical Garden in Niles, Mich.

The company recently wrapped up its first photo contest, asking Hartland owners to send in their best shots of their garden railways. Dozens of entries arrived worldwide from Tokyo to France and nationally from New Jersey to California. Three winners were selected who will be featured in the company's ads in *Garden Railway Magazine*. Several entries can be seen on Hartland's website.

"We take pride in what we do," says Coates. "We take pride in our quality and that we are made in the U.S.—that means the world to us." **EQ**

Contact Hartland Locomotive Works, [www.h-l-w.com](http://www.h-l-w.com), 219/362-8411, [info@h-l-w.com](mailto:info@h-l-w.com).



Ed Charbonneau

# Responsible Health Reform

*Healthy Indiana Plan is an improvement over traditional Medicaid.*

There's an old saying that without our health, we have nothing. I'm sure most of us agree with this sentiment, and hold our health and the health of our loved ones above all else. Ensuring that Hoosiers have access to high-quality, affordable health care is one of the most important causes of our time—and one of the most challenging.

At the federal level, President Obama's health-care reform law, known as the Affordable Care Act (ACA), was passed with the goal of improving access to health care. The law's primary means of expanding access for low-income Americans is to expand eligibility in the Medicaid program to everyone who makes up to 138 percent of the federal poverty level, which is currently about \$32,500 a year for a family of four.

The problem with the ACA's approach is that Medicaid is an outdated program with a poor track record of encouraging participants to live healthier lives. The goal of Medicaid is admirable, but it simply hasn't given Americans a good return on the billions of tax dollars invested in the program. Fortunately, when the Supreme Court ruled on the ACA last year, it gave states the option whether or not to expand Medicaid. That gives forward-looking states like Indiana more leverage to use our own program in the hope that the federal government will help us fund it as a substitute to Medicaid expansion.

Here in Indiana, state leaders developed a health-care program in

2008 called the Healthy Indiana Plan (HIP) that corrects some of Medicaid's shortcomings. HIP is open to certain childless adults who don't qualify for traditional Medicaid, and it's funded by a mix of state and federal funds under a Medicaid waiver. It's possible that Indiana will be able

private health insurance do—means they seek care more efficiently, and have more incentive to make healthy lifestyle choices.

Expanding HIP instead of regular Medicaid could bring about significant savings for Hoosier taxpayers, but because of the number

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*The goal of Medicaid is admirable, but it simply hasn't given Americans a good return on the billions of tax dollars invested in the program.*

to expand HIP to more people under the ACA, but if the federal government doesn't approve that decision, then federal funding for HIP might stop completely, forcing the state to end the program.

HIP is an improvement over Medicaid because it recognizes a simple fact of life: People make more responsible decisions if they have some "skin in the game" for the consequences. HIP participants get regular commercial health insurance with state support to meet their deductibles, meaning the program is affordable, but it isn't free like many Medicaid services. The most any HIP enrollee must contribute is 5 percent of his or her income. But simply forcing enrollees to think about the financial ramifications of their health-care decisions—as those of us with

of people that would be covered by expansion—an estimated 300,000 to 500,000 Hoosiers—it will still be an extremely expensive move for our state.

Because the cost is so great, Indiana officials don't have much interest in expanding a broken system like regular Medicaid. If we get federal permission to expand HIP instead, there will still be tough budgeting decisions to make to figure out how Indiana will pay for it. It's unfortunate that the ACA's one-size-fits-all approach means Indiana might have to end HIP altogether, but I'm hopeful that Indiana will find a way to expand HIP so that we can lead the way for other states to enact responsible health-care reform. **EQ**

*Ed Charbonneau is a Republican state senator from Valparaiso.*

# And the nominees are...

"Our products are the most comprehensive and we take pride in developing purpose-built solutions to meet our customer's needs and help them protect their mission-critical networks."

– 2013 Companies To Watch Nominee

"Our [company] culture is cubicle free. The owner sits in an open 'factory' area with 13 other employees. We don't have a vacation policy; employees can take as much time off as they want...seriously."

– 2013 Companies To Watch Nominee

"Our [marketing] strategy was a basic one: if we create products that do what we say they do and back it up with amazing customer service, that client will tell other clients."

– 2013 Companies To Watch Nominee

## ...stay tuned to find out who wins!

The Indiana Economic Development Corporation and the Indiana Small Business Development Center, in association with the Edward Lowe Foundation are proud to announce the **2013 Indiana Companies To Watch Awards** program.

Companies will be honored at an awards event on **August 22, 2013** at the Indiana Roof Ballroom.

Tickets can be purchased at <http://inctw.org>.

For more information, visit [indiana.companiestowatch.org](http://indiana.companiestowatch.org).

Find us on twitter at **#inctw**.

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