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Northwest Indiana Business Quarterly WINTER-SPRING 2014

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Five years ago, the headlines were bleak. Now the news is good.

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Congratulations Gene Diamond, Franciscan Alliance Northern Indiana Region Chief Executive Officer, on being named a Leading CEO by Northwest Indiana Business Quarterly.



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Cover photo by Shawn Spence

Winter-Spring 2014

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Indianapolis Office

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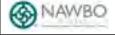
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Northwest Indiana Business Quarterly is owned and published by May Communications Group, LLC, Glee Renick-May, president and CEO.

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Two-year quarterly subscription rate is \$19.95. Single magazine price is \$3.95. Requests for additional magazines will be billed shipping charges. Total circulation: 13,000. Send payment with your name, company address and contact information to: Northwest Indiana Business Quarterly 9801 Fall Creek Rd. #247, Indianapolis, IN 46256-4802



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PUBLISHER'S NOTE

Welcome to 2014!

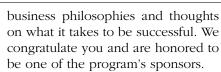
The year has opened with positive beginnings and cooperative attitudes.



On the positive side of 2014, there are signs of economic improvement, especially in new home construction, and manufacturing is showing strength, especially here in Indiana. State and federal agencies are hiring again, and even with all the controversy over Obamacare, slower increases in health-care costs are helping to keep inflation low. On the other hand, interest rates are rising this year, which might hinder the housing recovery, and we still are waiting to learn what Washington decides to do about the debt ceiling.

At *Northwest Indiana Business Quarterly*, we are psyched up for an outstanding year! We have hired some new great writers, added more in-depth special reports, included exclusive interviews with both local and statewide leaders such as Attorney General Greg Zoeller, and of course, we're continuing to grow our distribution. We are even entering our magazine into some national publication award contests for the first time since we launched more than two decades ago!

It's compelling to read how the latest E-day award winners became successful as a startup, how they found the best franchise or how they maintained a family business. Read more inside as awardees share their



Manufacturing here in Indiana historically makes up about 28 percent of the state's economy, according to Pat Kiely, president of the Indiana Manufacturers Association. We profile three manufacturing innovators in this part of Indiana—Vanair's groundbreaking products help workers in many occupations; Monosol is on a hiring roll and developing innovative new products; and General Sheet Metal Works is remaking itself for the future of manufacturing.

Cardiovascular diseases are sometimes inherited but in many cases can be prevented. But even if something happens, today's technology for treating heart disease has come a long way. You will be fascinated by what we reveal on this subject.

We are so proud of our Indiana Pacers, and love their entertaining antics in getting the basketball to the hoop! Sports contributor Ben Smith shares an exclusive interview with Coach Frank Vogel—go Pacers! Flip the pages for more stories of interest, and please share your ideas and let us know how we are doing.

Lastly, I want to offer thanks for the supportive emails, phone calls, cards and more regarding my cancer diagnosis. I've successfully recovered from surgery, in which physicians removed the cancerous tumor and surrounding tissues in my pancreas. I'll be continuing chemotherapy for the next six months—the prognosis is very positive for a full recovery.

Enjoy our current issue!

-Glee Renick-May, Publisher

Around the Region

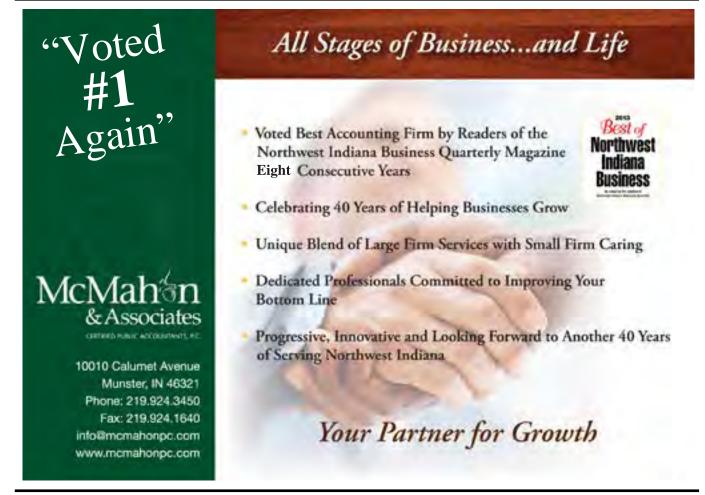
ACCOUNTING

CliftonLarsonAllen LLP (CLA), ranked as one of the nation's largest certified public accounting and consulting firms, has a new principal in its Chicagoland offices. Charles (Chuck) Taylor, CPA, was promoted to principal, effective November 2013. Taylor provides services from both the Oak Brook, Ill., and Schererville offices of CLA, and will oversee tax compliance, planning and consulting services for a wide range of privately held manufacturing and distribution clients.

BANKING

Mike Schrage, Centier Bank president and CEO, and Carol Highsmith, bank senior partner, recently donated on the bank's behalf a weight scale for wheelchair-bound patients to the Rehabilitation Institute of Chicago unit at Franciscan Omni Health & Fitness-Schererville. ... First Merchants Corp. successfully completed its previously announced merger with CFS Bancorp Inc. of Munster in November 2013. In connection with the merger, Citizens Financial Bank has also merged with and into First Merchants Bank.

The combined First Merchants Bank has 95 banking centers in Illinois, Indiana and Ohio and approximately \$3.5 billion in loans, \$4.3 billion in deposits, and total assets and shareholders' equity of \$5.5 billion and \$653 million, respectively. The full integration of Citizens Financial Bank under the First Merchants brand will be completed during the first quarter of 2014. ... Horizon Bancorp and SCB Bancorp Inc. announced a definitive agreement whereby Horizon will acquire SCB and its wholly owned subsidiary, Summit Community Bank, through a stock













Marsha King

Susan Corbett

David Parker

Rayfeael Gullatt

Raymond Martinez

and cash merger. Headquartered in East Lansing, Mich., SCB serves the greater Lansing area through two full-service banking locations. As of September 30, 2013, Summit Community Bank had total assets of \$161.0 million. Horizon Bancorp is a community bank holding company headquartered in Michigan City, with total assets of \$1.8 billion as of September 30, 2013. Horizon Bancorp's wholly owned subsidiary, Horizon Bank, still operates under its original charter, dating back to 1873.

DISTRIBUTION

Carl Buddig will be relocating its

distribution center from South Holland, Ill., to a 65,000-square-foot facility in Munster. The family-owned company is the fifth-largest lunchmeat supplier in the country and will be leasing the former Dawn Foods space at 215 45th Ave. **Commercial In-Sites** represented Buddig and **Jones Lang LaSalle** represented building owner **Becknell**.

ECONOMIC DEVELOPMENT

The Economic Development Corporation Michigan City Indiana (EDCMC) recently named Clarence Hulse its new executive director. Hulse previously served as the

director of economic development in Jeffersonville, where he was instrumental in creating 3,500 new jobs and bringing in \$300 million in capital investment. Creating the Jeffersonville Neighborhood Leadership Institute, he helped improve the city's neighborhoods and gained recognition by the Indiana Planning Association by winning the 2011 Outstanding Community Initiative Award.

EDUCATION

Susan Corbett has joined the nursing faculty at **University of Saint Francis** Crown Point. The Valpara-













Patrick Salvi



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iso native earned an associate of science in nursing at Purdue University, a bachelor of science in nursing at Purdue Calumet in Hammond and a master of science in nursing education at Indiana Wesleyan. ... Peggy Gerard, professor and dean of Purdue University Calumet's College of Nursing and interim vice chancellor for academic affairs and provost, recently received the Indiana Hospital Association's 2013 Award of Merit. Gerard developed the Northwest Indiana Patient Safety Coalition, with a vision of making the region's health care among the safest in the nation. ... Marsha King has been named dean of the University of Saint Francis Crown Point, vice president for academic affairs. King joined the university last year as an assistant professor and director of the Nursing Resource Center and Simulation Laboratory.

ENERGY

Ozinga Energy opened the first public access natural gas fueling station in Northern Indiana in November 2013. The station is located at Ozinga's ready mix concrete facility at 400 Blaine Street in Gary.

GOVERNMENT

The Board of Directors of the Northwest Indiana Regional Development Authority approved a \$17 million matching grant for the Waterfront Revitalization Initiative in East Chicago. The grant will help fund phase 1 of the initiative, which includes improvements at Jeorse Park Beach and the East Chicago Marina; street and overpass work; and demolition of vacant properties. Also approved is a \$200,000 Challenge Grant for the Town of Kouts



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Northwest Indiana Business Quarterly in south Porter County. Combined with \$445,000 in local funding, the grant will be used to extend infrastructure to 63 acres of land at State Route 49 and 680 South. This location links the Dunes Kankakee Trail with the national American Discovery Trail.

HEALTH CARE

Porter Regional Hospital once again sought to honor one of its nurses through its annual Patient Choice Award program. The prestigious award recognizes the level of quality care, comfort and compassion offered by nurses each day. ICU nurse Bev Holesinger, R.N., is the 2013 Patient Choice

Award winner. Holesinger began her career at Porter in 1984 and will be celebrating her 30th anniversary in ICU this coming year. ... Indiana University Health La Porte Physicians announces ear, nose and throat specialist Austin Bancroft, D.O., recently joined the network and welcomes new patients at his La Porte office. Dr. Bancroft joins the practice of Dr. Neil Wangstrom, nurse practitioner **Christine Maddox** and audiologists Jessica Barr and Jessie Grskovic. ... **Porter Regional Hospital** recently opened an Anticoagulation Clinic in the Center for Cardiovascular Medicine. Porter's pharmacists and nurses review patients' prescription and over-the-counter medications potentially harmful drug interactions; perform blood tests; communicate lab results; adjust medication dosages as needed; and provide patient education about blood thinners. ... Saint Joseph Regional Medical Center in Mishawaka welcomes David Parker, M.D., to Saint Joseph OB/GYN Specialists & Midwifery and the Saint Joseph Physician Network. Dr. Parker specializes in NaProTechnology, a medical and surgical application of gynecology used to treat infertility, recurrent miscarriage, abnormal bleeding, premenstrual syndrome, recurrent ovarian cysts, or pelvic pain. ... The Memorial Leighton Trauma Center has been re-verified as an Adult Level II Trauma Center by the Verification Review Committee, an ad hoc committee of the Committee on Trauma of the American College of Surgeons. The center has been re-verified three times since initial verification in 2004. ... Northwest Indiana Cardiovascular Physicians (NIPC), the largest cardiology practice in Porter County, has joined Porter Physician Group. NICP brings a formal affiliation of eight cardiologists to the health care system, including: **Keith Atassi**, M.D.; Akram Kholoki, M.D.; Daniel P. Linert, M.D.; Hector J. Marchand, M.D.; M. Satya Rao, M.D.; Sand-



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and Michael L. Wheat, M.D. The Center for Cardiovascular Medicine is located on the first floor of the new Porter Regional Hospital. Porter recently was awarded advanced certification in heart failure from The Joint Commission (the first hospital in Northern Indiana and the second in the state to receive this honor) Porter-Starke Services recently received the state of Indiana's Psychologically Healthy Workplace Award from the American Psychological Association, honoring organizations that promote employee involvement, work-life balance, employee growth and development, health and safety and employee recognition. Porter-Starke Services was recognized for its com-

prehensive and innovative approach to employee engagement and health through the company's policies and procedures, which included the establishment of a Wellness@Work rewards program, development of a Leadership Academy with Purdue University North Central, establishment of Fitness Fridays, provision of various health screenings, implementation of Breakfast with Leadership, The Inspiration Project, and hosting the annual Valparaiso Turkey Trot. ... Franciscan St. Anthony Health-Crown Point and Franciscan St. Anthony Health-Michigan City recently received Chest Pain Center with Percutaneous Coronary Intervention Accreditation from the Society of Cardiovascular Patient Care, while Franciscan St. Margaret Health-Dyer and Ham**mond** received reaccreditation. Accredited hospitals have achieved a higher level of expertise in dealing with patients who arrive with heart attack symptoms, undergoing a rigorous, onsite evaluation by review specialists, assuring quality-of-care measures in acute cardiac medicine are met or exceeded. ... Methodist

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INSURANCE

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Tim Leman, president & CEO of **Gibson**, has been named to *Business* Insurance® 40 Under 40 Regional Broker Leaders program. Leman joined Gibson in 2005 as the Director of Employee Benefits, named a stockholder in 2006, Chief growth officer in 2007, president in 2009, and CEO in 2011. He received Michiana's 40 Under 40 honor in 2008 and was named the 2013 Outstanding Young Business Leader from Chamber of Commerce of St. Joseph County. ... Mark Bates, CIC, CSRM, AAI from Pinnacle Insurance Group of Indiana in Crown Point is the recipient of the Independent Insurance Agents of Indiana's 2013 Harry P. Cooper Jr Industry/Public Image Award.

Hospitals welcomes new management staff Raymond Martinez as

director of security and Rayfeael

Gullatt, director of food and nutri-

WHAT DOES IT MEAN TO BE AN INDIANA COMPANY TO WATCH?

"Indiana Companies to Watch is more than an award. It is a testament to Indiana's commitment towards excellence in entrepreneurship. Winning this award was not only a great honor; it has helped us highlight our Company and high-growth culture to perspective employees, partners and investors."

- Ari Vidali, Founder and CEO, Envisage Technologies

NOMINATE A 2014 COMPANY TO WATCH

NOMINATIONS open February 12 and close March 28. **APPLICATIONS** will be accepted February 12 through April 16.

Companies will be honored at an awards ceremony on August 20.

For more information, company eligibility requirements, and to nominate a company or to apply, visit **inctw.org**.

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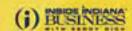


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Bates is president of Pinnacle Insurance Group and a past president of the Independent Insurance Agents of Indiana and Independent Insurance Agents of Northwest Indiana. and has served on several company agent advisory councils and boards. Locally, he has served as chair of the Crown Point Community Foundation and president of the Greater Crown Point Chamber of Commerce and Southlake YMCA.

LEGAL

RailCats owner and CEO Patrick **Salvi** has been selected by his peers for inclusion in the 2014 edition of The Best Lawyers in America in the specialties of medical malpractice law and personal injury litigation.

Salvi, Schostok & Pritchard P.C. has received a Tier 1 Ranking in the U.S. News & World Report and Best Lawyers 2014 "Best Law Firms" rankings and Salvi has been named to Best Lawyers since 2005. This is the fourth consecutive year Salvi, Schostok & Pritchard has received this honor.

MANUFACTURING

The Procter & Gamble Co. recently recognized **MonoSol LLC**, a Kuraray company and the world technology leader in water-soluble delivery systems, at its annual External Business Partner Recognition Dinner. MonoSol was one of only 15 external partners out of 82,000 suppliers that received the highest honor of being named "External Business Partner of the Year." This is the third year in a row that MonoSol has received the Supplier Excellence Award, recognizing MonoSol as one of the top chemical and ingredient suppliers to P&G.

MEDIA/COMMUNICATIONS

Ideas in Motion Media has teamed up with the Northwestern Indiana Telephone Co. (NITCO) to give the online media company and its office and studio visitors a highspeed Internet option. This partnership allows the staff to get news in, posted and published faster due to NITCO's fiber access. NITCO also currently provides free, high-speed WiFi in the city's popular Porter Health Amphitheater and Central Park Plaza.

NOT-FOR-PROFIT

Mental Health America of Lake County welcomes Renae Vania-Tomczak of Munster, as the organization's new executive director. Vania-Tomczak brings with her more than 10 years of nonprofit management and consulting experience related to administration, planning, operations, public relations and resource development.

PHILANTHROPY

The LaPorte County Habitat for continued on page 26

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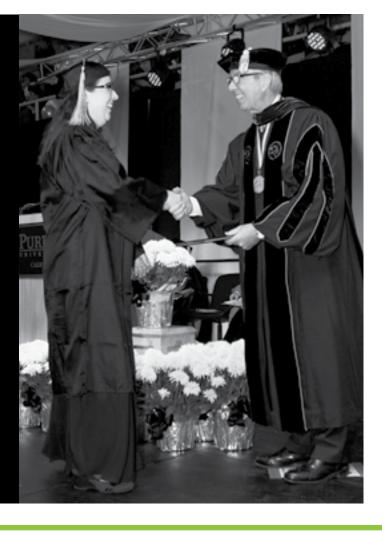
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CHANCELLOR THOMAS L. KEON

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Entrepreneurial Success

Winners of the annual "E-Day" Awards have compelling stories to tell.

BY JERRY DAVICH

onored. Humbled. Surprised. These words gushed from each of the 2013 recipients of the 22nd annual Entrepreneurial Excellence "E-Day" Awards. Hosted by the Northwest Indiana Small Business Development Center (ISBDC), the ceremony honored 10 acclaimed entrepreneurs, each with a compelling story. "Nothing-and I mean nothing—is more powerful than having customers telling your story," says Scott Albanese, founder of the Albanese Confectionary in Hobart, the keynote speaker whose candy-coated story is now worth more than \$130 million.

"We feel it's important to celebrate small business success and showcase the region's business owners," says Lorri Feldt, ISBDC's regional director. "Most just work incredibly hard and rarely get publicity for the great things they provide. I know the exposure from E-Day helps our winners find more customers and grow even faster. That's the best win of all."

Albanese, who started his business with just \$10,000, offered a simple but insightful message to the award recipients: Tell your story with passion. "When you tell your story with passion, that story is also your strategy and your mission statement," he told the crowd. "We talk in stories, we think in stories, and telling your story to others is critical in business." Each award recipient told a story in video form, appropriately created by last year's E-Day award recipient Wade Breitzke of We Create Media. Here are their stories.

ROXANNE PERKINS AND JACQUELINE WOODS

Delicious Deep Freeze. Chesterton **Minority-Owned Business**

"Being an entrepreneur means I can

write my own story," Perkins says. "We work together well, sort of like a dream team," Woods adds. "When you're part of a team, you can work on the same dream." The two sistersturned-company-partners had always wanted to be in business together, and they started by researching different franchises. In 2005, they agreed on Dippin' Dots Ice Cream, the popular frozen treat. "The Dippin' Dots family and their personality matched our personality," Woods says. "We have the freedom to be creative even though it's a franchise."

"We like to have fun and we love dealing with young people," Perkins says. Jim Magera of 1st Source Bank nominated Delicious Deep Freeze, noting: "In a few short years, Roxanne and Jacqueline have made Dippin' Dots a go-to vendor at local festivals and county fairs. They expanded to the broader market through kiosks, vending machines and joined the food-truck trend as a leading franchise in the national market."

The exposure that the sisters received from the E-Day award has already created additional business opportunities, the Milwaukee natives say. "But most important, the opportunity to mentor other aspiring business owners has been the best highlight," Perkins says.

"Selling Dippin Dots, we never have a bad day because people don't return our product," says Woods, whose smile never seems to melt away.

BRAD HINDSLEY

Spire Catering and Event Planning, LaPorte Young Entrepreneur of the Year

Brad Hindsley started his catering business the same way he begins each of his creative entrees—from scratch. "It's all about ownership, and I take ownership in everything I do," Hindsley says.

"To me, that's what it means to be an entrepreneur." He embodies the food industry's "farm to table" philosophy by growing up on a farm-with its morning chores and daily responsibilities-and he brings that work ethic to the proverbial table at Spire.

"It's about finding a passion in life, and doing something you truly love to do every single day," says Hindsley, who studied under world-class chefs in Florence, Italy. "I just love every aspect of food." Michele Thompson of LaPorte Savings Bank nominated Hindsley, saying, "Brad's entrepreneurial spirit and conviction will continue to drive his success." Whether it's for weddings, birthday parties or corporate events, Hindsley's ingredients for customer service come as naturally as his food preparation. No canned efforts. No processed spontaneity. No freeze-dried ideas. No artificial pretenses. "Time and again, our clients tell us that the service we provide is exactly the service that we say we will provide," he says proudly. "My vision was always to produce events like no other."

Diversified Marketing Strategies, Crown Point

ANDREA PEARMAN

Women in Business Champion

Andrea Pearman sports two titles but only one of them aptly describes her leadership at her business. Not only is she the CEO, but also the company's Creative Commander. It's the difference between a lightning bug and lightning, respectively. Pearman has been capturing lightning in a bottle since Day One at the cutting-edge marketing, advertising and specialty agency. Pearman's creations include the Midwest Smoke out cigar show, the Beyond Safety Conference & Expo, Building Indiana business magazine and the Influential Women of Northwest Indiana event, to name a few.



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"Our Influential Women awards has seen more than 500 women of the region nominated, and 66 awarded the honor," she says. "We have raised over \$30,000 for charities from this event alone, and more than \$250.000 overall."

"For one day, people stop and take notice of their amazing work and tireless dedication to their fields," she adds. Pearman downplays her role in the region as the largest event planner in Northern Indiana. Instead, she insists that she is blessed with the opportunity to give back to her community and to all the other unsung female professionals here. "This award is truly for all women in Northwest Indiana," she says modestly.

ROBERT J. FLUDE III Martin Binder Jeweler, Valparaiso Family-Owned Business of the Year

Robert Flude grew up behind the counter of Martin Binder Jeweler, operated by family members since the 1930s. "We spent so much time there that, as children, my siblings and cousins did our homework in the small store's back room, cleaned fingerprints from the showcases and swept the front sidewalk," says Flude, who eventually proved to his grandparents that he could show iewelry to customers.

"They were very hard workers and passionate for this business," says Flude, 48, of Valparaiso. Rene Martin from Citizens Financial Bank nominated Flude, noting that Martin Binder is integral to the Valparaiso community. "As a third-generation business owner, Bob's formula for success is to carry on the family tradition of providing the highest-quality merchandise with honesty, integrity and extraordinary customer service," she says. Not only was Flude surprised to be honored, he was shocked to even be nominated. But it's apparent that his store has been a cornerstone gem in a city of proverbial jewels, now including Flude's new relocated store on U.S. 30. Will his family-run tradition carry on with the new expansion, even though his children are young? "I'd be honored if they chose this path," he says.

DESILA ROSETTI

Organizational Development Solutions. Westville **Woman-Owned Business**

Desila Rosetti isn't afraid to go out on a limb and take a risk in the business world. "That's where the best fruit is," she says. As president of Organizational Development Solutions Inc., she has certainly plucked her share of plum achievements through the years. "We provide training and project-management services to organizations in need of personal and organizational improvement," says Rosetti, who also is an assistant professor at Calumet College of St Joseph. With their success comes her success, thanks in part to the many mentors who taught Rosetti how to







"THIS AWARD IS TRULY FOR ALL WOMEN" Andrea Pearman, the Women in Business Champion, is her marketing, advertising and specialty agency's CEO and "Creative Commander."

surround herself with smart, skilled and talented employees.

"If there's one thing I learned while in business school, it was to hire people who are smarter than you. They don't make you look bad, they make you look better," she says with a knowing smile. Although her staff handles global work, they always know their roots in this corner of the universe.

"There is no place like home," she says. Rosetti has a simple but crucial mission statement: "You have to love what you do because it's who you are."

KELLY JACKSON AND JENNIFER COWGER

North Star Services, Dyer **Emerging Business** of the Year

Kelly Jackson and Jennifer Cowger have known each other for a quarter century, from friendship to graduate school to business partners. Both



became licensed as social workers and addictions counselors, and after providing therapy to adolescents and families, wanted to branch out to broaden their outreach. They opened North Star Services to make sure no one was falling through the cracks.

"North Star Services has helped me successfully reunite children with their families by helping parents learn to provide safe, stable and loving home environments," says Lindsay Bannerman with the Indiana Department of Child Services. North Star works with families throughout Lake County, along with many local and state programs, including Bannerman's agency, Circle Around Families and the Fatherhood Initiative.

"It is exciting that our hard work, and the hard work of our employees, has been acknowledged," Cowger says. Jackson and Cowger's organization provides individual and family therapy, parenting education and supervised visitation, boasting a high success rate of reunifying families. North Star also offers a wide range of home-based casework services, tutoring, mentoring, and training in independent living skills, among other services.

Inside their office, inspirational posters remind them-and their clients-about the power of "I." "I believe in myself," "I am the best" and "I believe in my dreams," the signs state. "We were told by many of our competitors that we were never going to make it, but," Jackson says with a dramatic pause, "here we are."

LEON DOMBROWSKI

Accucraft Imaging. Hammond **Entrepreneurial** Success of the Year

The only thing that is constant is change. Leon Dombrowski not only understands this timeless concept but capitalizes on it in the ever-evolving workplace. "Everything is changing, nothing stands still," he says. "I love when things are changing, and I try to stay one step ahead of the game. That's the attitude we have here."

"Here" is Accucraft Imaging in



"I ALWAYS ENJOYED BUSINESS AND FINANCE" Pete Peuguet. winner of the Lifetime Achievement Award, has been working at Chester Inc. since the Lyndon B. Johnson administration.

Hammond, which offers digital, offset and large-format printing, including posters, trade-show displays and indoor and outdoor banners. "Here" also includes Snapquik Interchangeable Signage, a patented product found at more than 9,000 businesses worldwide.

Snapquik is a non-rusting aluminum frame used for outdoor advertising that Mother Nature has yet to destroy. Dombrowski got the idea after hearing a bank's marketing director wish for a durable advertisement for drive-through lanes.

"Leon's entrepreneurial spirit is

displayed through the innovative products of Accucraft," says Dan Duncan of Peoples Bank. An innovative environment constantly changes, and Dombrowski has embraced that idea, rather than being fearful of it. "Failure is never an option," he says flatly.

PETER NAU

Hammond Machine Works, Hammond Small Business Person of the Year

Peter Nau learned about the manufacturing business from the ground



"I JUST LOVE EVERY ASPECT OF FOOD" The winner of the Young Entrepreneur of the Year award, caterer Brad Hindsley, studied under world-class chefs in Florence, Italy.

up, literally, by first sweeping the floors at Hammond Machine Works. He's been there 40 years, taking raw materials and processing them into a finished product, similar to what he's done with his company since taking over in 1992. The now 42,000-square-foot facility has served the railroad, steel mill and energy production industries since 1908.

Nau's father, D.N. "Mike" Nau, purchased Hammond Machine and Forge Works in 1960, changed its name and moved it to its present location. He believed the business wasn't simply a "part-making company," but a company built on customer relationships.

His son has never forgotten it. Still, he was "pretty much tongue-tied" when he found out about his E-Day award nomination, from John Freyek of Citizens Financial Bank. "Peter makes life better for the people of Northwest Indiana," Freyek says. After accepting his award, Nau thanked Freyek and Leonard Kras, a mentor who worked there for 63 years, missing only a handful of workdays. However, he saved his most important thank you for the woman who transformed him from a raw man into a finished professional. "Thanks to my wife, Debbie, for keeping me focused," he says.

GERALD BISHOP

Gerald M. Bishop & Associates, Merrillville **Small Business Advocate**

Approachable, reasonable and compassionate. These are the words Gerald Bishop uses to describe himself. "It's good to





"HERE WE ARE" Jennifer Cowger and Kelly Jackson, whose North Star Services was the Emerging Business of the Year honoree, were told by many competitors that they were never going to succeed.



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be right, but it's right to be good," he says, reflecting his selfless self-description. Many years ago, while working in a steel mill, his time crawled by because he didn't enjoy the work. Not so at his Merrillville law practice, where the decades have flown by. For 35 years, Bishop has mostly represented small businesses and startups, with his primary

goal to help them be successful from a legal standpoint.

"I want to help them along and see their dream," he says, whether it's mom-and-pop companies or multimillion-dollar corporations. His approach is the same: To make his clients comfortable with the legal process. "Gerry speaks in English, not legalese," says Tom Rowland



"GERRY SPEAKS IN ENGLISH, NOT LEGALESE" Attorney Gerald Bishop was recognized as Small Business Advocate.



"HIRE PEOPLE WHO ARE SMARTER THAN YOU" Desila Rosetti's Organizational Development Solutions was honored as an outstanding Woman-Owned Business.

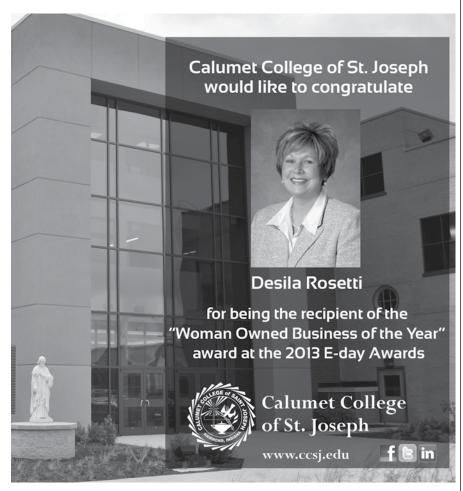
of Treehouse Financial. "He is the smartest guy in the room who never makes anyone feel dumb."



Chester Inc., Valparaiso Lifetime Achievement Award

Pete Peuquet was profoundly surprised and genuinely humbled and honored when presented with the Lifetime Achievement award. The lifelong Valparaiso resident has been working at Chester Inc. since the Lyndon B. Johnson administration. He started working on large grain-handling systems during the summer months of college. In 1974, he was hired full-time to develop the design for the animal confinement and commercial building market.

"I always enjoyed business and finance from my college days, and





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...for making 2013 our best year ever.

Thank you to our customers for their faith in our abilities, and for continuing to provide our company with new and exciting opportunities.

Thank you to our suppliers and business partners. A special thank you to John Freyek of Citizens Financial Bank, and Tim Anderson of Clifton Larson Allen LLP.

Most important of all, thank you to all of our employees, whose expertise, diligence and commitment to quality are the cornerstone of this company. You make Hammond Machine Works possible. Thank you for your hard work.

Here's to 2014, our 106th year in business. Let's make it yet another great one.



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I felt privileged that Orville Redenbacher and Charlie Bowman allowed me to carry on the Chester name," he says, noting that his three sons are also now at Chester. "It certainly was an honor to be included among the list of distinguished gentlemen who have received this award over the past 20 years," Peuguet says. "This alumni have contributed greatly to the success of small business throughout Northwest Indiana."

annual event continues through the support of several sponsors, including NIPSCO, Centier Bank, WeCreate Media, Fifth Third Bank, The Idea Factory, The Times Media, BMO Harris Bank, Wintrust Commercial Banking, Chester Inc., Indiana University School of Business and Economics, Regional Development Company, Horizon Bank, Clifton Larson Allen, Peoples Bank, Hoeppner Wagner & Evans, 1st Source Bank, Citizens Financial Bank, First Financial Bank and Northwest Indiana Business Quarterly.

NOTEWORTHY NEWS BITS from page 14

Humanity Board of Directors has selected Robert D. Long of Michigan City as the organization's executive director. Long took over the position at the end of 2013 and has experience in management, fundraising and community relations with nonprofit, health care and human services organizations in Indiana and Michigan. ... Hospice Foundation announces Christopher Taelman recently joined the organization as chief development officer. Taelman is responsible for Hospice Foundation's resource development strategies and initiatives, including fundraising campaigns and the solicitation of major gifts, planned gifts and in-kind gifts. ... Legacy Foundation announced interim leadership of Leigh Morris as interim president and CEO and Tina Rongers as interim vice president. Morris is a well-recognized community leader in Northwest Indiana with past accomplishments including guber-

natorial appointments as chairman of the Northwest Indiana Regional Development Authority, State Mental Health Review Panel, and Ball State University Board of Trustees: executive director of the Indiana Toll Road and deputy commissioner of Toll Road Oversight. Morris has also held leadership positions as mayor of LaPorte; president and CEO, LaPorte Regional Health System; board chair, Indiana Hospital Association, and Northwest Indiana Regional Planning Commission. **Rongers**, president of Karnerblue Era. a sustainable development consultancy, will spearhead several major projects, bringing in-depth local knowledge and operational capacity to the team. ... Anne Hosinski Watson has been named executive director of the **St. Joseph County Council of the St. Vincent** de Paul Society. Watson formerly served as the assistant campaign director of the uKnight Capital Campaign at Marian High School in Mish-

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awaka. Watson previously worked in the IT industry, serving as security practice manager at Network Solutions Inc. in Granger, and as a security product manager at Sprint Telecommunications.

REAL ESTATE

The Northwest Indiana residential real estate market remained strong as the region transitioned into fall with a steady increase of homes sold in both Lake and Porter counreports Jeanne Sommer, ties. broker/owner of Century 21 Alliance Group. Through October, the number of homes sold in Porter County was up 23 percent over the previous year, while the average sales price increased 1 percent. In addition, the average number of days a home was on the market, another key factor in the health of a market, decreased 13 percent. Lake County saw similar changes in activity. The number of homes sold in Lake County increased 22 percent and the average sales price increased 1 percent. In addition, the average number of days to sell decreased 13 percent. ... South Bend-based Bradley Company has promoted Kara **McGuire** to executive vice president and Rudy Yakym III to senior vice president. As one who has worked in nearly every department within the organization, McGuire will lead the multi-housing, human resources, information technology and risk management efforts within the organization, as well as quality control of company processes and special projects.

TOURISM

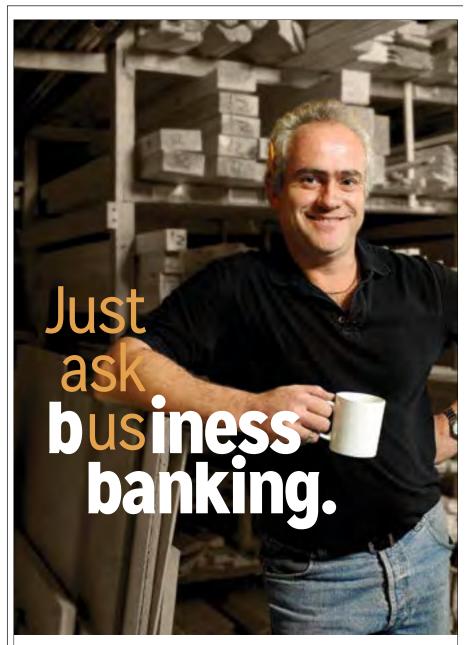
The **South Shore Air Show** will be held in 2014 at Fair Oaks Farms. a 33,000-acre attraction, allowing the two organizations ample room to make additions to the family-fun event. With the 2014 date yet to be released by the Southshore CVA, the 2012 air show saw an estimated 570.000 attendees over the threeday event which included numerous aerial acts, a twilight night show with fireworks, kids' zone, beer garden,

food vendors, charity event and VIP receptions. The 2013 South Shore Air Show was canceled due to the impacts of sequestration.

TRANSPORTATION

South Bend Airport is the latest airport to receive TSA Pre-Check, expanding the number of total airports participating in the program

to more than 100. The expedited screening program allows preapproved airline travelers to leave on shoes, light outerwear and belt, keep their laptop in its case and their 3-1-1 compliant liquids/gels bag in a carryon in select screening lanes. To date, more than 18 million passengers have experienced TSA Pre-Check since its launch October 2011.





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Manufacturing Innovation

Indiana manufacturers leading the way with cutting-edge products and processes.

BY STEVE KAELBLE

omebody's got to create wealth," says Pat Kiely, president of the Indiana Manufacturers Association. Indiana's manufacturing industry is doing plenty of that these days, and that's a great thing for the state's economy. Indeed, every state wants more manufacturing jobs, but few are as fortunate as Indiana.

The Hoosier state is historically among the nation's most manufacturing-intensive economies, which can be a liability when the economy tanks but a blessing when times are good. Most economists agree that times still aren't as good as they ought to be, and there's lots of recovery left to accomplish following the Great Recession. But in Indiana, according to Kiely, manufacturing makes up about 28 percent of the state's economy, which is nearly what it was a decade ago.

Other big manufacturing states? "Those other states have lost ground," says Kiely, "but we've maintained our ground."

Looking back at 2013, "it was another positive year," Kiely says. Business was strong in the automotive sector, which is a big piece of Indiana manufacturing, and steel did well, he says. "The employment numbers were weaker in the first half but were getting better in the second half."

Indeed, he says, the Indiana economy added some 4,500 manufacturing jobs in November alone. "We ended the year on the employment side better than we started," Kiely says. That has helped push the state's jobless rate in the right direction.

Ever since dipping back under 9 percent in late 2011, "the Indiana unemployment rate was stubbornly above 8 percent. Now it's 7.3 percent."

He's also encouraged by recent revisions in national economic figures to show the economy growing at a faster pace than previously reported. "If that's true, the economy is in much better shape," he says. Not that he's totally happy with news out of Washington. He's concerned about federal rules and regulations that he thinks could stifle growth, and political battles that could continue to cause uncertainty.

Still, though, Kiely is upbeat about 2014. "I'm looking for a decent year."

The recovering economy is, of course, a large reason for the positive news in the Indiana manufacturing sector. But give some credit to innovation, too. Indiana manufacturers are finding ways to improve both their products and their processes, giving them a leg up on competitors overseas, and elsewhere in the country. Read on for a small sampling of the innovation happening in the manufacturing sector in the northern part of the state.

MORE THAN HOT AIR

Vanair Manufacturing Inc. in Michigan City makes things a lot simpler for workers in construction, utility work and a wide range of other industries. Lots of people need air compressors for the work they do, and Vanair makes it easier to take compressors on the road.

You've no doubt seen work trucks towing air compressors from site to site, attached to a hitch in back. "We took the compressor and mounted it on the truck, using the truck's own engine to drive the compressor. We turn the truck itself into a tool," says Greg Kokot, the company's president. His brother, Ralph, is CEO. "It saves weight, it saves space, there's only one engine to maintain, and it frees up the tow hitch to bring something else to the site."

Vanair was launched in Michigan in the 1970s, and came under its present ownership in 1997. Ten years later, the Kokots decided to move their company to Michigan City.

Today, the manufacturing facility is innovating its processes to add value and enhance quality. "We are a lean manufacturing company and are getting more and more into lean concepts," Greg Kokot says. It's paying dividends, he adds. "We're able to get more products out with less time per unit."

Another improvement in the manufacturing process involves quality control. "Each person in the line checks the work of the material coming in. Each person becomes a quality tester," he says. And when that person completes work and passes the unit down the line, "the next guy in line checks his quality."

Most of the work done at the Vanair facility is assembly, Kokot says. Though the company designs and engineers all of its components, many are manufactured elsewhere but mostly in Indiana. "We can adapt to market demands," he says.

Vanair's product innovations make life on the job easier for workers in many occupations. "For just about any industry you can name, we have air compressor products," Kokot says. Vanair compressors have even



AIR FOR ALL PURPOSES Greg Kokot, president of Vanair Manufacturing, looks over a large air compressor used in drilling for water, oil and natural gas exploration. He's pictured with Mike Paholski and Paul Swanson.

helped score touchdowns—and save lives.

The company's compressors have been spotted on the sidelines at some NFL games. The idea is to use the compressor to fill special inflatable shoulder pads with chilled air. That helps players lower their body temperatures on hot game days, and perform better on the field.

As for the lifesaving capabilities of

Vanair products, "we do a lot of military applications," Kokot explains. He's especially proud of a Vanair installation deployed in Afghanistan and Iraq, using high-pressure air to help locate and uncover hidden explosive devices before they can do any harm. "It saves soldiers' lives."

A TASTY NEW TWIST

MonoSol LLC is on a roll, and the

best part may be yet to come. "We're hiring like crazy," says the company's president and CEO, P. Scott Bening. Nearly 100 employees came onboard in the past year, bringing employment to more than 450, and another hundred could join in the coming year, he says. The company has corporate headquarters in Merrillville and manufactures elsewhere in Northwest Indiana. "We're going to stay here and distribute globally."

What's driving the boom? Product innovation. MonoSol's recent growth has come through its manufacture of the plastic film used to create Tide Pods and similar products that have just enough laundry or dishwasher detergent for one load, packed in a water-soluble wrapper made by MonoSol. Consumers love getting their detergent in the handy packets.

"All of our films turn into carbon dioxide and water when they dissolve," Bening says. "Making films for that delivery system is very unique."

Procter & Gamble's Tide Pods hit the market about two years ago. Other manufacturers such as Dial, Sun and Unilever quickly jumped on the bandwagon with unit dose laundry products of their own, with film supplied by MonoSol. Unit dose laundry products now make up about 8 percent of the market, and it's growing. About a decade ago, similar products hit the dishwasher detergent market, also using Mono-Sol film.

The company has a market share of more than 90 percent of the watersoluble film business, and exports half of its products to more than 50 countries on six continents. "We're growing to keep up the capacity," Bening says. There's expansion in LaPorte, and the company has been hunting for an additional manufacturing location.

What could add to this alreadyamazing success story? "One thing that we've started to launch is edible film-not just soluble but edible," Bening says. There are all kinds of possibilities for packaging food products in pouches or sachets that



"FROM THE PROCESS UP" Taylor Lewis, vice president and chief operating officer for General Sheet Metal Works, says the company's new facility has been designed with innovative processes in mind.

can be dropped into cold or hot water—from soup mixes to grains to drink supplements, such as packets that can turn bottled water into a fortified supplement.

How big can the edible innovation become? Who knows? "When we look at the potential," Bening says,

"that market could dwarf the detergent market."

"OUR INNOVATION IS ORGANIZATION"

Manufacturers are often seeking ways to improve their processes, creating new efficiencies, removing unnecessary steps, reducing waste materials. Much can be gained by taking a long, hard look at processes. But there can still be limits within a particular facility's size and attributes, or a company's corporate structure.

South Bend-based General Sheet Metal Works wanted to remove those



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constraints and really find a better way to get the job done. So the company is designing a new facility with the best possible process in mind, and is restructuring its whole company around its innovations, according to Taylor Lewis, vice president and chief operating officer.

"Two years ago we embarked on a journey to redesign the organization," she says. "We said, what is manufacturing going to look like in the future? What are the challenges going to be?"

So the company started with a relatively clean slate, not just in terms of facility, but corporate structure, too. "We turned the box over, rearranged the blocks and designed a new organizational structure," Lewis says. "We created positions in the executive and management structure. Our innovation is organization."

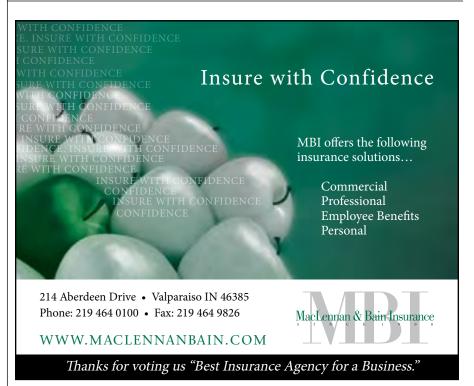
The result has impressed outsiders such as auditors working on ISO audits of the company. The auditors, says Lewis, were hard-pressed to find anything to mark down the company's scores. "Our ISO auditors said they've never seen a culture like this."

As for the design of the soon-tobe-built facility itself, "we hired a top-notch information analyst and used various data mining techniques to understand how our processes work. We designed a facility from the inside out, from the process up."

General Sheet Metal Works has been in business for more than 90 years, but it's no longer in the sheet metal business. "We got out of the sheet metal business and are a metal fabricator-stamping, bending, laser cutting," Lewis says. The company's products can be found in many places, from equipment to construction to solar installations.

The company knew it needed to innovate itself in order to help its customers keep ahead of the curve, Lewis says. "We looked at what our customers are facing," she says. "Customers are going to need to be able to scale in order to remain competitive globally. They need to grow their enterprise without a proportional growth in their investment infrastructure and labor. We have to be able to provide elegant solutions."





Best of the Best

The region's top CEOs and business leaders.

BY JACQUELINE VON OGDEN ook up the word "lead" in a dictionary or using Google and you'll get what seems like endless results. Some of the definitions include "showing the way," "guiding," "directing activities," "serving as a route," "inspiring conduct" and "to be a channel or conduit for."

In this issue we are featuring the region's leading CEOs, chosen by you, our readers. Of those nominated, we chose 11 finalists, and from those, the five leaders featured below. These individuals not only inspire, but also lead the way for Northwest Indiana.

HEALTH CARE Gene Diamond Franciscan Alliance **Northern Region**



Overseeing five hospitals—Franciscan St. Margaret Health (Hammond and Dyer), Franciscan Healthcare (Munster), Franciscan St. Anthony Health (Crown Point) and Franciscan St. Anthony Health (Michigan City)—Gene Diamond, regional CEO of Franciscan Alliance, has not only watched a decade of change, but has also inspired the change and has been at the helm. But Diamond, celebrating his 10th year with Franciscan Alliance, remains humble and is the first to share the credit for growth and change.

"Being a leader of a major organization requires a lot of folks who make the sacrifice for the organization," he says. "Fortunately, we have great folks who are committed and make that sacrifice. In fact, what makes this organization work is the people, and they think and act in accordance with our mission. That is our success."

Diamond, who comes from a large family of healthcare professionals, notes his comfort level within the health-care industry: "My father is a physician, and of my 12 siblings, eight are involved in the health-care profession." Changes have occurred throughout Diamond's career, but he credits parenthood with changing him for the better. "Fatherhood changed me profoundly. I feel an incredible bond with each of my children. Being a father has made me a better man, executive and human being."

Nominator Calvin Bellamy of Krieg DeVault sums up Gene's disposition. "While overseeing thousands of employees, including hundreds of employed physicians, Gene always has a cheerful and positive attitude. If I were to sum Gene up in one word, it would be 'commitment.' Commitment to quality health care, to ethical business practices and high moral standards in the tradition of Saint Francis."

MANUFACTURING Bipin Doshi Schafer Gear Works



When asked what it takes to be an effective leader, Bipin Doshi notes several aspects. "You need a good team, and you need to be able to direct that team," says Doshi, who leads the South Bend producer of high-precision, custom-engineered gears and machined parts. "You also must have some sort of vision, and be able to jump into different opportunities."

Doshi has owned Schafer since 1988. He credits the popular book How to Win Friends and Influence People with teaching him empathy and sensitivity, but also allowing him to keep a business sense. Doshi hopes others are privileged enough to experience strong leadership through life, as he did. "I was fortunate to have and recognize good bosses early on."

Restructured as Schafer Industries in 2013 after the acquisition of a division from Dana Corp., the organization is a diversified supplier to a variety of markets including leisure vehicles, material handling and automotive. Doshi holds a master of science degree in chemical engineering from the University of Missouri and is a member of the Society of Chemical Engineers. A former board chairman of the American Gear Manufacturers Association. Doshi is the recipient of the organization's lifetime achievement award, and is also active in his community, serving on multiple corporate and non-profit boards. "We have been very fortunate to know and work with Bipin for almost two decades," says Thom Villing, nominator and president of Villing & Co., a marketing communications firm in South Bend. "He has not only been a driving force in the gear manufacturing industry but in our local community as well. He richly deserves this honor."

EDUCATION Thomas L. Keon **Purdue University Calumet**



Chancellor Thomas Keon of Purdue University Calumet believes Indiana's higher education institutions are seeing a significant amount of change, and he is glad to help implement that change.

An accomplished educator whose leadership offers a thoughtful, farsighted business perspective, Keon addressed challenging matters in a visionary manner. He has championed a Purdue University Calumet that has much to offer Northwest Indiana's students, communities and businesses. Keon has been leading Purdue Calumet since 2012, and though many of changes take time to generate results, he is positioning the Hammond university for a brighter future. Keon says life experiences from his youth have helped him relate to many of the students at Purdue Calumet. "My parents divorced when I was 3, and my mother died when I was 10. As an 11-year-old faced with activities that were more adult-like. I had to learn to care for myself and live independently," Keon says. "It gives me a richer understanding for some of the communities here in Northwest Indiana."

Says nominator Wes Lukoshus, assistant vice chancellor for advancement/university relations, "Dr. Keon is an accomplished higher-education leader who thinks like a successful business person, while articulating a thoughtful, defined vision. His leadership embraces a nurturing university environment of studentcenteredness, rich in opportunities to learn through engagement and discovery."

When asked about leading or managing, Keon sums it up by describing a past working relationship. "I was working for a person in the past, for a good five or six years. The experience of working with this individual allowed me to focus and think through moving forward. That is something I have brought with me and changed me for the better."

FINANCIAL/BANKING Mike Schrage **Centier Bank**





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Mike Schrage, president and CEO of Centier Bank, notes the many types and styles of leadership in community banking. "Those who complement themselves surround themselves with those with like values. That differentiates leaders." Schrage, who admits to being tested over several business cycles—both up and down—believes the ebb and flow of these cycles have made him a stronger person. "I think many people might think I 'inherited this position,' but that is not how it works. In our organization you cannot just inherit a position, you have to earn it."

Schrage is now in his 42nd year with Centier, and during his four decades of service, he has committed his life to public service as a visionary business leader, selfless humanitarian and community servant. A strong advocate for community preservation and enrichment, he has inspired a legacy of service. Schrage credits his wife with changing him for the better. "My wife is a complement to me. We're not alike in all ways. She is the softer side of things. I also have others in the business who complement me with the softer side of leadership."

Says nominator Dian Reyome, Centier's financial capabilities coordinator, "he truly cares about Northern Indiana and understands that community involvement and partnerships are the necessary tools to improve the quality of life for everyone. The essentials of excellence he has created for the bank associates to extend to each other, our clients and our neighbors are evidence of that."

NONPROFIT

Beth Wrobel HealthLinc

Beth Wrobel didn't begin her career with HealthLinc, which provides health care and related services. In fact, many in Northwest Indiana may not realize her original collegiate study was in mechanical engineering. Though she does not work in that field, Wrobel's thought process



reflects her engineering background. "My job is to re-engineer health care."

Wrobel has spent the last 12 years doing just that. After working more than 20 years for NIPSCO, she changed her path in life, leaving the corporate world to care for her ailing father. "Talk about life-changing. I took care of my dad until his passing. What that gave and taught me-my empathy has grown, especially for those not having insurance. It was eve-opening."

Wrobel has developed HealthLinc from a one-location, small organization (formerly called Hilltop Community Health Center) with a budget of less than \$350,000 in 2001 to a five-location organization with a \$20 million budget. "Beth brings an unusual background to a health-care administration, engineering, but it has surely paid off. She has developed systems of management and care that have allowed a local neighborhood health program to expand to a very successful regional level spanning all of Northwest Indiana," says nominator John Johnson, M.D.

Wrobel believes the some of the key factors in being a good leader are finding good mentors and understanding your strengths and weaknesses. "It comes down to seeing areas you might not be as strong in, and finding someone who complements you on your leadership team," she says. "Really, it's about getting the right people on the bus."

FINALISTS

Northwest Indiana Business Quarterly would like to congratulate all finalists for our Top CEOs/Business Leaders recognition. We also want to thank our editorial committee and community, civic and business leaders for their assistance with the selection process. And lastly, a big thank you to you, our readers, for sharing nominations. The runner-up finalists are:

- Ed Yarish, Rittenhouse Senior Living
 - Craig Dwight, Horizon Bank
- Jonathan Nalli, Porter Regional Hospital
- Speros Batistatos, South Shore Convention & Visitors Authority
- David Bochnowski, Peoples Bank
- Tony Lux, Merrillville Community Schools. BQ



Healing Hearts

Advances in cardiac care give new hope to patients.

BY SHARI HELD

¹ he bad news: Heart disease is still the leading cause of death for men and women in the U.S. And Northwest Indiana's population is at an even higher risk for cardiovascular disease and heartrelated conditions than the overall U.S. population.

That's because there's a high incidence of diabetes, high cholesterol, hypertension, smoking and obesity and a lower rate of exercise. "Many times we are dealing with these complications on the back end instead of dealing with it on the front end," says Anas H. Safadi, M.D., an interventional cardiologist with St. Mary Medical Center in Hobart. "I always try to stress that an ounce of prevention is worth a pound of cure, but in many cases we are trying to patch holes rather than working to prevent heart disease."

The good news: Cutting-edge technology and new procedures and protocols are making tremendous inroads in the treatment of heart disease. Here's a sampling of some of the latest findings, technology and treatments being offered today in Northwest Indiana.

INFRAREDX CATHETER TECHNOLOGY

The only thing worse than undergoing a risky procedure is to discover it wasn't necessary. Infraredx TVC catheter technology, introduced for commercial use in 2013, excels at defining the severity of a blockage in a blood vessel.

Patients at Methodist Hospitals, one of the first hospital systems in Northwest Indiana to use Infraredx TVC catheter technology, are singing its praises. Case in point: Earlier this year a 74-year-old woman with a history of hypertension, hypercholesterolemia, diabetes and peripheral vascular disease experienced chest pain. She was given a coronary angiogram, which pinpointed an area of blockage in her left main artery. In some views it looked significant. In others, it didn't. The cardiologist concluded she had an 80 percent blockage and referred her to a surgeon for open-bypass surgery immediately.

Fortunately, the patient asked for a second opinion and saw Andre Artis, M.D., an interventional cardiologist with Methodist Physician Group and director of cardiology at Methodist Hospitals. He wasn't convinced her blockage was that severe and used Infraredx to investigate further.

"When we look with the Infraredx catheter inside the blood vessel we can actually see things that we wouldn't be able to see otherwise with our more expensive diagnostic equipment," Artis says. Infraredx revealed a 39 percent blockage. Normally open-bypass surgery, a complicated, six-hour surgery in which the patient's chest is opened and the



SECOND OPINION Andre Artis. M.D.. director of cardiology at Methodist Hospitals, used Infraredx technology to find that a patient really didn't need openheart surgery after all.

heart stopped, is not recommended unless the blockage of the left main artery is 50 percent or higher.

"If it weren't for the Infraredx scanning system, this patient would have had open-heart surgery and the associated co-morbidities, and it wouldn't have done her any good," says Mihas Kodenchery, M.D., interventional cardiologist with Methodist Physician Group. Complications include risk of bleeding, infection and increased risk for stroke. It can take the breastbone up to three months to heal, and during that time the patient is often in significant pain. There are also weeks of rehabilitation involved. Factor in the monetary cost and the emotional and physical disruption of home and work life that comes with a major surgery, and it's no wonder patients sing the praises of Infraredx technology.

This particular patient is now taking anticoagulant and cholesterol medications to regulate her blood pressure and is exercising regularly. "She's hasn't had any chest pain since we started her on the medications," Kodenchery says. "She's doing very well."

OTHER NEW TECHNOLOGY

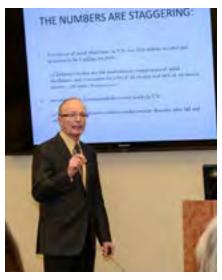
St. Mary Medical Center was one of the first hospitals in Northwest Indiana to embrace EKOS technology. This catheter-directed ultrasound accelerated thrombolysis dissolves lung clots (pulmonary embolism). Dissolving the clots reduces patients' risk of having long-term, right-sided heart failure and long-term elevated lung pressure. Patients on the brink of respiratory failure who are treated with this technology can breathe easily on regular room air the next day. "In the last year we have used this treatment aggressively with very positive results," Safadi says.

St. Mary Medical Center is also on

the cutting edge when it comes to treating deep vein thrombosis (clots in the leg veins) by removing or dissolving them instead of using anticoagulants, which are often ineffective at removing existing clots. "We do this because there's a 30 to 40 percent risk for these patients to get post-thromsyndrome—chronic lowerbotic extremity pain and swelling," Safadi says. "This is another condition we are very aggressive about treating and have been doing so for several years."

ADVANCES IN TECHNIQUES

Atrial fibrillation (A-fib), the most common type of arrhythmia (abnormal heart beat), affects approximately three million people in the U.S. A-fib accounts for 15 to 20 percent of strokes caused by clots, and patients often experience fatigue, shortness of breath and decreased capacity for exercise. In 2011 Raman Mitra, M.D., Ph.D., FACC, a cardiac electrophysiologist at Memorial Advanced Car-



TREATING HIGH BLOOD PRESSURE Hector J. Marchand, M.D., a cardiologist affiliated with Northwest Indiana Cardiovascular Physicians PC, says there are new questions about how aggressively patients should be treated.

diovascular Institute in South Bend. was the first physician in Indiana to introduce a new cryoablation tech-

nique for treating A-fib. It works like this: A balloon is inserted in the heart and inflated with nitrous oxide at -40 to -60 degrees Fahrenheit. It is positioned on the affected area, freezing and ultimately scarring the source of the irregular heartbeat.

It's most effective for patients who've had A-fib for under a year, when it's intermittent, when the atrium is mildly enlarged and when there are few associated problems. If the sources of irregular heartbeat are on the back wall of the heart, they can't be ablated without potentially damaging the esophagus. "We can't deliver the energy safely, so in those instances, we treat the areas that can be treated safely, but patients still need to be on medications to control the arrhythmia," Mitra says.

Medications are only effective 50 to 60 percent of the time and often have serious side effects.

In January 2014, Mitra debuted a hybrid procedure that is a boon

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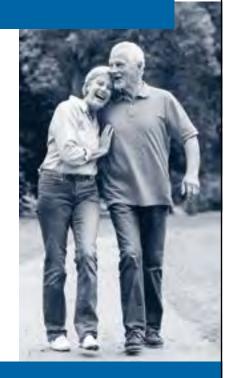
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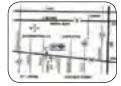
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for patients with persistent or longstanding A-fib in which the source is in areas difficult to access with a balloon, including the back wall of the heart. In a single procedure, a cardiac surgeon eliminates sources originating along the back wall from the outside of the heart. It is a laparoscopic procedure using a special catheter that cauterizes only toward the heart. The electrophysiologist can then ablate the sources inside the heart. This eliminates risk of damage to the esophagus, a potentially fatal condition, and allows physicians to treat all the sources of A-fib safely.

Another relatively new procedure, radial artery catheterization or radial angiogram, makes the treatment of blockages less risky and more comfortable and convenient for patients. This procedure places the catheter in the radial artery in the wrist rather than taking it through the femoral artery in the groin area. It's safer because it substantially decreases the risks associated with bleeding and vascular complications and therefore increases survival rates. "Patients are often able to get up and walk around almost immediately," Safadi says.

THE POWER OF PROTOCOLS

It's not just the newest technology or technique that can save or improve patients' lives. What happens behind the scenes in a hospital can make a huge difference in patient outcomes. And accredited chest pain centers, a model that incorporates input from health care givers at all phases of patients' care from paramedics through rehabilitation, have made great strides in cardiac care. Accreditation requires hospitals to take a hard look at all aspects of cardiac care, down to the signage that enables patients to get to the emergency room quickly. Franciscan St. Margaret Health in Hammond (2008) and Dyer (2009) were the first hospitals in Northwest Indiana to create dedicated Chest Pain Centers accredited by the Society of Chest Pain Centers. Franciscan St. Anthony Health in Michigan City and Crown Point are also accredited.

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Leading the Way to Better Health

At St. Margaret Chest Pain Center, when patients arrive by ambulance their EKGs have already been transmitted to the physician. Patients who walk into the ER are taken to a room immediately and receive an EKG and have their first set of cardiac markers within 15 minutes. Crucial care and evaluation begins immediately. And the entire team works together in sync according to the most up-todate protocols.

Eric Cook, M.D., EMS medical director for the city of Hammond, associate director of the Emergency Department and director of the Chest Pain Center, says that's quite an improvement. "These patients receive the most efficient, timely, evidence-based care available," he says. "Evidence has shown that getting people who are having a heart attack to the cath lab as opposed to treating them with medications, which many hospitals across the nation still do, leads to better outcomes."

Patients who aren't experiencing a

heart attack get to go home. "People nowadays can't afford to miss work," Cook says. "We have a lot of innerarea single-parent families and it's very difficult for those people to be away from their families for days in the hospital for an evaluation. This is something that benefits everyone."

Cook's role also encompasses community education outreach to educate people on the signs and symptoms of heart attack and the importance of getting to the hospital immediately. "Most people wait an average of two to four hours to get to the hospital," he says. "If it is indeed a heart attack, for each hour that passes they lose more of their heart muscle. And that becomes a point of no return."

One area where new protocols are sorely lacking is guidelines for hypertension. "Hypertension is one of the biggest contributors, if not the biggest contributor, to the development of atherosclerosis, arrhythmias, strokes and renal failure," says

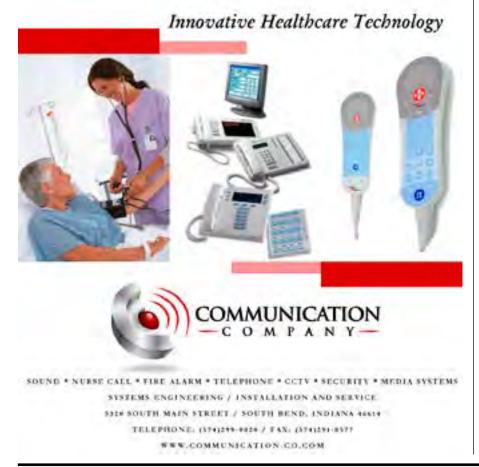
Hector J. Marchand, M.D., cardiologist, Northwest Indiana Cardiovascular Physicians PC, who is affiliated with Porter Valparaiso Hospital. "When we are talking about trying to prevent problems downstream, it's important to talk about hypertension."

Current U.S. guidelines, issued by the federal government, were last published in 2005 and defined normal blood pressure as 120 over 80—less than 130 and less than 80 for at-risk patients. New guidelines should have been published in 2010, but in 2013 the government announced it was delegating that responsibility to the American College of Cardiology and the American Heart Association.

Meanwhile, the European Society of Cardiology (ESC) published its guidelines this summer. Based on the newest worldwide studies, the ESC has "dialed up" the target blood pressure for most patients to less than 140 and less than 90, and for patients age 65 and older, less than 150 and less than 90. The ESC concluded that lower target levels were related to a variety of issues including problems with serum electrolyte levels and a higher incidence of strokes, kidney disease progression, arrhythmias and mortality.

"The big question is whether it's valid to use the guidelines for the European population and apply them to the U.S. population," Marchand says. The U.S. has a much higher percentage of African-American patients, and hypertension affects them differently than other races, plus the U.S. has a much higher incidence of patients with chronic kidney disease and metabolic syndrome.

Marchand, who sees many highrisk patients, isn't treating high blood pressure as aggressively as he did previously. "Having said that, I will be sensitive enough to understand that there will be some patients that will still need to be treated aggressively," he says. "That's something we have to navigate through as we see patients now."





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BUSINESS MEETINGS & CONFERENCES

Who's Coming to Town in 2014?

Tourism officials expect a growing economic impact.

BY SHARI HELD

2014 promises to be bigger and better as far as income and interest generated by visitors to Northwest Indiana, Chicago and Southwest Michigan. New events are making their debut to the area while old favorites are growing.

Here's a look at some of the events scheduled to come to Northwest Indiana and the surrounding area, the trends the tourism experts are seeing and the anticipated economic impact, when available.

LAKE COUNTY

The Radisson Hotel at Star Plaza in Merrillville will be the site of the 21st Annual Indiana Challenge (February 19-22). Merrillville has hosted this professional and amateur dance competition more than 10 times. This year it's anticipated to draw 400 people, sell 500 room nights and have an economic impact of \$125,000. The Salvation Army Conference returns to the Radisson Hotel at Star Plaza once again (June 4-7). Although all events are held at the Radisson Hotel at Star Plaza and Star Plaza Theater, this conference, which brings 1,000 visitors to the area, sells out hotels citywide. Expectations are that 1,400 room nights will be sold and the total economic impact of the conference is projected to be \$350,000.

June 11, the Lake County Fairgrounds in Crown Point will host the Hot Rod Power Tour sponsored by Hot Rod Magazine. The tour travels to seven cities in seven days, showcasing 2,000 hot rods. This is the first year the public event has been held at Crown Point, and approximately 2,000 people are expected to attend. It's anticipated that 700 room nights will be sold for an economic impact of \$175,000.

The National Softball Associa-

tion's Girls Fast Pitch World Series will take place in softball fields all

over Lake, Porter and LaPorte counties (July 20-25). Previously the three counties hosted the event in 2009 and 2012. You won't want to miss the opening ceremony on July 21. The popular event typically draws 10,000 people to the three-county area, selling 5,000 room nights and having an economic impact of \$1.3 million.

LAPORTE COUNTY

Michigan City will host the International Harvester Collectors Winter Convention (February 27– March 1) in 2014 for the first time. The event, which should attract up to 500 attendees, will take place at the Stardust Event Center. Approximately 300 room nights are anticipated to be sold for the event, which should translate to an economic impact of \$200,000 for the area. The National International Harvester Collectors Club provides a worldwide network for the preservation of the history, products, literature and memorabilia related to the International Harvester Co. The Stardust Event Center will also host the Eby-Brown 2014 Expo (April 23–25) for the third consecutive year. Around 1,200 participants are expected to book 1,000 room nights during the three-day event and its economic impact is anticipated to be \$345,000. The Eby-Brown Expo, which brings together leading convenience store suppliers and wholesale food distributors of tobacco, candy and other convenience store products, is not open to the public.

The second annual Maple City Grand Prix (May 29-June 1) will be held at Soldiers Memorial Park/ Stone Lake in LaPorte. Sponsored by Visit Michigan City LaPorte, the

exciting event will feature small racing boats maneuvering around Stone Lake at speeds of 140 mph or more. It's anticipated to attract 25,000 visitors and bring \$2 million to the area. "The Inaugural Maple City Grand Prix provided the city of LaPorte with an event unlike any it's ever seen, and with that, created a whole new group of tunnel boat racing fans in the state of Indiana," says Linda Simmons, director of marketing, LaPorte County Convention & Visitors Bureau. "These fans are creating a national buzz around the race and the city of LaPorte. When coupled with Michigan City's Great Lakes Super Boat Grand Prix, it makes LaPorte County stand alone as a county of its size that hosts two internationally renowned powerboat races and racing organizations."

This year marks the sixth consecutive year the Great Lakes Super Boat Grand Prix (July 31-August 3) will be held at Washington Park Beach/ Lake Michigan. The race is the only offshore race held on the Great Lakes and one of only two freshwater races on the Super Boat International schedule. Saturday night's race boat parade and block party and Taste of Michigan City are not to be missed. After the parade, attendees can have their pictures taken next to (and some lucky ones onboard) the race boats, schmooze with race drivers and sample local food. Saturday night's event draws about 40,000 people annually, and more than 100,000 attendees from all over the U.S. and the world are anticipated during the four-day event for a total economic impact of \$7.5 million, including 1,500 room nights sold. The event has pumped \$30 million into the local economy over the last five years and has quickly become

one of the highest-profile events in Northern Indiana.

One trend Simmons notes is earlier interest. "We've already started seeing exponentially more inquiries into the race," she says. "Inquiries into lodging, dining, shopping and other amenities, all in respect to next year's race, began coming in the day after the 2013 race ended."

PORTER COUNTY

The Indiana Dunes are Porter County's No. 1 attraction. Together the Indiana Dunes State Park and the Indiana Dunes National Lakeshore draw more than 3 million visitors to the county annually.

Lorelei Weimer, executive director, Indiana Dunes Tourism, says current travel trends indicate that travel nationwide, as well as in Porter County, will continue to increase, with a focus on "unique" and "quality" experiences. She anticipates hotel room demand and revenue to increase in 2014.

Indiana Dunes Tourism, the official destination marking organization of Porter County, offers marketing grants of up to \$5,000 to help the venues and organizations in Porter County succeed in hosting sporting events, conferences, festivals and events. The organization will be announcing a new Dunes area "experience" in the near future. Indiana Dunes Tourism is also studying the redesign of its Visitor Center to enhance the visitor experience. Here's a sampling of Porter County events coming up in 2014.

Sporting events continue to have a large economic impact on Porter County, and in 2013 the Indiana Dunes Sports Cabinet was formed to further explore the sports tourism market. The Lutheran Basketball Association Tournament at Valparaiso University (March 27–30) results in 2,400 room nights being booked and an estimated economic impact of \$600,000. In addition, Porter County will again be the site of baseball tournaments in 2014, although the dates have not been determined.

In addition to sporting events, Val-



Morris Performing Arts Center Grand Lobby

paraiso University hosts conferences and entertainment events such as the VU Jazz Fest, which draws people to the area each April. Every September Valparaiso Central Park hosts the popular Valpo Brewfest and the Valparaiso Popcorn Festival (September 6) which typically draws about 55,000 people to downtown Valparaiso each year. The free event offers family-fun activities, more than 200 arts and crafts booths, plenty of great food, the five-mile Popcorn Panic and the nation's first Popcorn Parade.

Portage's annual Elvis FANtasy Fest (October 10-12) fills more

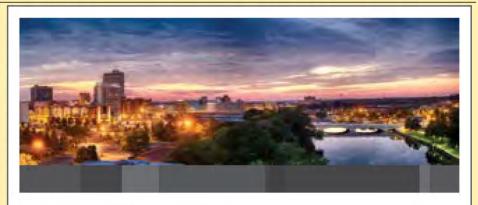
than 250 hotel rooms each year and pumps tens of thousands of dollars into the local economy. A fundraiser for the Porter County Special Olympics, it's the festival that draws the highest percentage of attendees from outside Porter County. In 2014 it will be held in Woodland Park Community Center.

ST. JOSEPH COUNTY

Carolyne Wallace, director of sales, Visit South Bend Mishawaka, says 4.2 million people visited St. Joseph County in 2012, yielding \$447 million in direct visitor spending. The tourism/hospitality industry in St. Joseph County employs 6,238.

"We are cautiously optimistic about the health of the tourism industry in St. Joseph County as 2013 yearto-date occupancy is up 7.5 percent over 2012, demand is up 5.5 percent and revenue is up 11.4 percent," Wallace says.

Several factors are anticipated to boost local tourism: the August reopening of the University of Notre Dame's Morris Inn and the May completion of a \$17 million top-to-bottom renovation of the DoubleTree by Hilton South Bend, the anchor hotel of the Downtown South Bend Convention District. Morris Inn's \$30 million rebuild/expansion boasts 58



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ST. JOSEPH COUNTY, IN CHAMBER OF COMMERCE

additional guest rooms (150 total), a new lounge, private dining rooms and a ballroom that will accommodate up to 300 people.

"Add to this the multi-milliondollar terminal expansion at South Bend Airport, the state's secondbusiest airport, and it makes South Bend Mishawaka a fresh new destination for meetings, conventions and events," Wallace says.

The convention lineup for 2014

includes many returning events plus several that are making an area debut.

The entire month of March will be proclaimed "Hoosier Hospitality Month" in South Bend and Mishawaka in honor of the Hoosier Hospitality Conference (March 10–12) at the Notre Dame Conference Center and Morris Inn. More than 300 attendees, representing the state's meetings and tourism industry, are anticipated

to attend the event, which is hosted by Visit South Bend Mishawaka. This marks the first time the conference has been to South Bend. The Great Lakes Bioenergy Research Center's Science Retreat (May 19–23), hosted by Michigan State University and the University of Wisconsin, returns to Century Center for the fifth time in the last six years. Five hundred faculty, staff, students and technicians are anticipated to attend. The Association of University Architects Annual Conference,

which typically draws 800 attendees, is another first for the area. It will be held on the campus of the University of Notre Dame.

Sporting events continue to be a huge draw. Irish Aquatics hosts three swim meetings during the year (January 3–5, May 23–25, July 11–13) at Notre Dame with an estimated total of 750 hotel rooms. Notre Dame is also hosting the **YMCA State Swim Meet** (March 7–9) for the fourth time. In 2014 the event is expected to bring 500 people to Notre Dame and sell 150 room nights. The annual **Junior** Irish Soccer's Memorial Day Invitational (May 23–25) attracts more than 2,100 visitors, accounting for over 900 hotel rooms. South Bend's 31st **Sunburst Marathon** (May 31) draws more than 9,000 runners from all over the world. The 5K, 10K, halfmarathon and full-marathon race finishes at Notre Dame Stadium. Pastime Tournaments will hold six youth baseball tournaments (June 12-15, June 19-22, June 26-29, July 3-6, July 10-13, July 23-27) in various South Bend baseball fields. In 2013, the tournaments brought in 4,200-plus room nights.

America's Youth on Parade (July 22-26), a national competition celebrating twirling, music and half-time pageantry, will be held at Notre Dame's Joyce Center for the 45th consecutive year. In 2013 the event, organized by the National Baton Twirling Association, brought 6,000-plus visitors (utilizing more than 4,000 hotel room nights) to the area. Participants range from "Tiny Tot" to Collegiate, featuring famous twirlers such as Purdue's Golden Girl



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and Silver Twins, and the perennial national champion Penn State Majorettes. Hosted by Hockey Time Productions, eight tournaments from September 2013 through April 2014 (Sept. 13-15, October 4-6, November 8-10, December 6-8, January 17-20, February 14-17, March 7-9, April 25-27) are expected to be a huge draw. Last year seven tournaments produced 7,900 hotel room nights.

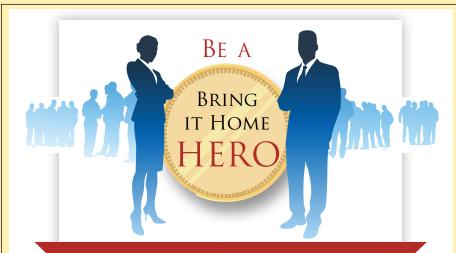
OUTSIDE INDIANA

There's always something going on in Chicago. Here's a tiny sample. The 55th Annual Greater Chicago Currency & Coin Show, sponsored by the Illinois Numismatic Association, will take place in the Tinley Park Convention Center February 27 through March 1. More than 200 dealer tables will be featured along with some educational sessions on coin collecting. Also at Tinley Park Convention Center, although a definite change of pace, the North American Reptile Breeders Conference (March 15-16. October 11-12). This is a top opportunity for the general public to meet and interact with many of the world's top reptile breeders.

This year Chicago's McCormick Place will host the American Institute of Architects Convention (June 26-28) for the first time. One of the unique aspects of this convention is that many attendees will spend as much time on tours of key projects as they will at McCormick Place. Last year "tens of thousands" of fans attended the Wizard World Chicago **Comic Con** (August 21-24), a wildly popular event "where pop culture comes to life" and the public can mingle with celebrities and artists.

St. Joseph, Mich., touted as "the Riviera of the Midwest," offers natural beauty as well as plenty of activities-many of them "off-season." Downtown St. Joseph has much to offer, starting with its annual Light Up the Bluff celebration (December 6-February 15) at Lake Bluff Park. "The bluff that our downtown sits upon is lit up with thousands and thousands of lights for four city blocks," says Susan Solon, director of communications/marketing, City of St. Joseph. The Magical Ice Fest (February 7-9) is the big highlight of the off-season, attracting thousands of people to downtown St. Joseph. 2014 marks the tenth year of the event, sponsored by St. Joseph Today and others. The event features a National Ice Carving Associationcertified competition (February 8) that spans eight blocks; "Ice Wars," a head-to-head competition; magic shows and a SnoBiz Scavenger Hunt.

Lighthouses is the theme for the eleventh annual public art display, "Shining Sculptures: Light Up St. Joseph." Thousands of people visit each year Memorial Day through Labor Day to view the 30-plus fiberglass sculptures along the city streets. "It's so unique to have a public art project dot the sidewalks in your downtown that's fresh and different each year," Solon says. "This event has brought us increased foot traffic over the past 10 years." 🗓



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Technology and Flexibility

Building projects reflect evolving needs and functions.

BY HEIDI PRESCOTT WIENEKE

meeting room is not just a meeting room any more. Nor is a cafeteria just a cafeteria. And open space inside a building is not just empty square footage you go through to get from one place to another. From academia to banking to health care, businesses and contractors together are embracing technology, functionality, efficiency and sustainability in their building designs.

Immobile is antiquated. Inflexible is passé. Static is old-fashioned.

"Business leaders and managers today want to create environments that are representative of their corporate culture, and they use design elements to complement or create that culture," says Robert Meyers, president of Office Interiors, a Granger design firm that has been on the cutting edge of design trends for more than three decades.

"Employers who want to attract new talent look to progressive configurations and space as opposed to an older, often unattractive environment," Meyers says. "Square footage costs money, so if businesses can be more efficient in how they use their space, it can not only reduce costs but can also help their employees be more efficient."

Such is the case with Indiana University South Bend, which embarked on a \$22 million building renovation project that has completely transformed a 55-year-old office structure into the new state-of-the-art Ernestine M. Raclin School of the Arts and Dental Education program building.

From the modular furniture and the latest educational technology inside classrooms, offices and rehearsal studios, to the eye-catching collaborative seating configurations in gath-



TRANSFORMED A \$22 million renovation completely transformed a 55-year-old office structure into Indiana University South Bend's new state-of-the-art Ernestine M. Raclin School of the Arts and Dental Education building.

ering nodes and a 4,700-square-foot educational resource commons for teachers, students and community members, the Arts and Education building offers a higher-tech environment than many buildings on the South Bend campus.

The "Next Generation Classroom." for example, features four, six-seat collaborative stations and a videoconferencing system, says Ken Baierl, IU South Bend's director of communications and marketing. At the tables, students use a built-in computer, or plug in their own device, which is displayed on a wall-mounted monitor. The monitor makes any remote site participants appear life-size when speaking and makes shared content easy to see. The videoconferencing system automatically cuts to a close-up of whoever is speaking based on voice triangulation and image detection.

"The current generation of students is more accustomed to cameras and say the technology is helpful," Baierl says, adding how this special classroom allows some classes to be shared online with other IU campuses. "The building has changed the face of campus and is getting rave reviews from students and faculty," he says.

Technology and image important to the university for attracting and retaining students, Meyers says. "If it's a very interesting and dynamic environment, students will be more interested in going there," Meyers says, noting how Office Interiors outfitted and furnished much of the 125,000-square-foot Silver LEED (Leadership in Energy Environmental Design) building. "They were looking for furniture in the building's open spaces that promotes collaboration. Businesses are trying to align the buildings they occupy with their business objectives and goals."

OPEN OFFICE DESIGN AND MOBILITY

Employees used to work inside stan-

dard offices with full-height walls surrounding them. They sat at desks too heavy to move but once a year (if that), with fluorescent lighting shining down from the ceiling and filing cabinets positioned around the perimeter. Large meetings would take place inside a designated room, where they could close the door and huddle around a table.

"Businesses today are not asking for walls with the full-height of typical offices. We're seeing fewer private offices, and instead, they are requesting a lot more assembled and demountable partitions, so spaces can be very flexible and walls can be moved or reorganized as groups change," says Terry Larson, a principal at the LaPorte-based Larson Danielson Construction Co.

When business executives at Indiana Beverage, formerly known as North Coast Distributing, sat down to design office space more than a year ago at their planned new warehouse on Barley Road in Valparaiso, they considered the needs of their employees. Some of those workers spend a lot of time outside the office and in the field, so designing the office around traditional 8-to-5 worker schedules would be inefficient, Larson says.

Instead, Indiana Beverage and Larson Danielson created space where company employees can stop, plug-in and work for a half an hour or hour without even sitting down, if they didn't need or want to, and then head back out without interrupting employees working more traditional in-office hours.

"We created hoteling areas or stations for them that feature a 12- to 15-foot-long stand-up countertop area with divided spaces and technology plug-ins. This area would accommodate employees who typically work out in the field, but might stop into the office to work for an hour or two a few times a week," Larson says. "It takes a particular business that has that type of need, but we're seeing more companies create open spaces to accommodate the varying needs of today's employee."

FLY-THROUGH ANIMATIONS AND 3-D

Jon Gilmore, president and chief executive of Michigan City-based Tonn and Blank Construction Co.. acknowledges that his company has invested hundreds of thousands of dollars in building information modeling (BIM) technology, so its design team can draw in 3-D as opposed

to the standard and often limiting 2-D design. Gilmore enthusiastically refers to BIM as "the way of the future."

In fact, Tonn and Blank now creates its building models on a computer as opposed to drawing paper. And the new process creates a partnership between the designers, general contractor and contractor, who

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ideally work out any issues or problems before they happen in the field.

While BIM practices have been used for years by the aircraft and aerospace industry, Gilmore says the technology is now being embraced by building contractors. Tonn and Blank used BIM when it constructed Horizon Bank locations in Valparaiso and Indianapolis.

"BIM is a wonderful tool for our contractors and architects as it allows a 3-D view of construction components minimizing potential conflicts," says Jim Jaksa, vice president of facilities and services at Horizon Bank in Michigan City. "Seeing and adjusting openings, chases and pathways in the planning, minimizes field changes (costs) and greatly assists staying on schedule, which is very important to the owner."

Tonn and Blank also is using the computer technology for Urschel Laboratories, which is building its new world headquarters on just under 10 acres in Chesterton. Urschel hopes to use the model as a maintenance tool.

"For example, you can go to the model and click on a light fixture. It will show you the specification for the fixture and the last time the bulbs were changed. It can even automatically order new bulbs as you change the old ones," Gilmore says. During the construction process, contractors can foresee, in theory, problems they might not have realized until they were out in the field when the materials are being used and installed. "It brings in prefabrication to a level we never could before," Gilmore says. "Construction is all about being competitive and efficient and labor is the single biggest component of our cost, so being more efficient means less money for the end user."

Likewise, Office Interiors in Granger has been using 3-D technology to show customers the furnishings they are considering long before the trucks pull up outside a building and desks and chairs are brought inside. Meyers says his employees use the new imagery to show furniture with paint and carpet to get a

"Business leaders and managers today want to create environments that are representative of their corporate culture, and they use design elements to complement or create that culture."

-Robert Meyers, Office Interiors

feel for the environment earlier than ever before in the process.

"Before, we'd have a basic blueprint that would be an image with everything printed in the space, and you'd line up paint and carpet samples and show the customer brochures," Meyers says. "It's easier for them to comprehend what the finished space will look like when you can see it on the computer."

RIGHT-SIZING SPACE FOR EFFICIENCY

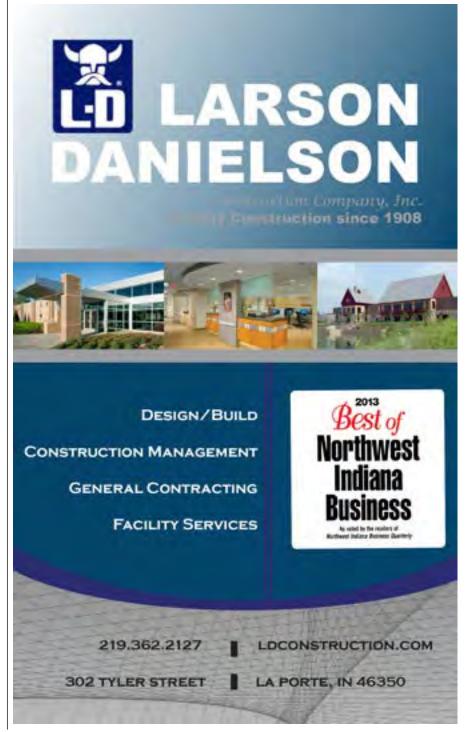
More health-care institutions than ever before have been focused this past year or more on creating greater efficiencies in their hospitals and clinics and containing costs as a result of the Affordable Care Act. Some Northwest and Northern Indiana contractors are watching and waiting for renovation projects to come online as health-care organizations consider capital expenses and efficiencies within their existing facilities.

Tonn and Blank has been spending time performing analyses for healthcare organizations to help drive future remodeling and construction projects as hospitals consider rightsizing.

"Obviously every business wants to be more efficient because that's a

good business practice. But with the realization that health-care systems now must cut their costs, they are finding one of the largest places they can do that outside of labor is with their facilities. Now they are looking at them and performing analyses to see how their operations can be more efficient," says Gilmore, of Tonn and Blank, which is part of Franciscan Alliance. Gilmore says his company is working with one health-care client, for example, that has studied its size and found it is much larger than it needs to be in the changing health-care climate.

"This particular 800,000-squarefoot hospital in the system has about 350,000 square feet too much for its current need. That's the size of



three Walmarts," Gilmore says. "The building is just inefficient, so we're looking at possibly abandoning the facility and building new, moving its services to other facilities, or changing the use of this facility. Many older hospitals are oversized and inefficient. By building new, renovating and demolishing, the facilities will become more operationally efficient and have lower operating costs."

PUBLIC SECTOR LOOKING TO DESIGN-BUILD

The old process of public-sector building construction looked something like this: A company would hire an architect, who designed the building project before it was put out for bid. Then the general contractor would sit down with the owner and start construction without any collaboration of design and construction teams during the construction process.

"That has changed," says Larson of

"Construction is all about being competitive and efficient, and labor is the single biggest component of our cost, so being more efficient means less money for the end user."

—Jon Gilmore, Tonn and Blank Construction Co.

Larson Danielson. "We're starting to see design-build come into the public sector with schools and universities. We're now in the process of submitting qualifications for a \$17 million school project where the design staff and construction staff would be working together from day one. The biggest advantage is they are talking about the best way to complete the construction and what's the most effective with cost. It also speeds the construction process", Larson says.

Additionally, the collaboration between the design and construction teams promotes innovation as well as maximum cost efficiencies. "It makes the design-builder the single point of responsibility for the project, so an owner does not have to be the arbiter of disagreements or problems that arise between the designer and contractor," Larson says. "These days it's all about delivering projects as quickly as possible and maximizing value."





BY HEIDI PRESCOTT WIENEKE hor Industries announced in January 2013 that it would leave behind its longtime corporate headquarters in Jackson Center, Ohio, and relocate key executives to Indiana. The owner of operating subsidiaries that, combined, represent the largest manufacturer of recreation vehicles in the country decided to move to Elkhart County. Just five years prior, the city made national headlines in 2008 when it reported an unemployment rate of 15.3 percent, the highest jobless rate in the country. Some newspaper writers went so far as to characterize Elkhart as "ground zero" for unemployment, a figure that even prompted President Barack Obama to visit.

But as cliché as it sounds, what a difference a few years can make. Once a symbol for the recession, Elkhart County has seen its unemployment drop more than 8 points. Thor decided to move its finance, accounting, human resources, legal and information technology employees earlier this year to a new corporate office on Beardsley Avenue because the location is closer to the RV. ambulance and commercial bus

manufacturer's production ties and key suppliers. And because Thor believes in Elkhart County. The relocation, which was completed in March 2013, will only strengthen its long-term relationships with customers and suppliers located primarily in Elkhart and LaGrange counties, says Jeff Tykra, director of corporate development and investor relations.

"As our operations evolved and became more Elkhart-centric, it made sense to move our headquarters," Tykra says. "Our team is now within a 30-minute drive from almost all of our subsidiaries. We felt it was important to make a statement to have our senior leadership close to our operations."

ELKHART COUNTY RECOVERY

During the throes of the recession, everybody knew somebody who was unemployed in Elkhart County. Some residents still know somebody who is looking for work, says Kyle Hannon, president of the Elkhart County Chamber of Commerce, but Elkhart County is continuing to bounce back from the hard hit.

"We spent a year talking to reporters after the president's visit, report-

ers who came to gawk at the train wreck. But what they found wasn't a train wreck," Hannon says. "Things have certainly turned around since then, but we always knew they were going to. I guess the thing I have to keep reminding people is that we haven't been tooting our horn enough. We knew Elkhart County would be back. But when the New York Times says it's the white hot epicenter of the economic meltdown. that's hard to shake."

Hannon wishes those same reporters would make a return visit.

"The Washington Journal came here later in the recessionary period and the reporter said, 'I was reading the news about Elkhart and expected to find up a boarded-up Detroit.' What he saw was the amazing attitude people had and how no one was moping around, even though things were really rough. In the last year, we've gone from a place where nobody was looking for workers to everybody looking for workers."

Granted. unemployment hovers around 71/2 percent. City and county officials say they are working on the apparent disconnect: Some businesses say they can't find workers with the right skill sets, but some

workers say they can't find a job no matter how hard they look.

Thor and its subsidiaries employ about 8,300 people, including 7,600 people in Elkhart County. The company refurbished an unused building before moving its executives last March to Indiana, creating enough office space and parking to have ample room to host customers, suppliers and investors while showcasing its products. The corporate office is now centrally located to Thor's operations in Elkhart, Goshen. Topeka, Syracuse and Wakarusa.

Drew Industries also moved its headquarters to Elkhart County last year from White Plains, New York. In the spring, Drew announced the corporate move along with a planned investment of more than \$12.7 million in area manufacturing facility improvements. Drew, the parent company of two Goshen-based RV, trailer and manufactured home component suppliers, completed the move in October.

The Indiana Economic Development Corp. offered Drew up to \$4.3 million in conditional tax credits and up to \$200,000 in training grants based on the company's job creation plans. By November 2013, Elkhart County had seen more than \$73 million in business investments that translated into nearly 1,500 announced new jobs during the calendar year.

BROADENING THE BASE

But as Elkhart County leaders look toward the future, they want to continue their stronghold in the RV industry while broadening their reach. They are working to define just what that reach looks like as the county moves toward future positioning initiatives, says Dorinda Heiden-Guss, president and CEO of the Economic Development Corp. of Elkhart County.

"We live by the American dream and we embrace it. We have faith. And because of that, there is hope and we're seeing the RV and marine industries flourish again and we need to continue to diversify our market to strengthen it even more," Heiden-Guss says. "But we want to broaden our reach and broaden our employer base. RVs brought us to the dance and we're going to continue to dance with them. But we're looking at quality opportunities for new dance partners that will impact our region and state."

Elkhart County has shown a new commitment to prospective developers and businesses, Hannon says, by completing its first three shovelready sites. "What it means is that companies that want to come to our area can look at these sites, where the developer has gone through the effort to have everything done for the property so the owner just has to come in and start digging," he says.

Barkley Garrett, director of economic department with the city



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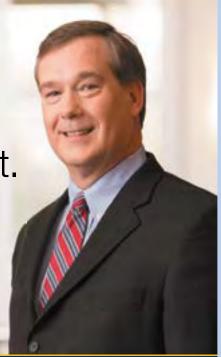
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of Elkhart, says a number of older industrial facilities have been razed to make way for new industry. This includes the former Elkhart Foundry & Machine Co., the old LaBour Pump Co., the former Walter Piano facility and the Elkhart Armory. These are among the buildings that had become deteriorated and dilapidated and blighted.

"As you drive around the city of Elkhart, we've done an excellent job in the last three years of bringing those facilities down," Garrett says. "These are properties the private sector won't take a chance on, so our intent has been to put those into productive reuses, including the sevenacre park at the LaBour Pump site where there are now walking paths and community gardens. And we made tables and benches from salvaged limestone from the old Bayer facility."

Garrett says 2013 was the first full year of operations for the reha-

bilitated Lerner Theater, which has become a focal point and important achievement for downtown Elkhart redevelopment. An organized downtown revitalization effort called SoMa is working to get more people to live, work and play downtown, he says, and the events and activities at the Lerner Theater are a big part of that effort.

STREAMLINING ECONOMIC DEVELOPMENT

He also outlines a recent economic-development endeavor that has helped streamline the application process for companies looking to locate anywhere in the city or county. "Everybody had their own application before. They had their own fee structure and process to follow when a project came to their community. We came up with one consolidated application. Now, no matter the community they're interested in, they follow

the same process," Garrett says.

"When companies or site selectors look at us, they don't care about municipal boundaries. They care about the 30-mile driving radius from which they will draw employees," he says. "It takes a level of trust for the city and county to share information and know we're not going to steal each other's projects. Sure, we'd love to have a project land in Elkhart every time, but even if a company chooses Goshen, it will employ Elkhart city residents."

During the recession, some economists were predicting a 30-year recovery for Elkhart. "We went from mountaintops to the depths of the valley in a very short time-frame," Garrett says. "But what few people in the media reported on were the positive news stories and the resiliency of the community. We went through it before in the '80s, so we know how to weather the storm and reinvent ourselves."



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Peerless Potato Chips

Times have changed, but the chips are as tasty as ever.

BY KATHY MCKIMMIE

I t was 1928, just a year before the big stock market crash, when John Norman Hogg started Peerless Potato Chips on West 11th Avenue in Gary. From England, he became a pilot with the Royal Flying Corps in World War I and was sent to Canada to train pilots. He stayed on afterward working around the steel mills in Sault Ste. Marie before following the call of the booming city of Gary.

A few years after opening his chip plant, Hogg, then 47, married one of his employees, Helen Oresik, in her 20s. She was raised just a few blocks away. The family worked hard to make it a success, building the current plant—just across the street from the first—in 1958.

The Peerless Potato Chip brand has been a familiar presence in the area for 85 years, supplying a tasty salty snack to generations. Some folks who have moved away have the chips shipped around the country, especially for the holidays, says Jack Hogg, John's oldest son and head of the company since 1969, the year after he got home from Vietnam. You'll have to call in that order though; the company doesn't have a website. But it is on Facebook, where other folks talk of driving long



HITTING THE ROAD Peerless Potato Chips trucks wait by the loading dock for their loads.



HANDS-ON LEADERSHIP Jack Hogg may carry the title of president, but he still works on the floor tending the fryer.

distances to Northwest Indiana to fill up their trunks with the unbeatable Peerless Potato Chips.

Hogg is feeling the squeeze as a small producer, always fighting for shelf space in the snack aisles of local groceries; and don't look for the brand in the big box stores. He's unabashedly old school, remembering the days when relationships with stores and store managers were more casual. He is constantly reminded by his sales manager that things have changed. The chips themselves are pretty much the same as they've always been though, Hogg says. The potatoes are coming from North Dakota right now. In the spring they'll come from Florida, and in the summer from Southern Indiana and Kankakee, Illinois. Then the cycle starts again.

The mid-'80s brought the last big company change, an expansion of the building to add a loading dock to allow for loose potatoes to come in by the semi load weekly instead of in 100-pound sacks. About the same time, the company's 1951 Ferry fryer

got a makeover with computer controls.

If you want to get a feel for all those potatoes coming in, check out the YouTube video that Jack's younger brother Scott made for The Chicago Reader's Food and Drink blog in 2008. He's production supervisor and has been working at the company for a dozen or so years. Peerless Potato Chips has 15 employees. "People tend to stay two weeks or 20 years," Jack Hogg says. "They either like it or they don't." Is there a younger Hogg generation coming up in the business to take over? "My two boys don't want anything to do with it," he says. "They both graduated from college and are both IT guys." So, in the meantime, the best time to catch Jack is at quitting time. That's 4:30 p.m., after he's been on the job since 4:00 a.m.

You might wonder if a man who has been around these potato chips all his 68 years still eats them. "I eat them hot coming off the line," he says. "I run the fryer. I'm not sitting in an air conditioned office."

Women in Leadership

NiSource program opens doors and offers guidance.

BY MICHAEL PUENTE

aundra Taylor began her career at Northern Indiana Public Service Co. in 1979. She worked at the company's Merrillville office as a typist in the purchasing department. From there, she moved within the company, first as a supervisor at NIP-SCO's power plant in Wheatfield and then on to other positions. Fast-forward nearly 35 years to today, Taylor is now director of field operations for Merrillville-based NIPSCO.

But Taylor is not done growing or learning. She hopes to continue climbing up the corporate ladder, and now there is a program designed to help her achieve her goals. "If we had then what we have now. it would have been a tremendous help," Taylor says. "I think everything happens for a reason."

Two years ago, NIPSCO's parent company, NiSource, also based in Merrillville, began "Building the Next Gen: Women in Leadership" initiative. The program is designed to provide opportunities for women throughout NiSource, a Fortune 500 natural gas and electric company with nearly 4 million customers from the Gulf Coast to New England and the Midwest. Under the effort, women at NiSource are provided opportunities to come together to share ideas, build leadership skills and, perhaps most important, ensure the pipeline of women leaders at the company grows now and into the future. "We're giving women more tools than they ever had before to be successful," says Carrie Hightman, NiSource executive vice president and chief legal officer, co-founder of the Building the NextGen program with Violet Sistovaris, senior vice president and chief information officer for NiSource.

When the program launched in 2011, 150 of the top women execu-



"THE NEXT GEN" Joyce Shroka, director of business continuity and records, takes part in NiSource's "Women in Leadership" initiative.

tives in NiSource arrived for a summit to begin talking and discussing goals. "The goals were to develop women, retain them and recruit more," Hightman says. "There is lots of literature that exists suggesting that the more women that lead companies, the better off the companies are, the more profitable they are, the more responsive they are to stakeholders' needs," Hightman says.

The NextGen program involves three major components:

- National and regional summits: Female employees from across NiSource come together with company executives and external experts to share ideas, network and building leadership skills. Since 2011, five meetings have occurred, with more than 600 women in attendance.
- Mentor program: Women are paired with senior male and female leaders from across the company.
- Affinity group: A companywide women's affinity group, DAWN (Developing and Advancing Women at NiSource), launched in early 2012. It's made up of nearly 500 male and female employees, who collaborate and hold virtual meetings in an effort to supplement local onsite events to develop and advance women at the

Through these efforts, Hightman says, the program provides women substantive knowledge and practical advantages to not just to do their jobs better but to move ahead. "It's easy to learn your craft, but it's harder to learn how to navigate through a large corporation, because no one teaches you that," Hightman says.

For Taylor, the program has already proven successful in bringing her close to other female leaders. "What impressed me the first year was bringing all these women leaders all in one room. It was a networking opportunity for me to meet women I've never met in the company. I've made some friends out of it," Taylor says. "It provides an opportunity to contact other woman, to bounce ideas off and to realize that you are not alone."

Overall, Hightman says, the program has developed credibility over time. "We've made this into a sustainable program. We need to have a happy, engaged, competent, supported workforce with all the tools that they need to meet the needs of our customers, our shareholders and other stakeholders. And, this is one of the ways that we do that."

Make Your Website Mobile



Dillon Carter

If you don't cater to the needs of mobile users, someone else will.

BY DILLON CARTER

very business, organization, d and even the lone, single has an identity. A reputation is the feeling that people get when they think about a company, the way they perceive the company. And that can go well beyond what the company produces. It is why Coca-Cola is more than pop but is also polar bears' winters. It is how Nike is more than just a maker of athletic gear for athletes but also the company anyone can go to for self-betterment and to "just do it." It is how Apple *Inc.* is not just a maker of computers, or even electronics, but also one of innovative products.

Whether or not you believe any of these identities to be true, they are part of the public cognizance and these companies have worked very hard to make it seem that way. However, all those examples are focused on the physical or analogue identity and while that identity is still important, these companies adapted to the age of the Internet and the birth of a new identity—the digital identity. With this relatively new age, new companies have formed with that identity as their main focus, and these identities have already entered the public conscious. A few organizations that come to mind include Amazon, Facebook and Google. Amazon: the easy one-stop-shop to buy literally almost anything online. Facebook: the top name for all things in social interaction and the latest happenings. Google: the key compass to anything on the Internet itself.

These companies, their identities and digital identities of organizations and businesses are becoming



PAYING ATTENTION TO MOBILE USERS As many as 67 percent were more likely to buy from a mobile-friendly site, while 74 percent said they would also return to a mobile-friendly site in the future.

more and more important as the Internet invades almost every part of our daily lives; and mobile devices (smartphones and tablets) are at the head of that invasion. This may be no surprise. Whether or not you have a smartphone or tablet, you certainly have seen countless mobile devices out there. And yes, all of those devices can access an establishment's traditional website meant for pixel wide mouse pointers, but their experience on it will most likely not be a very good one. This can cause a hit to more than a company's digital identity.

In 2012, Google did a study on mobile users' browsing habits and especially their reactions to interacting with non-mobile-friendly sites. What they found was that mobile users were very thankful to those establishments that took the time to pay attention to their needs. As many as 67 percent of users were more likely to buy from a mobilefriendly site, while 74 percent said they would also return to a mobilefriendly site in the future. However, they were not very forgiving to those who ignored them. More than 79 percent said that if they didn't like what they found (because the site was not mobile friendly) they would quickly go back and search for another site. This gives evidence to the argument that non-mobile sites not only frustrate mobile customers, but also make them quickly go to the competition.

The statistic that may slip under the reader's radar but what may be the most telling is that 52 percent of mobile users said that if they had a bad mobile experience they were less likely to engage with the company. That engagement is not only with the company's website or its digital identity, but also with it as a whole. This shows the power of a company's digital identity. Lacking in something as seemingly insignificant as having a mobile-friendly website can make more than half a company's potential customer base think of it not as the "king of summer," or the makers of products that are key to making their customers better, or even as innovators, but as out of date and out of touch.

Dillon Carter is senior designer at 9magnets LLC.

Artsy Winter



John Cain

A diversity of entertainment, from Johnny Cash to Agatha Christie.

BY JOHN CAIN

Neatre at the Center will present "Ring of Fire: The Music of Johnny Cash" at the Center for Visual & Performing Arts in Munster, February 20 through March 30. From the iconic songbook of Johnny Cash comes this unique musical about love and faith, struggle and success, rowdiness and redemption, home and family. A multitalented cast will perform more than two dozen classic hits, including "I Walk the Line," "A Boy Named Sue," "Folsom Prison Blues" and the title tune. This musical portrait of The Man in Black promises to be a footstompin', crowd-pleasin' salute to a uniquely American legend.

In "The Mousetrap" by Agatha Christie—presented by Hammond Community Theatre at Beatniks on Conkey, 418 Conkey Street in Hammond, February 7 through 16-a group of strangers is stranded in a boarding house during a snowstorm, and one is a murderer. The suspects include the newly married couple who run the house, a spinster with a curious background, an architect who seems better equipped to be a chef, a retired Army major, a strange little man who claims his car has overturned in a drift, and a jurist who makes life miserable for everyone. Into their midst comes a policeman on skis who rattles a lot of skeletons.

Other winter theatre fare includes Conor McPherson's "The Weir" at Festival Players Guild at Main Street Theatre, 807 Franklin Street, Michigan City, March 8-15, and "Anything Goes" at Memorial Opera House, Valparaiso, February 21-March 9, featuring the Porter classics "You're the Top," "Friendship," "Blow Gabriel



THE MAN IN BLACK Michael Goodman starts in "Ring of Fire: The Music of Johnny Cash."

Blow," "It's De-Lovely" and the title

The Northwest Indiana Symphony will celebrate Valentine's Day on February 14 with a concert performance of "Tosca," Puccini's passionate opera about a singer, the painter she loves, and the police chief who wants her for himself. Everything is driven by love-of others, of country and of power-in this lightly staged production that will feature talented guest artists and the Symphony Chorus as they bring this story of longing and destruction to life. "Tosca" will be presented at The Auditorium at Bethel, 10202 Broadway in Crown Point.

The Symphony returns one month

later with Dueling Pianos, featuring award-winning pianists Marta Aznavoorian and Winston Choi as they face off with Poulenc's Concerto for Two Pianos on March 14. The Symphony's "piano-cam" will catch the intricate musicianship of these talented guest artists. This concert will also include the grandeur, power and nobility of Brahms' 4th Symphony.

The Northwest Indiana cert Association will present Jessie Lynch's Jazz 101, March 14 at 7:30 p.m. at Munster High School Auditorium. Lynch has wowed audiences with his playing of everything from Beethoven and Bop to free jazz and contemporary compositions. He is a genre-defying musician with the ability and passion to take on any style of music. Joined on bass and drums, Lynch leads audiences on a journey through the evolution and history of jazz through music and multimedia presentation in this program.

South Shore Arts reminds you to visit its online Regional Art Calendar at 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.

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.

The State's Lawyer

From Washington to Indy, Greg Zoeller dedicated to public service.

BY MICHAEL PUENTE

reg Zoeller recently sent out a letter seeking financial support for a possible run at a third consecutive four-year term in 2016 as Indiana attorney general. But that doesn't mean he's ready to say if he's running. "I usually tell people that I'm not committing to running for a third term. I've always thought that a good lawyer is prepared for whatever they decide to do. So, if I do decide to run for a third term, I'll be prepared to do it. I won't have to suddenly hurry and try to get prepared," Zoeller tells Northwest Indiana Business Quarterly. "I won't decide until early 2016 when I have to make a decision for not only the best interest for the office and state, but I've got a young family. So you have to weigh all those things when the time is right to make a decision."

understand the building is filled with politics." Although elected to office in a political process, the Republican Zoeller says the office is operated in a non-partisan fashion.

"I think the office of the attorney general is unique in the non-partisan role we play. It's not by bipartisan where you have part of the office Republican and the other part Democrat. I think that gives us the credibility to do that job because we work with prosecutors who might be elected by either party," Zoeller says. "We come in front of judges everyday who are elected by one party or the other. And I have to work with the legislature and all my clients. If they think of me as a partisan, I've lost the credibility because the Republicans might think I may do them favors and the Democrats may think I'm adverse to them, which neiAttorney General's job to defend those convictions," Zoeller says. But the primary focus of the office is consumer protection. Zoeller's office is perhaps known mainly for its aggressive defense of the Do Not Call List, a tool to keep telemarketers from making unwanted calls to Hoosiers. "I think there's a sense of privacy around one's home. The problem with robocalls is that the calls that are made are at the convenience of the caller, not the person receiving it," Zoeller says.

The Do Not Call List has expanded to include cell phones, but Zoeller admits it's getting harder to enforce because of technology. "I think it has become a little more of a problem with the cell phones. I've actually gotten a lot of support from the phone carriers. They've lost so much of the market share because people take out their landline due to the barrage of robocalls, that even the providers are now starting to support greater restrictions against the VOIP (Voice over Internet Protocol) mass marketing of these robocalls."

Besides the Do Not Call List, Zoeller's office has worked to increase protections for homeowners against foreclosures and helping teachers in returning discipline to the classroom.

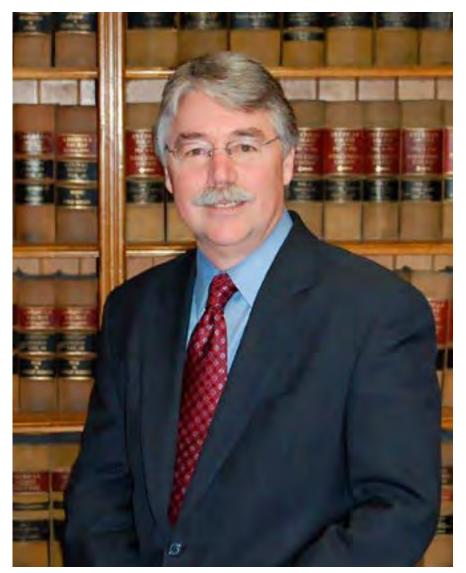
Much of what Zoeller's office does is defensive in nature. But Zoeller

"I've always thought that a good lawyer is prepared for whatever they decide to do."

But it's that aspect of political office that Zoeller, a married father of three children, dislikes. "I've actually never really liked politics," says Zoeller, a native of New Albany. "It's not to say that I'm not familiar with it or

ther is true."

With 152 lawyers on staff, the attorney general's office handles about 1,600 criminal appeals a year. "It's the county prosecutor's job to secure the conviction. It's the Office of the



NOT INTO POLITICS Republican Greg Zoeller, Indiana's elected attorney general, says his clients are on both sides of the aisle.

likes to play offensive such as battling scam artists with proactive investigations, and aggressively looks to shut down fraudulent businesses.

"I think the office can do a lot more in taking an affirmative step in trying to protect people, to work with our public safety personnel—whether it's to fight prescription drug abuse or meth labs-and working with prosecutors has really been a much higher priority for me," Zoeller says.

The AG's office has even set up a consumer alert program that works as an early warning system. Once signed up, residents are alerted of frauds believed to pose a threat to Hoosiers with links to tips on how to avoid the scams and what to do if victimized.

In trying to shut down fraudulent business, Zoeller says he has actually received cooperation from business groups that can sometimes see government as intrusive. "We've worked with the chamber of commerce and other legitimate business groups and retail associations who want to run out the bad actors," Zoeller says. "I've gotten no push back."

With the Indiana General Assembly set to convene in early January, Zoeller says his office is still formulating its legislative priorities. One bill that the AG will actively pursue is the "Lifeline Law."

If passed, the bill would provide immunity for anyone who calls 911

"I think the office can do a lot more in taking an affirmative step in trying to protect people."

in the event someone is dying from alcohol poisoning. "We're seeing a lot of college kids drinking straight alcohol, sometimes it's high school students, and they're dying. It's become a major problem," Zoeller says.

Zoeller says if someone is in the position to call 911 for help, they will not be prosecuted. "We have to see first if prosecutors are comfortable with this," Zoeller says.

In the years before coming attorney general, Zoeller served as special assistant to U.S. Attorney General Richard Thornburg in 1988 and as senior counsel to the House of Representatives Committee on Government Reform and Oversight in 1998.

As a young lawyer, Zoeller worked for a freshman U.S. Senator Dan Quayle, who of course would go on to become vice president of the United States under President George H.W. Bush. Zoeller served as assistant to Vice President Quayle in the White House from 1989 to 1991.

But it's Zoeller's work while serving as chief deputy attorney general under his predecessor, Steve Carter, that sets him apart for any other AG who has come before him. Zoeller actually once did the work that his deputies now perform. "I think it gives me a much higher respect for them because I understand the hard work that they put in," Zoeller says.

Whether he runs for a third term or not, Zoeller says he enjoys serving the public. "It's really far and away the best job I've ever had," Zoeller says. "I'm working with a team of lawyers most of whom I've hired myself. They know me as a lawyer who worked in the office myself."

Relentlessly Positive

Indiana Pacers Coach Frank Vogel has his team on a roll.

BY BEN SMITH

7 es, he can still do it. Since you're asking. "Some things you never forget. Even if you'd like to," says Frank Vogel. It's a frigid December afternoon and he's leaning against a wall in the Banker's Life Fieldhouse practice facility, a slight man in navy Indiana Pacers sweats and short dark hair flecked with iron filings of gray. The gray makes him look older than he is; the rest of his features remind you that he's still two years shy of 40, and the second-youngest head coach in the National Basketball Association.

On this day he's 22 games into his second full season as the Pacers' coach, and it's been some 22 games. The Pacers are 19-3, the best record in the NBA. Two days prior, here in Indianapolis, they'd beaten the Miami Heat, the two-time defending NBA champs. But back to that thing Vogel can still do.

It involves a toothbrush and a basketball, and the balancing of the latter on the former. Twenty-five years ago, when Vogel was a 13-yearold hoops junkie, his ability to brush his teeth while spinning a basketball on his toothbrush landed him a gig on David Letterman as one of Letterman's "Stupid Human Tricks."

He's achieved something more significant since, of course.

Larry Bird never intended to hire the guy. It was late in the 2010-11 NBA season, and the Pacers, adrift somewhere in the nether regions of the Central Division, had just let go head coach Jim O'Brien. Bird, the team president of basketball operations, needed someone to occupy the head coach's seat for the rest of the season, and O'Brien recommended one of his assistants: Frank Vogel.

"Frank was more a workout guy," Bird remembers. "He worked the players out, did scouting reports,



stuff like that. Obviously, Jimmy felt very highly of him, and I took a chance. And that's what it was. I took a chance."

It paid off. Vogel proceeded to coach the Pacers to a 20-18 record and got them into the playoffs for the first time in four years. And even though Bird still wasn't thinking of him as the long-term hire, eventually Vogel became the obvious choice. "I was really looking to get us through the season and then go out and see what was out there," Bird says. "But we interviewed Frank and ... he was very positive, very organized, knew a lot about what he was doing. It made it pretty easy, in the end."

It wasn't the first time Vogel had grown on someone. He went to Juniata College in Pennsylvania intending to be a doctor, but coaching was always a notion. Eventually he decided he wanted to do it on a bigger stage than Division III Juniata, and so he transferred to Kentucky to pursue his goal there.

Kentucky, after all, was where Rick Pitino was. And Pitino was Vogel's guy. "I just loved his style, his approach," Vogel says. "It was a positive approach. It wasn't a drill-

sergeant approach, which a lot of coaches at that time were coaching. It was a have-fun mentality, build confidence, outwork everybody in sight." So he did what you do when you're 20 years old and the future looks boundless: He wrote Pitino a letter. And then another. And then another. He wrote "a bunch of letters," Vogel recalls, and in return, he got "a bunch of form letters back."

On to plan B. The next summer, Vogel wangled his way into a basketball camp where he knew Pitino was working. It was a chance for him to finally tell Pitino face-to-face what he wanted to do, and Pitino responded with a reflexive "Well, if there's anything we can do"

It was the opening enough for Vogel. "I took him up on it," he says. It led, eventually, to Pitino's assistant, Jim O'Brien, taking Vogel under his wing, and everything took off from there. From Kentucky he followed Pitino to the Boston Celtics as video coordinator, became O'Brien's assistant in first Boston and then Philadelphia, and finally arrived with O'Brien in Indianapolis in 2007.

Now he coaches a Pacers team that lost in seven games to the Heat in the Eastern Conference finals last year, and is the class of the entire league so far this season. It's Vogel's job to keep it that way.

George Hill's never seen anyone quite like him. Through high school and four years at Indiana University-Purdue University Indianapolis and six years in the NBA, the Pacers point guard has known all manner of coaches, but none so relentlessly upbeat as Frank Vogel. Every day is a good day, it seems, even in a season that lasts from October to June. "He's different," Hill says. "But in a good way. He's up about everything. He gets excited about a lot of stuff. Some stuff we might not get excited for, he



CHARTING A WINNING COURSE Indiana Pacers Coach Frank Vogel first hit the national spotlight performing a "Stupid Human Trick" on David Letterman's TV show.

gets excited for-but he keeps us going. He's the captain of this ship and we feed off of him."

And if there are echoes there of the Pitino acolyte, it's no accident. The kid who was first drawn by Pitino's positive approach has become a head coach for whom "positive" is the go-to word from virtually everyone in the organization.

"He's very good at, right after the game, not saying very much," says assistant coach Dan Burke, who's served under every Pacers head coach since Bird. "It's just bring it in and tomorrow is this, and then he collects his thoughts and he says what he needs to say the next day. You know, when you say stuff in the heat of the moment, you might

regret saying something, especially to an individual or even to the group. He guards himself really well on that, and again, he stresses the positive and what we do well, and to keep doing what we do well. It's been very good for these guys. They thrive off of it."

So does Vogel, clearly. There's an easy approachability to him that no doubt plays well in the locker room and on the practice floor, but with it comes the calculation of a man who's spent 15 years in the NBA in some capacity, and knows how a long a slog the 82-game season can be. "You know, you can't live this lifestyle if you're gonna celebrate like a championship if you've won and act like it's the end of the world when you lose a game," Vogel says. "You've got to have an even keel to manage a length of a season like this."

No problem there, Burke says. "We used to joke, even with Larry Bird, that he had six bullets to use and you don't want to use them all at once," he says. "You don't want to use them all in one game. I don't know if Frank ever uses two bullets."

Everyone notices that. And appreciates it. "He's a player's coach, and he has the utmost respect," Hill says. "He's a guy that will go to bat for us, good or bad. When you have a coach who will do anything possible to make you the best you can possibly be, all you can do is give him the same respect."

OMG! LOL! IMO!

What can your social media policy cover? What can't it do?



Gerald F. Lutkus

mployees talk. That's no big → sports, the weather or their families. But more often than not. they talk about work—their hours, their boss, their responsibilities, their supervisors, even their new assignments. When they talk about work, sometimes they air their individual gripes, but sometimes they talk about the complaints they share with co-workers.

The problem that employers face today is that now employees are dragging their gripes and concerns out in public, publishing them on Facebook and other social media platforms for the world to read. Not surprisingly, most employers recoil at the thought of their dirty laundry being hung out in social media. It could hurt business or offend good customers, clients and vendorsor might even cause the release of confidential information and business strategies. These comments or social media postings even might be evidence of discrimination or harassment of co-workers. Many employers already have social media policies and some of those policies have been tested by the National Labor Relations Board (NLRB). So what should employers do about these policies in light of the recent and continuing NLRB attention?

PROTECTED CONCERTED ACTIVITY

The NLRB has jumped in with both feet with an aggressive agenda, overturning employer policies as unlawful and vacating employer termination decisions, ordering reinstatement and back pay in the process. The NLRB's activity with regard to Facebook and social media has been a clarion wake-up call for the nonorganized private sector that yes, the National Labor Relations Act applies to you, too. The board's involvement has been focused in two areas-disciplinary action for employee social media activity and what the board views as overly broad policies which in its view chills protected concerted activity among employees.

In the discipline cases, the board is looking at whether the social media activity is actually concerted protected activity under Section 7 of the National Labor Relations Act-old law being applied to new technology. In the employer policy cases, the board has examined whether employer policies reasonably could be construed to potentially chill employees' ability to exercise their Section 7 rights.

DISCIPLINE CASES

In the discipline cases, the board has examined whether the employee's Facebook posts are part of or even a call for concerted activity by employees. To fall within the protection of the act, the employees' conduct must be concerted, that is, done with or on the authority of other employees and not solely for and by the employee himself. The activity must be protected, meaning that it must implicate terms and conditions of work. And finally, even if the conduct is

protected and concerted, it must not otherwise be inappropriate conduct.

For example, in a recent case titled Richmond District Neighborhood Center, an NLRB administrative law judge recommended the dismissal of a complaint involving the termination of two former employees of a non-profit neighborhood center that runs community youth programs. The ALJ found that the employees were engaged in concerted activity in complaining about their employer on Facebook; yet he found that some of the actions described by the employees and the profanity that they used in their Facebook conversations caused the posts not to be protected. Their terminations were upheld by the ALJ. (The case may be heard by the full NLRB, and given its decided pro-union majority, it seems unlikely that this decision will stand.)

The next closely watched case before the NLRB is Triple Play Sports Bar, in which the board has been asked to determine whether hitting the "like" button on Facebook can be protected concerted activity. In Triple Play, an employee complained on Facebook about the manner in which the employer was withholding payroll taxes from paychecks. A co-worker hit the "like" button. The

Not surprisingly, most employers recoil at the thought of their dirty laundry being hung out in social media. It could hurt business or offend good customers, clients and vendors—or might even cause the release of confidential information and business strategies.

employer became aware of that and terminated the "liking" employee. Again, it seems quite likely that the board will determine that hitting the "like" button is expressive activity and that by doing so the employee was engaged in concerted activity.

POLICY CASES

There have been a half-dozen cases now that have been heard by the full board, as well as three guidance memoranda from the office of then Acting General Counsel Lafe Solomon Jr., on lawful and unlawful policy language, so it is difficult to summarize all of the actions in a few short paragraphs. It is incumbent on employers that do have social media policies, though, to have their policies reviewed now by their legal counsel given the intense focus on this issue by the board.

The board's view of policy language is that it violates employee rights under Section 7 of the act if it could be reasonably construed by employees to chill their exercise of rights under the act. By using the word "could" instead of "would," the board has broadly interpreted Section 7's reach.

There are a few clear points coming out of the NLRB's actions to date on social media policies. Here is a partial list of some of the policies the board has already said are unlawful under the act. Your policies may not:

- Prohibit the posting of pictures of employees wearing company uni-
- Prohibit employees from making disparaging comments about the company or the employee's superiors, or co-workers.
- Prohibit "unprofessional communication" that could negatively impact the company's reputation.
- Prohibit employee discussion of terms and conditions of employment through social media (i.e., wages or working terms).
- Prohibit discussion of confidential information without a clear and specific definition of what is confidential.



It is incumbent on employers that have social media policies to have their policies reviewed now by their legal counsel given the intense focus on this issue by the board.

- Prohibit the use of the employer's logos and photographs of the employer's store, brand or product, without written authorization.
- Generally prohibit "untruthful" content in social media.

But don't despair. There are permissible rules that still offer protection for employers. For example, your social media policy, among other things, may:

- Prohibit publication of trade information and clearly defined truly confidential informa-
- Prohibit employees from posting anything on the Internet that could be construed as an act of unlawful harassment, a threat, or other evidence of discrimination.
- Require employees to make personal Internet postings during nonworking hours, meal periods and/or rest breaks.
- Require employees to disclose that all opinions posted by the employee "are my own and do not represent my employer's positions, strategies or opinions."

• Include a provision that states that nothing in the social media policy is intended to interfere with employees' rights under the National Labor Relations Act to engage in protected concerted activity.

It's a brave new world for employers and employees alike. Employers should be aware that non-union workplaces are subject to NLRB scrutiny on these issues and that a word here and a word there can make all the difference.

This article should not be construed as legal advice or legal opinion on any specific facts or circumstances. The contents are intended for general informational purposes only, and you are urged to consult your own lawyer on any specific legal questions you may have concerning your situation.

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Healthy Growth

A positive outlook for the region's economy in 2014.



Michael J. Hicks

BY MICHAEL J. HICKS

Note he had of the Great Recession ■ has seen dramatic growth differences across industrial sectors in Northwest and North-Central Indiana. From the end of the recession there has been significant growth in transportation and warehousing, utilities, administrative services (most likely employment services), all of which have seen growth during this period of more than 10 percent.

Manufacturing growth in the region was slower, with growth at roughly 2 percent. Construction recovered more than in other regions in the state, rebounding by 6 percent, though still not back to pre-recession employment levels.

Declines of note occurred in wholesale and retail trade, information services, finance and insurance. professional and scientific services, arts and recreation, and government. The declines in these areas weighed heavily upon growth in the region, but it was really in information and wholesale trade where double-digit declines occurred during the recovery.

Within manufacturing, the overwhelming majority of durable goods manufacturing growth within the region is concentrated in primary metal production. The remainder of growth has been in fabrication of metals, and production of machinery and electronic products, motor vehicles and transportation and the production of nonmetallic minerals (sand and clay). Other sectors have experienced a decline. Changes in nondurable goods manufacturing in the years since the recession have been remarkably small, ranging from -0.05 percent to 0.29 percent.

The composition of local economic

activity is heavily tilted toward government, education and health care, which together comprise more than a third of incomes. The difficult fiscal environment facing state and local governments, declining student populations in most school corporations within the region and the impacts of the Affordable Care Act combine to dampen growth prospects for the

run its course. New income and job growth in this sector will be due to longer-run effects, not the lasting consequences of the great recession in Indiana.

Northwest Indiana has continued to grow well, with population growth spreading past the traditional suburban areas and small towns surrounding Chicago. Strong post-recession

In terms of overall economic performance, the northwest portion of Indiana looks much like the state as a whole.

region, despite stability in the past years in these sectors.

Though the recovery has thus far been rocky, I believe the region will grow strongly through 2014. We project this region to see GDP growth of 3.1 percent. Personal income will grow by 2.3 percent, led by growth of durable goods manufacturing, construction, finance, transportation and warehousing and trade. Both health care and government services will see declines. In terms of overall economic performance, the northwest portion of Indiana looks much like the state as a whole.

The post-recession period in Indiana is marked by a significant manufacturing rebound, and examining that rebound and trend yields insight into the future of manufacturing growth in the state. In Northwest Indiana, durable goods manufacturing now exceeds its long-term trend. This suggests that significant new growth in the sector is not likely and that the recession rebound has manufacturing recovery along with growth in transportation infrastructure, which accommodates greater movement of goods, will continue to boost the economic performance of the region. However, major challenges await the greater Chicago area in 2014. Significant public debt problems plague municipalities in both the Illinois and Indiana portions of the MSA. In June 2014, changes to the Government Accounting Standards Board requirements on pension funds and other public sector debts will reveal the extent of fiscal challenges facing many communities. Chicago's fiscal environment will likely dampen economic prospects for the municipality of Chicago. Effects on surrounding areas are uncertain, as this could result in the relocation of some economic activity into Indiana. 🛚

Michael J. Hicks is a professor of economics and director of the Center for Business and Economic Research at Ball State University.

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