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Companies to Watch ■ Medical Tech ■ Greening the Region ■ Executive Gift Guide

FALL-WINTER 2012

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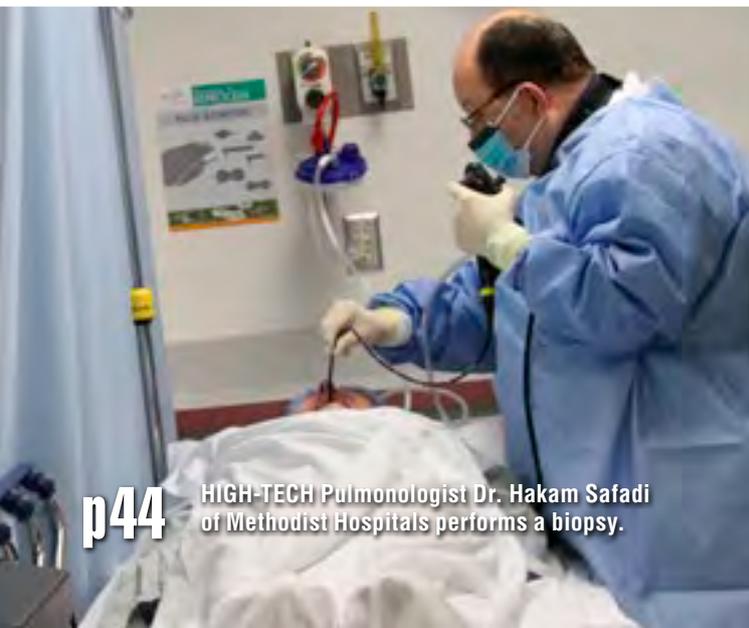
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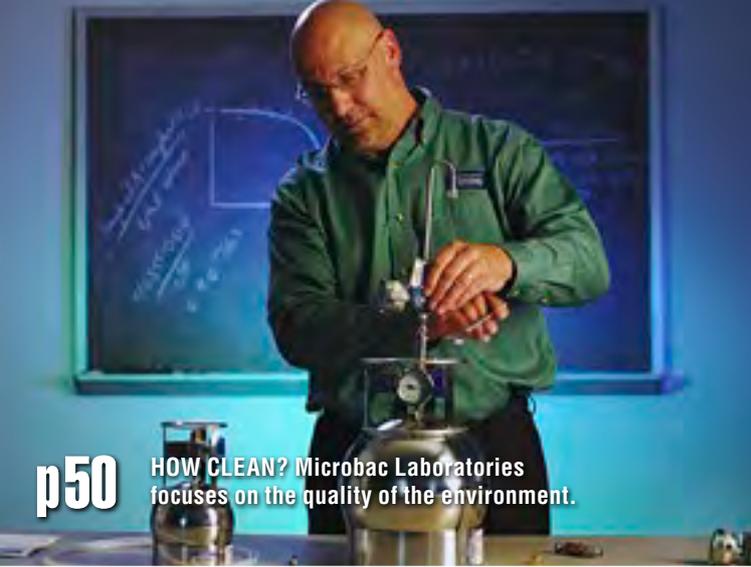
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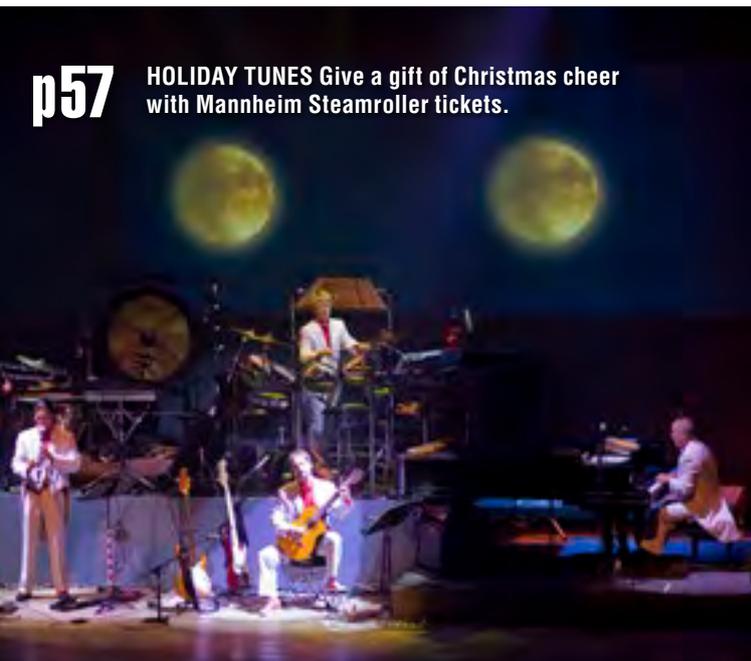
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Cover photo by Shawn Spence

Fall-Winter 2012

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MEMBER

## PUBLISHER'S NOTE



Glee Renick-May

# Leading By Example

*Stories about innovators, leaders and doers.*

The business of the media is a complex one. Our job is to inform the public and be responsible journalists in reporting the facts and engaging readers through our storytelling. Patience runs thin during deadlines, and often good intentions can be missed opportunities. Timely and effective communication is a necessity for all businesses, and that's especially true for those of us in print and broadcast media.

In sales and marketing, our job is to provide product information and guidance regarding the best use of the product. Sometimes we get so caught up in "getting the sale" that we forget to educate the buyer or continue to provide help or follow-up with servicing the customer after the sale. Customer service—or the *lack of* knowledgeable customer service workers—has become a challenge in many industries, especially in voice and data, telecommunications and computer technology. Some of the best examples of great customer service can be found in the banking industry. We can learn from their example how to service customers and retain their trust and business.

Lead by example, that's what I say (though not always what I do)—and

that is what you will read about inside this issue. We have great stories about innovators, CEOs and community leaders, Indiana growth companies contributing millions to our economy and success in taking positive action to address local environmental issues.

Our 2012 reader survey, completed this past July, has revealed some very interesting data. For example, 82 percent consider our magazine the leading business publication for the region, 62 percent of our readers are CEOs of their companies, 74 percent intend to expand their companies in the next two years, 74 percent intend to continue their formal education, training or attend seminars, 68 percent travel and conduct business in Chicago, and 75 percent have rented space for offsite meetings in the past 12 months. To get the complete data from our reader demographic study, visit [www.nwibq.com](http://www.nwibq.com).

We are grateful to you, our readers and loyal advertisers, many of whom have been with us for many years! We are optimistic for 2013—that it will be a great year, regardless of who will lead our country next, for your business and ours! Enjoy our current issue. 

—Glee Renick-May, Publisher

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# Northwest Indiana Business Quarterly



Rick A. Richards

# What a Place

*Region's innovators and leaders leave their mark.*

**N**orthwest Indiana is quite a place, and inside this issue you'll find out why. It's populated with innovative, caring people who love living here and want to make it a great place to live.

The Society of Innovators of Northwest Indiana announces its 2012 Fellows and like those before, it is a diverse group of educators, entrepreneurs, business people, and in one instance, a hobbyist.

What makes them special is that they don't see themselves as anything special. All went out of their

way to explain they were simply doing what they loved when someone else noticed what they were doing and nominated them.

There are the research and development teams at ArcelorMittal and the Center for Innovation through Visualization and Simulation at Purdue University Calumet. There are entrepreneurs such as Gregg VanDusseldorp Sr. of Omnitech, Gene Smotkin of NuVant and Gus Olympidis of Family Express. There are educators like Pearl Prince of Gary's Frankie Woods McCullough

Girls Academy and Dr. Neal Haskell of St. Joseph's College in Rensselaer. And there is Realtor Olga Petryszyn of Valparaiso, whose love is developing hybrid hostas that are now planted in gardens across America.

It's a group that reflects the diversity of Northwest Indiana, not only in its population, but in its economy and the dedication of its workers.

We also pay tribute to one of the region's stalwart industries. Northern Indiana Public Service Co. is marking its 100th anniversary this year. We take a look at some of the notable highlights of this company that is such a part of the fabric of Northwest Indiana.

Inside you'll also find the results of our annual readers' poll which ranks the region's top CEOs and Community Leaders. They are true leaders in every sense of the word. They lead by example, both in the workplace and in the community.

The region's environment also gets a close look. A generation ago, Northwest Indiana's air and water was, in a word, awful. Today, both are cleaner than they have been in decades, thanks to companies that are spending hundreds of millions of dollars making improvements.

Environmentalists are pleased with the effort and four longtime environmental activists hand out grades to companies and the environment.

The region's banks are doing well, having avoided the mortgage lending crisis that hammered big national banks. And the region's hospitals are on the leading edge of technology that make diagnosis more accurate and surgery more precise.

There's a lot to learn inside. Sit back, relax and read—with our thanks. 

—Rick A. Richards, Editor



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# Around the Region

**M**uch has happened in Northwest Indiana's business community the past three months. Here are a few bits of information to get you up to date.

## AGRICULTURE

**Chester Inc.** has moved its Agricultural Division from Porter County to North Judson in Starke County. Ag Systems Division was created in 1970 to handle Chester's irrigation sales and distribution business. Today, it serves more than 1,500 systems. The division has 18 employees. ... **Kemin Industries** has opened a mint processing facility in North Judson. Its 7,000-square-foot building has 12 employees and will process 4,000 acres of mint from Starke County farmers

## BANKING

**Purdue Federal Credit Union** has opened an office at **Purdue University North Central**. The office will provide banking services to university staff and students and offer banking education seminars. ... **Scott May** has joined **Centier Bank** as chief financial officer. May has 23 years of experience and most

recently worked for a national financial services provider. ... **1st Source Bank** donated \$5,000 to **Housing Opportunities** in Valparaiso to expand its homebuyer education classes and one-on-one counseling services. ... **Belinda Smith Caruso** has been named mortgage loan originator for the Michigan City office of **LaPorte Savings Bank**.

## COMMUNICATIONS/MEDIA

**VIA Marketing** has been honored with a 2012 APEX Award of Excellence for its creative work for Griffith Public Schools. VIA provides marketing solutions that include research, marketing plans, websites, graphic design and public relations.

## CONSTRUCTION

**Powers & Sons Construction Co.** of Gary has been included on **Black Enterprise** magazine's list of the nation's top-grossing black-owned businesses. Powers was listed at 70th and is one of only three industrial and service companies on the list ... The **Ross Group** in Portage, owned by Ross Pangere, has been honored by **Ceco Building Systems** in Mississippi as one of America's best

design-build construction firms. The Ross Group was listed as among the top ten in the nation.

## ECONOMIC DEVELOPMENT

Ground has been broken at **Kingsbury Industrial Park** south of LaPorte to create an intermodal freight center. **CSX Corp.** and LaPorte County will develop the site which will include a cold storage warehouse for produce. ... **Holladay Properties** of South Bend has acquired the former **AJ Wright** building on the city's west side. The 539,137-square-foot building was developed in 2005 as a distribution center. It has 88 loading docks and room for a 300,000-square-foot addition.

## EDUCATION

The **Charter School of the Dunes** in Gary is building a \$13 million building in the Miller neighborhood. It will open for the 2013-14 school year for 450 students. ... **Ivy Tech Community College of Northwest Indiana** has named **Rick Soria** as vice chancellor and dean of its Michigan City campus. ... **Elizabeth Lynn** has been named director of **Valparaiso**



Belinda Smith Caruso



Elizabeth Acton



Wright Alcorn



Shannon Hannon

**University's Institute for Leadership and Service.** She is responsible for setting goals and shaping VU's experiential learning, service and vocational reflection. ... **St. Mary's College** in South Bend has received its first U.S. patent on a process to screen for counterfeit medication. The test will be used primarily to Third World countries where counterfeit medication is a problem. ... The **National Science Foundation** has awarded a \$1.6 million grant to physicists at the **University of Notre Dame** for continuing research on the first U.S.-based underground accelerator laboratory. ... **Indiana University's Kelley School of Business** has named **Elizabeth Acton** leader-in-residence. She is a graduate of IU and recently retired as chief financial officer at **Comerica Bank**. She also was corporate vice president and treasurer of **Ford Motor Co.** ... **St. Mary's College** in South Bend has received \$840,000 in

grants to promote the study of science, technology, engineering and mathematics. The grants are from the **National Science Foundation** and the **Henry Luce Foundation**.

**GAMING**

The **Pokagon Band of the Pottawatomi Indians**, which operates **Four Winds Casino** in New Buffalo, Mich., has announced it wants to develop 164 acres southwest of downtown South Bend into a mixed-use project that will include a casino, housing, a multi-purpose facility, health care center and tribal government center.

**GOVERNMENT**

**Bernice Grant** has been named chief executive of the **U.S. Postal Service** in Indiana and district manager for the Greater Indiana District. Grant, a native of Gary, will be responsible for 13,000 employees and 670 post offices. ... **Valparaiso**

has broken ground on the Thorgren detention basin project that will improve its ability to remove pollutants from stormwater. The project is funded through grants from **Save the Dunes** and **Great Lakes Restoration Initiative**.

**HEALTH CARE**

**Michael J. O'Neill** has been named chief administrative officer for **Beacon Health System** in South Bend. He was chief operating officer of **Memorial Health System** and has been with the hospital since 1993. ... **Greg Conrad** has been appointed vice president of **Beacon Health Ventures**, which includes the home health and professional services division of Beacon Health System. ... **Positron Corp.** plans to invest \$45 million in Gary to produce radioactive medical imaging isotopes. The Fishers, Ind., company plans to build a cyclotron and manufacturing facility and employ 50 people within



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five years. ... **Shannon Hannon** has been named administrative director of **Indiana University Health LaPorte Hospital**. She will be responsible for cardiology services for the hospital. ... **Steven Eller** has been named vice president and chief human resources officer for **Beacon Health Systems** in South Bend. Most recently he was with **Robert Bosch LLC** in Farmington Hills, Mich., as vice president of human resources. ... **Dr. Carl Wynter** has joined **LifePlex Medical Offices** in Plymouth and **Indiana University Health LaPorte Physicians**. He is board certified in cardiovascular disease and internal medicine. ... **Porter Regional Hospital** has opened its new \$210 million hospital. The old hospital in Valparaiso has been acquired by **Valparaiso University**. ... **Methodist Hospitals** has received the Chest Pain Center Accreditation from the **Society of Chest Pain Centers**. ... **Dr. Lesley Rhee**, has joined the **Franciscan Hammond Clinic Specialty Center** in Munster. Rhee is board certified in internal medicine and gastroenterology. ... **Wright Alcorn** has joined **Methodist Hospitals** in Gary as vice president of operations. Most recently he was interim vice president of operations and he previously was with hospitals in Atlanta and Houston. ... **Porter Regional Hospital** has been recognized by the **Society of Chest Pain Centers** with accreditation as a Chest Pain Center. ... **Beacon Health System**, which includes Elkhart General Hospital and Memorial Hospital of South Bend, has been named among the top 5 percent of all U.S. hospital for patient safety by **Health-Grades**, an independent data provider.

**INSURANCE**

**Jackie Trump** has joined **Gibson** in South Bend as a service specialist in the property and casualty practice. She will provide administrative assistance and project coordination for the commercial insurance team. ... **Angel Karabalaali** has joined **Gibson** in South Bend as a client

manager in the business and private client group, specializing in commercial property and casualty accounts. ... **Bill Cerney** has joined **Gibson** in South Bend as a client executive, surety practice leader and member of the construction team. He is responsible for overseeing in-house analysis and financial statement underwriting. ... **Tara Buch** has joined **Gibson** in

South Bend as a service specialist in the employee benefits practice. She will provide administrative assistance and project coordination for the employee benefits team. ... **Debra Roberts** of **Gibson** in South Bend has received the Associate in Insurance Services designation from the **Insurance Institute of America**. ... **Nikki Bicknell** of **Gibson** in South

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**Dr. Carl Wynter**



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**Bill Cerney**



**Carly Brandenburg**

Bend has received the Associate in Fidelity and Surety Bonding designation from the **Insurance Institute of America**. ... **Miguel Salazar** has joined **Gibson** as a client executive in the employee benefits practice. He is responsible for new business opportunities and consulting with employers to provide an analysis of their existing employee benefit programs.

### LEGAL

**Robert F. Parker**, a partner with **Burke Costanza & Carberry**, has been named a Fellow of the American College of Trial Lawyers. Parker is only the third actively practicing attorney in Northwest Indiana to achieve Fellow status. ... **Patrick B. McEuen** has joined the Portage law firm of **Rhame and Elwood**. He will concentrate on personal injury and

civil litigation. ... **Carly Brandenburg**, an attorney with **Eichhorn & Eichhorn LLP** in Hammond has been named Northwest Indiana's 2012 Up and Coming Woman of the Year in Law. She is a native of Valparaiso and is a graduate of DePaul University and Indiana University School of Law.

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▲ Pictured above: Jeff Marsee, Jennifer Willis and Thomas Zic

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will open a 50,000-square-foot office in Mishawaka to handle its chemical products distribution. More than \$1.2 million in improvements and equipment are being added to the building. ... **BP** has announced it will shut down a portion of its **Whiting Refinery** in the fourth quarter in order to complete work on a \$3.8 billion expansion and upgrade. ... **Schafer Gear Works** in South Bend has acquired the assets of **Dana Holding Corp.**'s leisure, all terrain and utility vehicle axle and differential business. The acquisition includes the 120,000-square-foot building in Fredericktown, Ohio and a 30,000-square-foot building in Blacklick, Ohio. ... **Dickten Masch Plastics** has acquired **Nyloncraft Inc.** of Mishawaka. The two companies produce complimentary injection molding products used in the automotive, boating and recreational vehicle industries.

**NON-PROFIT**

**Legacy Foundation**, Lake County's leading philanthropic partner, has announced the promotion of **Barry C. Tyler Jr.** to program officer. He will be responsible for grant program administration, statistics record-keeping, and public relations. Tyler most recently was community initiatives officer with Legacy. ... **Dennis Morgan**, president, CEO and founder of **Family & Youth Services Bureau** in Valparaiso, is retiring after 40 years of service. Taking over will be **Lisa Jordan**, a 16-year veteran of the agency. ... The **United Ways** of **Lake** and **Porter** counties have begun their 2012 fundraising campaign with a goal of \$6.5 million. That's up by \$200,000 from last year. The Lake County effort is led by **Aaron McDonald**, president of **Latitude Commercial Real Estate**, and the Porter County campaign is led by **Dave and Linda Rose** of **Horizon Bank**. ... The non-profit **Daughters of Penelope** have opened a three-story, 50-unit low-income apartment complex in Mishawaka. The project was made possible with \$5.8 million in funding from the **U.S. Depart-**

**ment of Housing and Urban Development.**

**PROFESSIONAL SERVICES**

**Spero W. Valavanis**, president of **Design Organization Inc.**, has received the **Ball State University College of Architecture and Planning Alumni Society** 2012 Award of Outstanding Achievement. ...

**Julie Bieszczat** has been named president of **Barney Enterprises**. She joined the company five years ago after spending 10 years with **Delta Faucet**. Bieszczat is a graduate of DePauw University and Eastern Michigan University. ... **Kurt Smith** has been named manager of engineering and surveying work for **Duneland Group** in Chesterton. DG

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provides engineering and surveying services throughout the Midwest. Smith has 25 years of experience in the business and most recently was with **DLZ Industrial Surveying**.

#### REAL ESTATE

**Heritage Place at LaSalle Square**, a 72-apartment senior living complex in South Bend, has opened. The

project took four years from concept to opening. It is owned by the **Sterling Group**. ... **Great Lakes Capital Development Group** has begun a \$4 million renovation of the former **Wells Fargo** building in downtown South Bend. The six-story building has been renamed the **Citizen's Bank & Trust**, after the building's original tenant in 1913. ... **Tradi-**

**tions**, the state's first green-certified apartment complex, has opened in Burns Harbor. The project was developed by **In Good Company** of Merrillville. ... **H.J. Umbaugh and Associates** has moved its accounting operations into the third floor of the **IronWorks building** in Mishawaka. The firm is the first tenant in the 17,000-square-foot building that opened in 2008. ... **Eddy Street Executive Sites** has announced the relocation of **CenterX** to the business complex in South Bend. CenterX offers accessible low-cost e-prescribing software to healthcare providers. ... **Century 21 Alliance Group** in Valparaiso has added two real estate agents to its staff. They are **Adam Skingley** and **Amanda Higgins**. Skingley is a U.S. Navy veteran and began his real estate career one year ago. Higgins is new to real estate and is a graduate of Indiana University Northwest.

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#### RETAIL

**Strack & Van Til** will soon open a supermarket in Cedar Lake. The company is building a 50,000-square-foot store at 133rd Avenue and Parrish Street. ... **Hoosier Daddy BBQ Sauce**, produced by **Kim Foy** of Dyer, has been picked up by the **Chicago Bears** for its pulled pork sandwiches at **Soldier Field**. ... **Jewel-Osco** has closed its Michigan City store but the building will be taken over by **Lakeshore Foods Inc.**, which will open an **Al's Supermarket** there by the end of October. The store will have more than 70 employees and is one of six operated by Al's in LaPorte and Porter counties in Indiana and Berrien County, Mich. ... The three-screen **LaPorte Cinema** has closed after three years of operation. It had been operated by **Cinemajestic**, but when that company pulled out of the project, owner **Neal O'Connor**, who is based in California, said he made the decision to close.

#### TECHNOLOGY/RESEARCH

**IV Diagnostics**, a Valparaiso biomedical research company specializing in cancer detection, was

showcased recently by the **Indiana Venture Club**. At the event, company officials met with venture capitalists and other investors. ... The **Hammond INnovation Center** is opening a second building in downtown. The original office was 9,000 square feet and new office is in the 30,000-square-foot former **Harris Bank** building on Hohman Avenue.

**TOURISM**

**Janis Flutka**, chief financial officer of the **South Shore Convention and Visitors Authority** has been appointed to the **Indiana CPA Society Leadership Cabinet**. She will provide input and feedback on programs, services, policies, legislative, legal and professional issues. ... **The LaPorte County Convention & Visitors Bureau** has announced that the annual Great Lakes Superboat Grand Prix brought more than \$7 million to the local economy ... The **South Bend Silver Hawks** report that attendance for 2012 at **Coveleski Stadium** was up 68 percent to 189,575 for the season. That put the team in 11th place among the 16 teams in the **Midwest League**. ... The **LaPorte County Convention & Visitors Bureau** announced that the week-long **Pyrotechnics Guild International** convention held in LaPorte County pumped more than \$3 million into the economy.

**TRANSPORTATION**

**Gary Jet Center** has received the 17th annual **Secretary of Defense Freedom Award** for its support of the National Guard AND Reserves. The center has 17 employees at **Gary/Chicago International Airport**. ... **Schepel Buick GMC** has been named the 2011 Dealer of the Year by **General Motors**. ... **Canadian National Railway** has cut back its investment in the **Kirk Yard** project in Gary from \$165 million to \$141 million. The railroad is keeping its locomotive repair operation in Illinois. ... **Muller Acura** has opened a dealership in Merrillville on U.S. 30. The company moved into a new 30,000-square-foot \$10 million building. Muller also has a dealership in Chicago. ... **Gates Automotive Group** has begun construction on a used car dealership in Granger. The 30,000-square-foot building will have room to display 72 cars inside and on a lot outside. ... The **U.S. Army Corps of Engineers** has announced plans to dredge the **Port of Indiana-Burns Harbor** in 2013. The port has been dredged only once since it opened in the 1960s. ... **AM General** in Mishawaka has received the go-ahead from the **Defense Department** to complete work on a prototype Joint Light Tactical Vehicle. AM General, which currently manufactures the Hummer, is one of

three companies chosen to create the prototype, which will replace the Hummer. ... The **Gary/Chicago International Airport Authority** has awarded a \$12.2 million contact to **Railworks Track Service** of LaPorte to move rail lines near the runway to allow it to be lengthened. The work is expected to be completed in 2013. ... The **Federal Aviation Administration** has given a \$143,344 grant to **Porter County Regional Airport** to help it create a growth and development plan for the next 20 years. ... The **Federal Aviation Administration** has awarded a \$63,900 grant to the **Griffith-Merrillville Airport** to promote its development efforts for the future.

**UTILITIES**

**Jim L. Stanley** has joined **NiSource** as executive vice president and group CEO for Northern Indiana Public Service Co. He succeeds **Jimmy D. Staton**, who will now be executive vice president and group CEO for the company's natural gas and transmission business. ... **NiSource Inc.**, the parent company for **Northern Indiana Public Service Co.**, has been added to the **2012 Dow Jones Sustainability Index**. To qualify for the list, companies are reviewed on economic performance and their environmental and social strategies. [E]

# LPGA Coming Back to Indiana

**F**rench Lick Resort next fall will be the site of an LPGA Legends tournament benefiting the American Heart Association. "We are very excited to continue our tradition at French Lick Resort in supporting women's golf and partnering with these LPGA legends, and also to be able to give back and bring awareness to such a traumatic disease as heart disease," says Dave Harner, French Lick's director of golf. The 2013 event is scheduled from September 23-29. For more information on the Legends tour, visit [www.thelegendstour.com](http://www.thelegendstour.com). Pictured here are women's golf legends Rose Jones (right) and Pat Bradley (left) answering questions during the press conference announcing the tournament.



PHOTO BY JANTELSTROM, PGA HEAD GOLF PROFESSIONAL, FRENCH LICK



**MIND OVER MAGGOTS** Dr. Neal Haskell of Saint Joseph's College is a nationally known expert in forensic entomology.

# Honoring Innovation

*Society of Innovators announces its 2012 Fellows.*

BY RICK A. RICHARDS

People who do what they do because they love doing it don't see themselves as doing anything special. At least that's the case with the people chosen as Fellows of the Society of Innovators of Northwest Indiana for 2012.

Those Fellows and two research teams that share the Chanute Prize for Innovation are quick to deflect attention from themselves.

Olga Petryszyn's reaction when she learned she had been chosen as a Fellow of the Society of Innovators was confusion. "Really?" was Petryszyn's first thought. "There have to be other people more deserving than me."

John Davies, managing director of The Society of Innovators of Northwest Indiana, says that kind of reaction isn't unusual. Over the years, people have done remarkable cutting-edge research in the region and in most cases they did it because they simply loved what they were doing. Such is the case with the 2012 Class of Fellows.

The Society was created in 2005 by Ivy Tech Community College Northwest to honor the individuals who have created products, processes or services that make a difference, not only in Northwest Indiana, but across the nation and the world.

The Society of Innovators is helped by principal sponsors ArcelorMittal, Bukva Imaging, Horseshoe Casino, Krieg DeVault, NIPSCO, *Northwest Indiana Business Quarterly*, and the Times Media Company. Ideas from Jasper, Lake, LaPorte, Newton, Porter, Pulaski and Starke counties are reviewed each year, and individual Fellows are selected along with Chanute Prize winners that recognize team innovation.

## **GREGG VANDUSSELDORP SR., FOUNDER**

**Omnitech Systems Inc.,  
Valparaiso**

## **Gerald I. Lampkin Fellow for Innovation and Science**

Greg VanDusseldorp Sr. says he was quite honored to be selected, "but to be honest, I wasn't quite sure what it was." The founder of Omnitech Systems Inc. in Valparaiso, his company makes medical devices for urology, gynecology and electro-surgical areas.

"One of my goals is for the company to be an example to others," says VanDusseldorp. "This business is a family where everyone contributes. I do it that way because of my Christian faith, and I do it because I do not believe that anyone can be successful if they don't give back to the community."

"We are helping people, we are curing people, we are alleviating pain, and we're increasing life expectancy," says the 64-year-old VanDusseldorp. "That's the excitement for me when I see a device and someone says, 'That's not going to work.' Well for me, that's the word 'Go!' That's when I jump on it."

VanDusseldorp isn't a doctor or an engineer. He says he's an idea person who's been working with his hands since he was 8 years old helping his father repair lawnmowers. "I am an individual with a huge imagination and strong mechanical background that can watch a surgery and help a doctor figure out a way to get to the problem."

It's his experience in operating rooms, watching surgeons as they work, that has stamped Omnitech as a world leader in creating specialty devices. "We don't get much recognition in this business. What we get is delayed gratitude. When our devices work, all of the stress and struggle is recognized. With this honor, it's good for my company and my people"

For a business that began with VanDusseldorp operating with just a telephone and a coffeepot in 1994, the company has built a worldwide reputation. Omnitech has eight patents and several others are pending.

"But a patent is only a plaque on



the wall without a good team to bring that product to market," says VanDusseldorp. "This gives the people around me much of the credit and that's the way it should be."

**PEARL PRINCE, PRINCIPAL  
Frankie Woods McCullough  
Girls Academy, Gary  
Fellow**

When Pearl Prince, an educator for more than 40 years with Gary Community Schools, learned she had been chosen a Fellow, her first reaction was shock.

"When I read about the accomplishments of the other people in the group, I told my husband, 'What am I doing with these people?'" Her determination to do whatever it takes

**LESS PAIN, LONGER LIFE** "When I see a device and someone says, 'That's not going to work' ... that's when I jump on it," says Greg VanDusseldorp Sr. of Omnitech Systems Inc.



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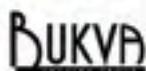
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# 2012 / 2013 innovation

Ivy Tech Community College Northwest, which launched the Gerald I. Lamkin Innovation & Entrepreneurship Center, joins with our Principal Partners to congratulate the 2012 - 2013 Members, Fellows and Chanute Prize recipients in the Society of Innovators of Northwest Indiana. For information, contact O'Merrial Butchee, Director, at (219) 981-4942 or John Davies, Assistant Director, at (219) 981-1111, Ext. 2292.



J. Guadalupe Valtierra  
Chancellor  
Ivy Tech Community College Northwest





**IMPROVED PRODUCTIVITY AND EFFICIENCY** The Center for Innovation through Visualization and Simulation at Purdue University Calumet has saved clients more than \$30 million. Pictured are Chancellor Thomas L. Keon, students Dong Fu and Armin Silaen, Vice Chancellor Ralph Rogers, research engineer Bin Wu, Doreen Gonzalez-Gaboyan in business development and outreach, and Director Chenn Zhou.

to create new learning models is why she was selected.

“This is just what I do. I just work to do my best to represent Gary Community Schools the best I can,” says Prince. “This is beyond anything I ever thought of. I never thought I was an innovator.”

Her approach to get parents—in many instances, single parents—involved in the learning process, is why the Frankie Woods McCullough Girls Academy has increased test scores for students. Raised by a single parent herself, Prince says that when single parents tell her they’re single and aren’t able to take part in school activities, Prince tells them about her upbringing.

“That breaks the ice,” she says. “Let me be clear. Everything we do here is about student achievement. I tell the teachers we are a team and we need to work together.” With the state placing more emphasis on test results, Prince works to come up with new ideas to teach children beyond the test. Her approach is working. English and language arts scores are up from 74 percent to 84 percent in the last two years.

“We celebrate the success of all our students,” says Prince of the kindergarten through seventh-grade school that has more than 450 students. “Our job is to make sure children have the basic needs, that they’re taught competently, that they’re taught competitively and that they be young ladies. I tell them it’s not important where you start in life; it’s where you end up.”

**DR. NEAL H. HASKELL**  
**Professor of Forensic**  
**Science and Biology**  
**Saint Joseph’s College,**  
**Rensselaer**  
**Fellow**

As an 11-year-old farm kid, Neal Haskell was fascinated with bugs and has turned a 4-H project on insects into a career.

The scientific approach Haskell has used in studying the lifecycles of maggots and other insects has made him the go-to guy when police need help in solving a difficult case. Over the years, Haskell has worked with the Indiana State Police, the FBI, Office of Chief Coroner in Ontario, the Florida Department of Law

Enforcement, New York State Police and the Seattle Medical Examiner’s Office.

When police needed help creating a timeline in the sensational Caylee Anthony case in Florida, they called Haskell. He’s assisted in more than 700 cases across the country.

“I was extremely flattered when I learned of the honor, but I never really thought of myself as an innovator,” says Haskell. “I figured it was enough to be recognized in my own field. When I read the list of other people being honored, I said to myself, ‘What in the hell am I doing here?’”

Haskell is the first person to receive master’s and doctoral degrees in forensic entomology. He explains that’s the study of insects and how they relate to the courts.

And while he’s single-minded about that (his email address starts with “blowfly” and his license plate reads “Maggots”) he’s also working to create standards for forensic entomologists.

“I want to create a set of protocols. We have a big problem with ethics and integrity in this field,” he says. “I

want to see that pinned down. The courts need to know which person is a true expert.

"The jury is my primary audience. I have to be able to talk to them in terms they understand. I have to get very basic concepts across to them quickly. After all, they have someone's life and future in their hands."

Haskell still lives near Rensselaer on a farm not far from where he grew up. His 800-acre farm is part of his laboratory. He uses dead pigs from a nearby hog operation to study the lifecycle of maggots under different conditions and his basement laboratory contains hundreds of thousands of dead maggots, all carefully preserved to document his research.

Haskell says when it comes time for him to present the conclusions he's reached in a courtroom, he has one rule—he will not stray from his findings. "I put myself on the line when this happens. I'm not going to compromise my scientific data

because a prosecutor wants to hear something different."

### **GUS OLYMPIDIS, FOUNDER AND CEO**

#### **Family Express, Valparaiso Fellow**

The rags-to-riches story of Gus Olympidis is remarkable enough to earn him a place among the Society of Innovators. He arrived in the United States from Greece as a teenager with \$40 in his pocket. Today, he heads a chain of 54 convenience stores with sales of more than \$300 million.

Olympidis is proud of his company, but he's not comfortable in the limelight. He is the anti-Donald Trump. "I think the Donald Trump model is giving business people a bad name. I'm not interested in that, but it's hard to avoid."

Olympidis deflects credit aimed at him to the people who work for Family Express.

"The honor is a little overwhelm-

ing," says Olympidis. "It's very appreciated, but it's very difficult for me to talk about it. It should be an award for Family Express. The organization should be at the center."

But Olympidis says the recognition reinforces "what we've been preaching around here for a long time." He says Family Express has done a lot of things right, and one of the most important was finding a way to successfully compete in an industry where major oil companies have their convenience stores.

Family Express measures up against global competitors by using its nationally recognized business model of highly efficient logistics; unique brands, including the "Living Brand" for customer service; and a new \$4 million headquarters/training center.

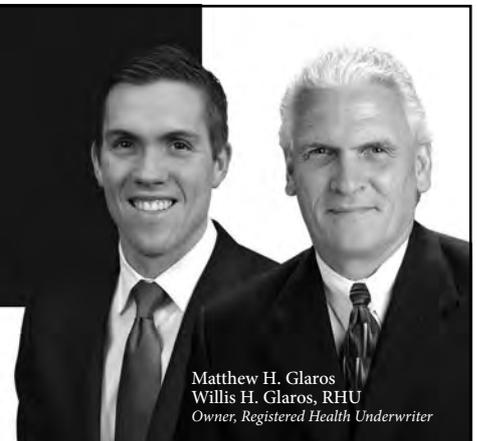
Family Express did that by creating its own brands from ice to coffee to baked goods. Olympidis says that also includes "the family brand" in

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which all employees are thoroughly vetted in order to work for the company. “We hire only one out of every 50 people we interview. We want a person we can entrust to deal with the public.”

Olympidis also created a streamlined system in which store deliveries were cut from as many as 30 a week to seven.

“That means the items at Family Express are always fresh, and that’s not something you normally expect at a convenience store,” says Olympidis. “What we do is unique. We have 25 million customer impacts a year and we have a \$75 million tax impact in the local communities we serve.”

### **OLGA PETRYSZYN, EXECUTIVE BROKER Re/Max Affiliates, Valparaiso Fellow**

Olga Petryszyn is a successful real estate broker in Valparaiso, but it’s not her career that has drawn notice. It’s her passion for hybridizing hostas. Her love of gardening led her to create new varieties of hostas that are now fixtures in home gardens across the United States and around the world.

“This was a total surprise for me,” says Petryszyn. “I look at myself as a gardener. This is a passion of mine. This isn’t rocket science and those are the people I always thought were innovators.”

She says she didn’t think something she did for fun was innovative, but it has been since the day in 1985 when she met William Brincka of Chesterton, who had a garden full of different hosta varieties. She says she was fascinated by the plant’s beauty. Petryszyn already knew how to create day lily hybrids and wondered if she could do the same with hostas.

“When you hybridize, you are purposely taking pollen from one and placing it on another to create something specific,” she says. But it isn’t easy and it doesn’t always work. Petryszyn says it can take up to seven years before a plant is producing seeds on its own.

At that point, Petryszyn registers the plant and begins selling tissue sample to seed catalogs. In turn, the samples are sold to greenhouses, which sell trays to wholesalers, which then sell to retailers. The price is marked up along the way. Petryszyn receives a few cents from the greenhouses, but ultimately, retailers sell her plants for as much as \$20. “It’s pennies for each plant; the money is nil,” she says. “I’ll never make a living from it, but it pays for my hobby.”

Petryszyn doesn’t mind. “I’m thrilled because these plants will live on after I’m gone,” she says. Of the 24 hosta plants that she has created and registered, 22 of them are in production around the world.

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**DR. EUGENE SMOTKIN, CEO  
NuVant Systems Inc.,  
Crown Point  
Fellow**

NuVant Systems Inc. recently moved into a 7,000-square-foot building in Crown Point, where it will make components that will produce fuel cells. Founder and CEO Eugene Smotkin is a pioneer in creating the

devices that could revolutionize the energy business.

“I was surprised by being named a Fellow,” says Smotkin, who also is a professor at Northeastern University in Boston. “I wasn’t expecting anything like this. It is a fabulous feeling.”

One reason Smotkin says he’s so pleased is that employees at his

company are like family to him, and recognition of the work they do shows how much their dedication is appreciated.

“This gives credibility to our company,” Smotkin says.

NuVant’s fuel cell device converts chemical energy from a fuel into electricity through a chemical reaction with oxygen or another oxidizing agent. It’s a potential breakthrough that will have an impact on automobiles and could ease the country from its dependence on oil.

Development was done at the Purdue Technology Center, where NuVant was the first tenant. “The transition from research to a product is very exciting,” says Smotkin. “For most researchers, the reward is a journal article explaining their research. But I feel if it’s worth it, it should have an impact on people.”

Smotkin describes his employees as key to the whole process. “It takes years to build a team. They implement the ideas and they implement their own ideas. They can do on-the-fly customization for our customers and that’s important in this field.”

NuVant’s work can be used by the automotive industry and by power plants. Smotkin has one customer in Brazil that’s investing heavily in NuVant. “When I put these products out there, there are demands from users to make them more versatile. We respond by making them better and making them do what our customers want them to do.”

**CENTER FOR INNOVATION  
THROUGH VISUALIZATION  
AND SIMULATION (CIVS)  
Purdue University Calumet,  
Hammond  
Chanute Prize, Co-Recipient**

With its new 6,300-square-foot research center and a 70-seat theater for advanced research projects and 3-D virtual classrooms, the Center for Innovation through Visualization and Simulation is no longer a concept. It’s technology that’s been embraced by the private sector and has saved clients more than \$30 million.

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# S-in motion

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## By the Numbers

- 2 Number of years it took to complete the S-in motion design study
- 6 Number of worldwide research centers involved
- 43 Number of parts of a typical C-segment vehicle that can benefit today from S-in motion applications
- 6.23 Number of grams of CO<sub>2</sub> emissions reduced per kilometer driven by a car utilizing the lightest solutions from S-in motion
- 14 Percentage of overall total lifecycle CO<sub>2</sub> reduction for a vehicle utilizing the lightest solutions from S-in motion
- 14 Percentage of weight savings S-in motion can achieve for the body-in-white plus closures
- 22 Percentage of weight savings S-in motion achieve for the chassis solutions

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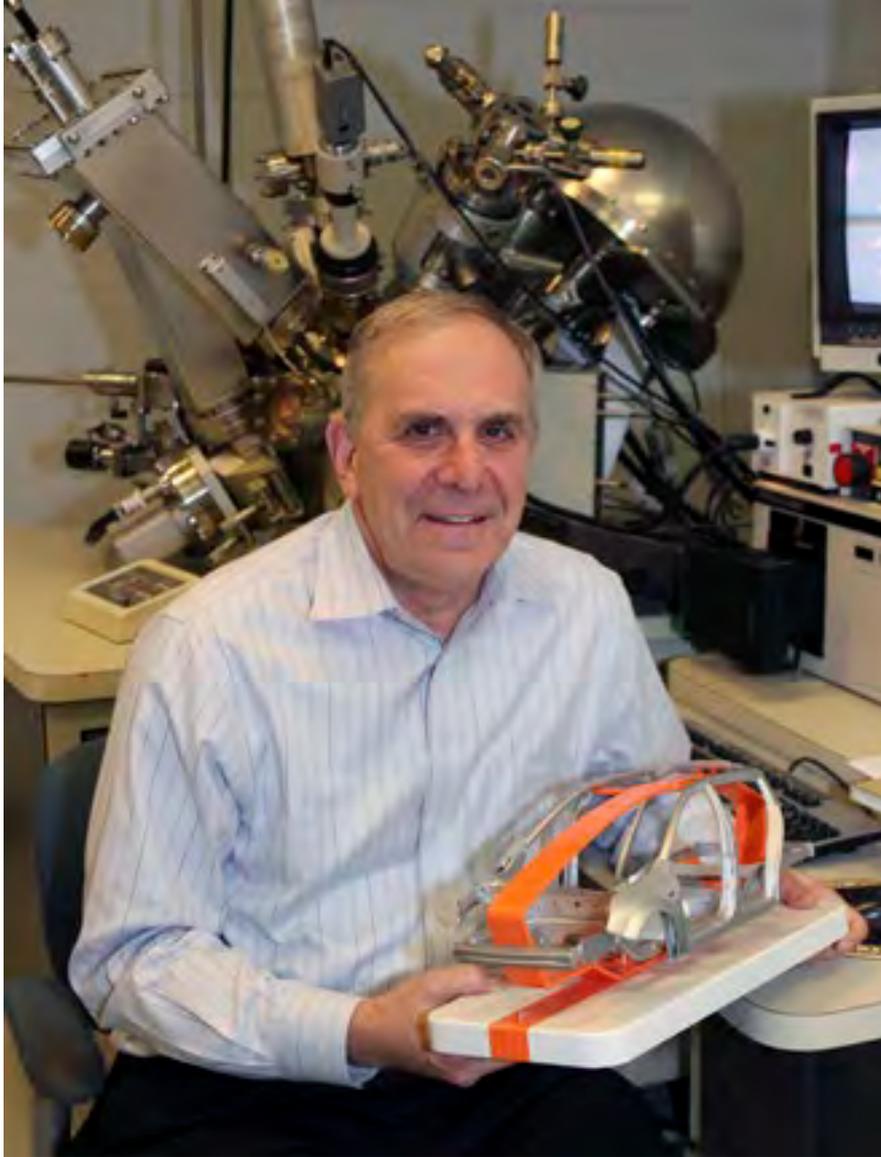


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PETE DOHERTY

**LIGHTER AND STRONGER** ArcelorMittal's "S-in motion" designers found efficient new ways to keep the steel in cars. Dr. Richard Sussman holds a miniature "demonstrator" showing the most innovative steel solutions for a car of the future.

more than 5,800 people have visited to learn about its potential. Dr. Chenn Q. Zhou, director of CIVS, says the Chanute Prize is recognition of the quality work the team has accomplished. Other team members are John Moreland, senior research scientist; Bin Wu, research engineer; Doreen Gonzalez-Gaboyan, outreach and development; Linda Robinson, administrative assistant; and Armin Silean, a post-doctoral researcher.

"We're all very honored and humbled," says Zhou. "I'm happy for my team and the university. It's also wonderful for our students."

Zhou says the recognition raises the profile of Purdue Calumet and CIVS. The center uses visualization and simulation technology to solve real-world problems from working with NIPSCO on designing a virtual power plant in which to train employees to a virtual hospital to train health care workers.

Gary Mayor Karen Freeman-Wilson asked the visualization and simulation team to look at plans for the Gary/Chicago International Airport. The CIVS team looked at runway expansion and development plans to help the city explain more precisely to contractors what needed to be done.

Zhou says CIVS has the potential to play a major role in economic development through improved decision-making and problem-solving. At the same time, the center is training a new generation of innovators and changing the image of Northwest Indiana.

"For the future, we'll keep moving and we'll keep focusing on technology. No matter what the area, we can integrate this into the decision-making process," says Zhou.

**"S-IN MOTION"  
ArcelorMittal Global R&D  
Center, East Chicago  
Chanute Prize, Co-Recipient**

Research by ArcelorMittal's Global R&D Center has transformed the automotive industry and has kept



**POWERING THE FUTURE** Dr. Eugene Smotkin's NuVant Systems has developed a fuel cell device that generates energy through a chemical reaction.

## COVER STORY

steel as a major player in the industry. Dr. Richard Sussman, general manager of the center, says it wasn't long ago that steelmakers were considering aluminum and composite plastics to replace steel in cars.

Now, the R&D Center has created new steel alloys leading to new uses for steel. So far, the research has made cars lighter and stronger while saving automakers—and consumers—money.

"We're very honored and appreciative of the honor," says Sussman. "This is additional reinforcement that this project is important in Northwest Indiana." Team members in East Chicago were Dr. Blake Zuidema, director of Automotive Product Applications; Paul Schurter, section leader, Steel Solutions and Co-Engineering; Mike Gulas, project manager, Steel Solutions and Co-Engineering; and Tim Lim, projects manager, Steel Solutions and Co-Engineering.

For years, steelmakers only tinkered with the formula to make steel, but "S-in motion" took a giant leap, says Sussman. "These steel products weren't even thought of then, yet they're what we're producing today."

To convince automakers, Sussman says ArcelorMittal built a prototype car out of its new steel and took it around the world to show Ford, General Motors, Toyota, Honda, Nissan, BMW and Mercedes. The amount of steel in a car increased, yet there wasn't an increased cost because the steel was lighter. By reducing the car's weight, Sussman says it will help automakers achieve government fuel mileage mandates of more than 50 miles per gallon by 2025.

"S-in motion" designers in East Chicago and at ArcelorMittal's headquarters in Belgium met over two years to complete the project. Sussman says it meant coming up with new ways of communicating and new ways of thinking about how to bring a product to market. "That's why we built the demonstration car. Without it, I don't think automakers would have paid as much attention." ■



PETE DOHERTY

**REACHING PARENTS** Principal Pearl Prince of Frankie Woods McCullough Girls Academy gets parents more involved in the learning process.



PETE DOHERTY

**RAGS TO RICHES** Gus Olympidis heads the \$300-plus million Family Express chain. He arrived as a teenager from Greece with \$40 in his pocket.

# Companies to Watch

*Eight Northern Indiana companies with bright futures.*

BY STEVE KAEUBLE

When they were handing out invitations to the recent economic downturn, these eight companies apparently didn't open their mail. They're Northern Indiana's members of the 2012 class of Companies to Watch, and they've been bucking the trends and building bright futures.

Indiana's Companies to Watch were chosen by experts the Indiana Economic Development Corp., the Indiana Small Business Development Center and the Edward Lowe Foundation. The 2012 list includes 25 privately owned companies that are beyond startup and are demonstrating strong, sustainable growth. As a group, they increased revenue by an average of 19 percent every year from 2008 to 2011, and grew their total employee count by 16 percent annually. They expect to add another 28 percent in sales this year, and boost employment by 16 percent.

Read on to learn more about the Companies to Watch from the northern tier of the state.

## **AGDIA INC., ELKHART**

As the world's population grows, the agricultural sector needs to continually boost production. One key to meeting that goal is protecting crops from destructive pathogens, and that's the business of Elkhart-based Agdia. The company develops and manufactures testing kits that help find pathogens among commercial crops, and it is always looking to improve the process.

Its ImmunoStrip products, for example, work in the field with single seeds or leaves and return results in five minutes or less. Its DNA amplification platform can discover patho-



**TRIMMING THE SAILS** Owners Matt and Hallie Grant of Sailrite Enterprises focus their attention on boats and fabrics.

gens that are highly destructive to citrus crops—samples sent to its lab can be processed in a couple of days. All of its products and technologies shave days or even weeks off of the time it used to take to test for pathogens. That's good not just for agricultural businesses but also for those trying to keep pathogens away at the borders and ports.

Agdia, led by Baziel Vrient as president, was founded in 1981, and employs more than 50 people today. The company is planning a new 50,000-square-foot facility in Elkhart County; construction begins next spring.

## **ANTHONY TRAVEL, NOTRE DAME**

Anthony Travel may be a neighbor of the University of Notre Dame, but its employees cheer on a long list of sports teams. The travel management company handles the complicated

arrangements of shuttling college teams from place to place—as well as those teams' diehard fans.

That can be a challenging job. Consider that players, coaches and staff have very precise travel needs, and yet they also need flexibility. If a rainout means extending a stay, Anthony must make the travel work. If students need to be back in time for semester finals, it's up to Anthony to come through. The company also books special trips when teams go to bowl games, and it lines up global excursions for alumni.

The client list is amazing—Notre Dame, of course, but also Indiana and Purdue universities, Duke, Miami, North Carolina, Georgetown, UCLA and USC, to name a few. John Anthony is president and CEO of the company, founded in 1989. It has about 150 employees and expects revenue growth as high as 20 percent this year.



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## SPECIAL FOCUS

### BRIMAR WOOD INNOVATIONS, GOSHEN

An economic downturn would not seem to be a great time to be selling commercial furniture, but BriMar certainly has not been deterred. Its revenues were \$2.4 million in 2009, \$2.8 million the next year, and should be about \$5.2 million by the time 2012 winds down, according to

the company's president and CEO, Brian Roe. The company has been recognized in the *Inc.* 500/5000 for the past four years and is spotlighted regularly in *Wood & Wood Products'* annual Wood 100 ranking (it was listed as No. 1 in 2009, in fact).

"We have a firm conviction of always trying to stay ahead of the trends, by driving product diver-

sity through niche markets, finishes, materials and design," Roe says. "This allows us to succeed in a wide range of areas, so we are not so affected by a downturn in just one area."

Founded in 2004, the company benefits from a strong network of suppliers in Indiana and across the Midwest, Roe says, adding that the Indiana work ethic is powerful. "There simply is no shortage of dedicated, hardworking people in our community whom we are proud to call employees. They serve as the backbone of our flexibility and success in providing our customers exactly what they are looking for."



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### ENS GROUP, FORT WAYNE

We're in the Information Age, and Fort Wayne's ENS Group is all about managing and protecting digital information—data centers, managed services, network technologies, strategic consulting and training. It's been a solid recipe for growth, according to the company's president, Tim Savage. "ENS has grown from 17 employees at the end 2009 to 43 employees today. Our revenue for 2009 was \$3.2 million, and it is over \$8 million today."

Creating that kind of growth means keeping up with the hottest needs. A decade and a half ago, it meant working with Microsoft in order to serve what clients were seeking. More recently, it has meant helping clients get a handle on cloud technology. What will it be five years from now? Savage keeps the prognostication general: "We expect ENS Group to continue to grow and expand our service offerings and provide more advanced technologies. Our approach to technology services differentiates us from similar technology companies, accelerating our growth."

Indiana has been a good place to grow, he adds—for his company directly, and for client companies that grow and then need more of the services ENS provides. "The attractive tax rates and low cost of living, plus incentives for companies to grow, have provided an ever-expanding

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| Anthony Travel Inc.   | Oak Street Funding                  |
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| BriMar Wood Innovations Inc.                                | Raidious                            |
| Catheter Research Inc.                                      | Sailrite Enterprises Inc.           |
| Courseload  | Smarter Remarketer LLC              |
| ENS Group Inc.  | Spencer Machine & Tool Co. Inc.     |
| FDC Graphic Films Inc.                                      | Treadstone LLC                      |
| Hanapin Marketing   | TrendyMinds                         |
| Indiana Reline Inc.   | WindStream Technologies Inc.        |
|   | Wolfe Diversified Industries        |

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## COMBINED IMPACT OF 2012 HONOREES

From 2008 through 2011, these companies generated \$688 million in revenue and added 384 employees (both in Indiana and out of state), reflecting a 67% increase in revenue and 54% increase in jobs for the four-year period. That translates into 19% annual revenue growth and 16% annual growth in employees.

**\$292 MILLION**  
in total annual revenue

**1,096**  
EMPLOYEES

**171**  
NEW JOBS

Revenue (millions)

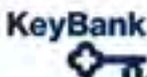


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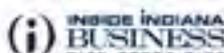
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customer base for our services. The great business climate in Indiana has allowed our clients and potential clients to prosper.”

**FDC GRAPHIC FILMS, SOUTH BEND**

“FDC has expanded by offering services that can’t be met by other com-

petitors,” says George Marsh, vice president and general manager of FDC Graphic Films. The South Bend company provides the materials used to create banners, vinyl signs, decals and other types of signage.

The company’s customers are distributors and sign companies that create eye-popping signage quickly,

**SPECIAL FOCUS**

and they need quick access to highly specific types of materials. That’s where FDC shines, Marsh says. “Orders ship same-day until 5; they come here for the service. Graphic and sign companies have little inventory themselves.”

FDC ships vinyl in hundreds of sizes, shapes and colors, and its Indiana location is an asset. “We reach 22 states or more in two days or less,” Marsh says. The company’s wide-ranging products and speedy service have translated into double-digit top-line growth in recent years, and FDC expects that to continue on into next year, too. FDC was founded in 1988, and cofounder Judith Eck serves as president and CEO.

**PULLRITE, MISHAWAKA**

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*continued on page 43*

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# The Lazzaro Companies

*Glass company opens the (steel) door to long-term success.*

BY STEVE KAEUBLE

“There are still a lot of people in Northwest Indiana who know Lazzaro as just a glass company,” says Joel Putz, president of The Lazzaro Companies in Merrillville. Yes, roughly a third of the business still involves glass, but much has changed since brothers Ben and Carl Lazzaro started the company in 1956.

“We started as just a small glass and glazing contractor, doing small storefronts, auto glass, replacing windows in folks’ homes,” Putz says. Today, the company’s windows, metal or wood doors and related products can be found in massive commercial installations—buildings that may have a thousand or more openings needing to be filled with a window or door. And what was a highly local business back then now ships products just about anywhere from Northwest Indiana.

“We are now in our third generation of ownership,” says Putz, grandson of cofounder Ben Lazzaro. He’s a partner with his brother, George, and with Chuck Lazzaro, son of the other cofounder, Carl. Joel Putz runs the company’s hollow metal division, while George Putz oversees the glass and glazing division.

During the company’s first couple of decades, the glass business was good. But it became clear that there was tremendous growth potential in another line—hollow metal doors, door frames, hardware and related products. In 1978, Ben Lazzaro invited his son—Joel and George’s dad—to run a separate division focusing on these hollow metal products. According to Joel, “the rest, they say, is history.”

As that business grew, the company moved away from auto glass and became more and more focused



**CLEAR AS GLASS** Joel and George Putz are part of the third generation of the family-owned Lazzaro Companies.

on commercial installations. Storefronts were still on the menu, and windows, but a diversity of other see-through products beckoned, such as curtain-wall and skylights. Lazzaro can supply architectural wood doors as well. Meanwhile, the hollow metal division started creating ever-more sophisticated doors and frames, sometimes known as “entrance systems” as the complexity increases. As for hardware—let’s just say that doorknobs and hinges are just the beginning these days.

Today, Lazzaro’s work can still be found in some high-end residential installations—“if they want really nice hardware and really high-end wood doors,” Putz explains—but mostly it’s in commercial and office buildings, hospitals, hotels, schools and the like. University of Notre Dame’s Stayer Center for Executive Education features the company’s work prominently. So does Saint Joseph High School in South Bend and Hobart High School in Northwest Indiana.

“We do a lot of work in Indianapolis,” Putz continues. Downtown hotels such as the Hyatt Regency and Westin called Lazzaro as they

spruced up for the Super Bowl, and Eli Lilly & Co. is a client, along with Roche Diagnostics.

Today, the business related to steel doors makes up about 60 to 65 percent of revenues, while glass-related work drives 30 to 35 percent of the sales. As the business has grown, technologies have changed, Putz says. “Now there are a lot more electronics involved. We do ADA operators, where you hit a button and it automatically opens up. We do card-access systems,” he says.

“Security has become a big part of our business, especially in higher education and school districts because of outside threats. In our world, that’s really the future of the business, the access controls and electronics and things like that,” Putz continues. “From the manufacturing standpoint, it also has changed quite a bit. A lot of it is robotic.”

And as the company has grown, so has its confidence: “We’re not afraid to tackle any size job.” Amid all the change, though, some things are as they ever were, according to Putz. “Our philosophy has always been service and quality. We feel we treat people fairly and honestly.” **BQ**

# Northern Indiana Public Service Co.

*NIPSCO is officially 100, but its history goes back much further.*

BY RICK A. RICHARDS

There aren't a lot of businesses that make it to 100 years. A century of anything is a milestone worth celebrating, and so it is for Northern Indiana Public Service Co., which on Aug. 2 marked the 100th anniversary of its incorporation.

"Our 100th anniversary was a special opportunity for us to reflect on our history and to recognize the customers, communities and employees that have had an impact on our development," says Kathleen O'Leary, president of NIPSCO. "It also served as a reminder to continue our focus on the future and to make sure we're right on path for the next 100 years."

Jimmy Staton, CEO and executive vice president of NiSource's natural gas transmission and storage, says, "Much of our success over the past 100 years stems from the customers we've had the privilege of serving and the strong partnership we have forged with communities. We have the honor of fueling progress, not only by supplying natural gas and electric service, but also by providing jobs to thousands of residents and supporting charitable organizations. And, we look forward to powering the lives of Northern Indiana residents and businesses into the next century."

O'Leary echoes Staton's feelings. "I am most proud of the community partnerships we've developed over the years. Our growth and successes are tied to the communities we serve.

"From the expansion of the railroads in the first quarter of the century to the investments we are making in improving the environment today, we continue to work hand-in-hand with organizations and people who are making a difference in the region."

In 1912, NIPSCO's predecessor, Calumet Electric Co., was incorporated by a group of Gary businessmen to supply power for the expansion of the Gary Railway Co. But the utility's roots date back further, to 1853, when the Fort Wayne Gas Light Co. was established to serve a community of 4,300. Another NIPSCO predecessor, the South Bend Gas Light Co., was founded in 1868 by the Studebaker brothers, of carriage and later automotive fame. Today, NIPSCO provides electric and or natural gas service to more than 785,000 customers in 30 counties of Northern Indiana.

In a commemorative book marking the company's 100th anniversary, authors Tom Stevens and Barry Veden quote NiSource president and CEO Robert C. Skaggs Jr.: "Since its official formation in 1912 (and nearly a half century before that via its numerous predecessor companies), NIPSCO has been providing the energy services necessary to fuel Northern Indiana's tremendous growth and technological advancement."

The decades before Northern Indiana Public Service Co. was officially incorporated were known as the natural gas years. From about 1886 to 1900, Indiana experienced a natural gas boom as wells were drilled all over the state. A network of pipelines crossed the state, many of which formed the foundation for NIPSCO's natural gas business today.

But it was the discovery of a practical use for electricity by Thomas Edison (who worked briefly in Fort Wayne) that had the biggest impact. In 1880, Wabash became the first city in the nation to become entirely lighted by electricity.

When it happened, reporters from across the nation traveled to Wabash to report on the event. Today, one of the city's original arc lamps is on display in the courthouse in downtown Wabash.

Because Northwest Indiana was the last region of the state to be populated (because of wetlands and swamps), it came late to the electric revolution that was sweeping the rest of the state. But when the Standard Oil company built a refinery in Whiting in 1889, that began to change. Today, the refinery is operated by BP.

In quick succession, steel mills opened, first Inland Steel and then U.S. Steel in the newly incorporated city of Gary in 1906. Along with them, several small natural gas and electric companies popped up in Hammond, Gary, South Bend and Michigan City.

But it was the creation of Calumet Electric Co. in 1912 that was the start of NIPSCO. In the commemorative book, NIPSCO said the company was organized by a group of Gary businessmen who wanted additional sources of power to extend beyond the recently developed Gary Railway Co. They wanted power extended to Crown Point, Valparaiso and LaPorte.

The joining of Calumet Electric and Northern Indiana Gas and Electric Co. was the beginning of the modern Northern Indiana Public Service Co. The first chairman was Samuel Insull, one of the creators of General Electric. At the time, Insull also owned the Chicago South Shore and South Bend Railroad.

By the 1930s, NIPSCO consolidated its business in the 30 counties of Northern Indiana by trading properties it owned in Lafayette, Crawfordsville, Frankfort and Lebanon with Interstate Public Service Co. for properties that company owned in



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“OUR GROWTH AND SUCCESSES ARE TIED TO THE COMMUNITIES WE SERVE,” says Kathleen O’Leary, president of NIPSCO, pictured with items commemorating the company’s first 100 years.

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# NIPSCO FACTS & TIMELINE

**Employees:** 7,900

**Electric customers:** 450,000

**Electric generating capacity:** 78 percent coal, 22 percent natural gas, and less than 1 percent wind and hydroelectric.

**Electric transmission lines:** 2,800 miles

**Electric distribution lines:** 10,000 miles.

**Natural gas customers:** 785,000

**Miles of pipe:** 16,000



- 1853** – Fort Wayne Gas Light Company is founded.
- 1868** – South Bend Gas Light Company is founded.
- 1909** – Northern Indiana Gas and Electric founded.
- 1912** – Calumet Electric Co. incorporated.
- 1922** – Calumet Electric acquired by Midland Utility Co.
- 1923** – Norway Hydro Power Plant put into service.
- 1924** – First waterless natural gas holder constructed in Michigan City.
- 1925** – Oakdale Hydro Power Plant put into service.
- 1926** – Modern NIPSCO formed.
- 1931** – Michigan City Generating Station Unit 1 completed.
- 1945** – NIPSCO becomes a perpetual corporation with passage of the Indiana General Corporation Act.
- 1947** – Public NIPSCO stock offered.
- 1950** – Michigan City Generating Station Unit 2 put into service.
- 1953** – Michigan City Generating Station Unit 3 put into service.
- 1956** – Dean H. Mitchell Generating Station Unit 4 put into service in Gary.
- 1957** – Peppy Flame, a cartoon character promoting NIPSCO service, is launched.
- 1959** – Dean H. Mitchell Generating Station Unit 5 and Unit 6 put into service.
- 1961** – Gas injection at Royal Center underground storage field begins.
- 1962** – Bailly Generating Station Unit 7 is put into service in Porter.

- 1966** – Dean H. Mitchell Generating Station Union 9A put into service.
- 1967** – Bailly Generating Station Nuclear Unit 1 announced.
- 1968** – Dean H. Mitchell Generating Station Units 9B and 9C and Bailly Generating Station Units 8 and 10 are put into service.
- 1970** – Dean H. Mitchell Generating Station Unit 11 put into service.
- 1974** – Michigan City Generating Station Unit 12 put into service.
- 1976** – R.M. Schahfer Generating Station Unit 14 put into service in Wheatfield.
- 1979** – R.M. Schahfer Generating Station Unit 15, 16A and 16B put into service.
- 1980** – NIPSCO employees go on strike.
- 1981** – NIPSCO cancels Bailly Generating Station Nuclear Unit 1 project.
- 1983** – R.M. Schahfer Generating Station Unit 17 put into service.
- 1986** – R.M. Schahfer Generating Station Unit 18 put into service.
- 1992** – Bailly Generating Station Pure Air Scrubber for Units 7 and 8 put into service.
- 2008** – Sugar Creek Generating Station acquired.
- 2011** – Construction of R.M. Schahfer Generating Station scrubber for Units 14 and 15 begins.
- 2011** – Northern Indiana Fuel & Light and Kokomo Gas become part of NIPSCO.

Goshen, Warsaw and Monticello.

At the same time, NIPSCO's Michigan City Generating Station went online. The future was bright, but the Great Depression hit and electric use declined. Guiding the utility through that economically difficult period was Dean Mitchell. He not only kept the utility solvent, he set the stage for NIPSCO's involvement today in communities and non-profit organizations. When World War II began, NIPSCO joined with other utilities across the country and set up delivery systems in which 70 percent of the nation's natural gas output went to industries to speed the manufacture of weapons. NIPSCO and its employees purchased more than \$2.3 million worth of war bonds.

In 1943, NIPSCO purchased LaPorte Gas and Electric Co. and in 1944, it acquired Indiana Hydro-Electric Power Co. in Monticello.

The 1950s and 1960s saw major growth for NIPSCO as new indus-

tries, including Bethlehem Steel (now ArcelorMittal) opened mills on Lake Michigan in Porter County. At the time, NIPSCO reported it was serving the fastest growing and most highly diversified territory in the Midwest.

It opened the new Dean H. Mitchell Generating Station in Gary in 1956. In 1962, it opened the Bailly Generating Station in Porter County, allowing the company to virtually eliminate the need to purchase off-peak power for its customers from other sources.

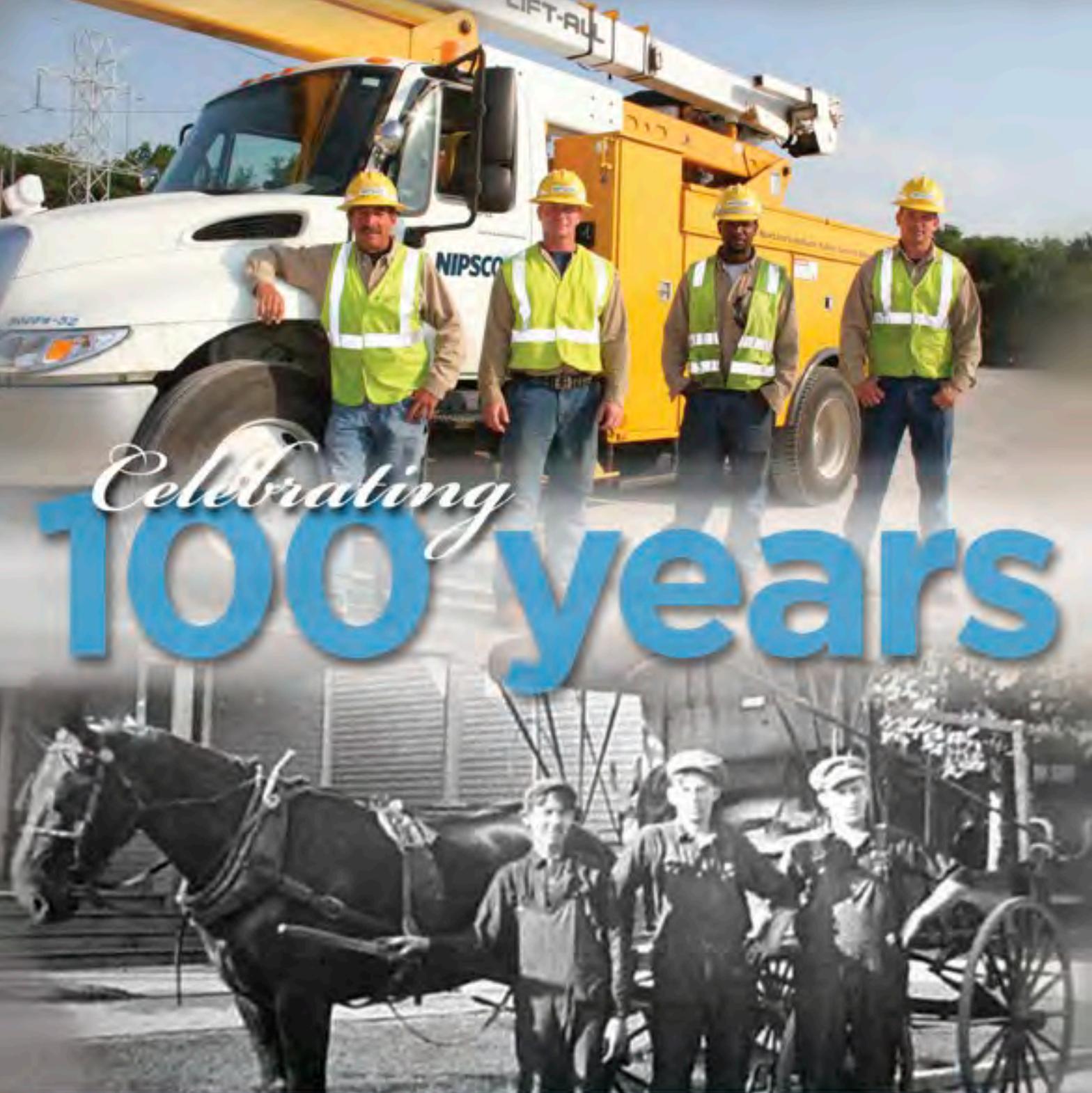
But by 1967, NIPSCO announced it needed even more generating capacity than it had. It added capacity to the Mitchell, Bailly and Michigan City stations and in 1974, acquired land in Jasper County for the R.M. Schahfer Generating Station.

But before that station was built, NIPSCO announced plans for a nuclear plant in Porter County, a proposal that was met with intense protest. By the time the permit process

was to begin, the meltdown at Three Mile Island in Pennsylvania had happened and NIPSCO was unable to convince regulators of the need for a nuclear plant on the shores of Lake Michigan. Instead, the company's efforts went into the Schahfer Generating Station.

Today, additional expansion has NIPSCO operating a network of natural gas transmission lines across the country.

"In the past century, we have witnessed significant technological advances in the energy industry, many of which could not have been dreamed of in 1912, such as moving from coin-operated services to being able to remotely read electric and natural gas meters," says O'Leary. "No matter what the new technological advances will be a century from now, NIPSCO, as it does today, will continuously look for ways to serve its customers more safely and effectively. That will always be our focus." **BQ**



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**100 years**

**NIPSCO** <sup>1912</sup>  
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<sup>2012</sup>

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**SIGNS OF STRENGTH** Northwest Indiana banks have prospered in what have otherwise been tough economic times.

# Stability But Still Uncertainty

*Local banks prosper even in tough economic times.*

BY MICHAEL PUENTE

For all the negative national economic news surrounding underwater mortgages, foreclosures and companies that can't secure loans for new initiatives, Northern Indiana as a whole isn't faring too badly and is actually doing much better than other parts of the country.

That's according to bank honchos who serve the region from Hammond to South Bend. That being said, there is still much uncertainty in not only the local economy but nationally, as whoever wins the White House sweepstakes will play a big role in how the country moves forward and

will try to steer the country out from these economic doldrums.

But for some of the region's banks, they've managed not only to stay above water, but prosper in what have been otherwise tough economic times.

"We have been very lucky in being able to maintain our net interest margins over the last several years. We've also had good cost control as well," says Larry E. Lentych, the retiring treasurer and chief financial officer for the South Bend-based 1st Source Bank. "Actually, 2011 was a record net income year for us."

Lentych says the bank, which serves Northern Indiana and South-

ern Michigan, reported \$48.1 million dollars in net income, compared to \$30.5 million in 2007 at the start of the recession. According to Lentych, 1st Source Bank is able to stay in solid financial footing by having a diversified loan portfolio. In fact, about half of the bank's loans go to the transportation industry.

"We are financing aircraft, tractor-trailers, rental car fleets, funeral cars, trash trucks and road building," Lentych says. "We have a diversification of various products lines, but also a geographic diversification as well, on our income stream. We have been very lucky in being able to maintain our net interest margin, which is the

major source of revenue for most banking organizations.”

Lentych has seen a lot of changes in the banking industry over the last 38 years. He'll be retiring at the end of the year. But even with all his experience, it's difficult for him to predict what will happen with the economy. “There's a lot of uncertainty and uncertainty causes inertia. If you have inertia that means people are theoretically not investing and not hiring.”

Home lending in Northwest Indiana is stable this year, says David A. Bochnowski, chairman and CEO of the Munster-based People's Bank. Bochnowski says Northwest Indiana didn't see its housing market bubble burst as happened in other parts of the country, such as Florida and parts of the Southwest.

“We've had pretty good growth. Consumer confidence is returning,” Bochnowski says. “Whether it's business or consumer, we've had pretty good growth.”

*“There's a lot of uncertainty and uncertainty causes inertia. If you have inertia that means people are theoretically not investing and not hiring.”*

—Larry E. Lentych, 1st Source Bank

He says the bank is seeing some new construction in Northwest Indiana, which he says is always a good sign of a recovering economy. As far as People's Bank as an institution, Bochnowski says the bank's had internal growth and opened new banking centers in a few locations.

As far as the future, Bochnowski says that is always hard to predict. “I think the economy has a mind of its own.”

Craig M. Dwight, president and CEO of Michigan City-based Horizon Bank, says his bank has seen record

earnings for 12 straight years, with the first six months of 2012 no different.

“We've survived the recession very well and continue to show growth every single year,” Dwight says. “I think it's our business model. We don't put all our eggs in one basket. We are strong mortgage lenders for residential housing. We have a good business banking group, good consumer loans group specifically for car loans and home equity loans. Then we have wealth and investment management. Those different

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business lines complement each other. Because of that, we're able to maintain pretty stable earnings even during a downturn in the economy."

The business climate, even as the economy continues to show slow growth, means good news for consumers, especially those looking for a loan, Dwight says.

"Banks do not make money or

return a profit to shareholders unless they are making loans. The banks want to make loans. All community banks do," Dwight says. "The good thing for borrowers today is with the economy not growing, there are fewer borrowers out there than there were before so the demand for borrowers, from a bank's perspective, is greater so there's better

pricing that can be passed along to the loan applicants. You're seeing that in the mortgage loans and commercial lending areas specifically as a whole."

Dwight doesn't see the economy picking up in growth anytime soon, with inflation a real threat given the Federal Reserve announcing in September that it will expand its holdings of long-term securities with purchases of \$40 billion of mortgage debt a month as a way to boost growth and reduce unemployment.

"I don't see anything being robust going forward. I see slow growth, 1 to 2 percent at best. There's a risk of inflation coming down the road with the new Fed policy," Dwight says. "There's just a lot of uncertainty. I don't see a lot of rapid growth for a while and it may be another four or five years out before we see it."

Craig Pratt, senior executive for Fifth Third Bank's Northern Indiana operations, says the bank has seen pretty steady growth in the region over the last two years. During that time, the bank has expanded its presence in Northwest Indiana, opening banks or bank-marts in Hammond, Portage, Munster and near the Westfield Southlake Mall in Hobart.

"Mortgages have really worked out great for us, obviously with record low rates," Pratt says. "With housing in Northwest Indiana a little bit less expensive than in Illinois, we've seen steady decrease in population in people who were in Illinois."

Pratt says for Northwest Indiana, he sees blue skies ahead.

"I think we'll continue to do well. I don't know if we're going to jump to great growth," says Pratt, who is on the board of directors for the Northwest Indiana Forum, based in Portage. "The Forum is really working to bring businesses in here. We have such great assets. We have a port, railroads, a great highway system and we're right next to one of the greatest cities in the world. There's a high quality of life that's available in Northwest Indiana."

In September, Michael E. Schrage, president and CEO of the Merrillville-



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based Centier Bank, celebrated his 40th anniversary with Indiana's largest privately-owned bank, which was named one of the best places to work in Indiana for the past six years.

Schrage is the fourth generation of his family to own and manage Centier Bank, which was founded by his great-grandfather, Henry Schrage, as the Bank of Whiting in 1895 and helped build the "City by the Lake."

Mike Schrage's own banking career began in 1972, when he joined the bank as a loan and investment officer after graduating from college.

Overall, Schrage says most banks in Northwest Indiana are doing well primarily because the region escaped much of the financial turmoil that other areas of the country experienced.

"I've been pleasantly surprised by the gradual rebirth of homebuilding, and even the developers have seen some lot sales," Schrage says. "Certainly the upcoming election is a major factor, as well as the international situation in Europe. That can throw a wrench in plans very quickly. But it's hard to project at this point until we get through the political decisions in November."

Schrage says that even though the nation's economic recovery doesn't feel like one, there is renewed activity, especially throughout the region.

"We have some activity going on. That activity is noticeable especially on the main thoroughfares. You see dump trucks, cranes. Nobody was moving dirt but now you see a lot of semi-truck activity, much more than we saw the last three years. Certainly the opportunity is there for sustained gradual improvement. We're positive as far as the local economy. I think the worst is behind us but we don't know how slow the growth is going to be."

Daryl Pomranke, CEO of Munster-based Citizens Financial Bank, says his bank is seeing the entrepreneurial spirit coming out for a lot of new or existing small business owners.

"For some of our entrepreneurs, their playing field of competitors has diminished as a result of others

failing. They are feeling a little better. There is the capacity for need out there in the market, a demand, someone is going to have to fill it. There are some brave people out there who feel this is the new normal and they are going to live within it."

Of course, the current sluggish economy is causing uncertainty, especially for those in the

middle class, Pomranke says.

He says regardless of who wins the White House, it could take as long as six months to determine the policy moves that a re-elected President Obama or a new Romney administration will take. "When Obama came in four years ago, it took him up to six months just to put a cabinet in place." **BQ**



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# The Region's Best Leaders

*Readers pick the top CEOs and community leaders.*

BY RICK A. RICHARDS

The best leadership is that done by example. That's what the five people selected as Northwest Indiana's top CEOs and Community Leaders have in common, according to the people with whom they work most closely.

These five provide a quiet example of doing things in such a way that they teach and inspire others to follow the example.

## TOP CEOs

### **DARYL POMRANKE** **Citizens Financial Bank,** **Munster**

Daryl Pomranke joined Citizens in April 2007 with more than 16 years of banking experience, but it was his involvement in the community and the way he worked to build a team at the bank that led Dana Talaga, vice president of marketing, to nominate him.

She says he's a true community leader, having been involved as chairman of the Marquette High School Board of Trustees, serving on the board of Catholic Charities and Calumet College of St. Joseph.

Talaga says Pomranke also is a visionary. "He understands the art of communicating his vision to others to create and execute a strategy to implement the vision throughout the entire organization," she says. "He is very motivating. He develops people he works with. All 260 people at the bank know their role in the strategic plan because of him."

Talaga says Pomranke wants employees to understand the big picture at the bank. "But he wants us to have fun, too. He always is a couple

of steps ahead of us, but he wants us to go with him."

Talaga says she's impressed with Pomranke's open door policy, where he makes himself available to clients, shareholders and employees. "His actions speak louder than words. He motivates by example."

### **GEORGE CRESSY** **Grubb & Ellis/Cressy &** **Everett, South Bend**

George Cressy Jr. has led one of the region's largest real estate companies for a quarter of a century, but it's his ability to connect with others that led Leah Cooper to nominate him as a top CEO.

Cooper, director of marketing for Grubb & Ellis/Cressy & Everett, says, "He's not aloof to business or people. He'll stop in the hall and ask about your family. He cares about people."

Cooper has worked with Cressy for just 18 months, but her observations were echoed by Diane Kazmierczak, his executive assistant for 25 years. "The industry has gone through a very tough period and he has kept people happy. He has guided us through difficult times. He works hard to let people know they work with him and not for him."

After graduating from Notre Dame, he founded Cressy & Everett Management Corp., became a principal of Grubb & Ellis/Cressy & Everett and a partner of Cressy Land Planning Associates.

Cooper says that as a leader, Cressy has helped his employees understand and anticipate the market's peaks and valleys. Away from the business, he donates his time to organizations such as the Community Foundation of St. Joseph County, the

Women's Care Center Inc., and St. Joseph Regional Medical Center.

"He's very intelligent and good at what he does," says Kazmierczak. "He does a lot himself, but he has confidence in his people to trust them to get the job done."

Cooper describes Cressy as detailed with an ability to keep up on all the different projects going on among the company's different employees.

"He does this all so quietly. He's so humble. He's an inspiration," says Cooper.

"I'm proud to work for him," says Kazmierczak.

## COMMUNITY LEADERS

### **JAMES B. DWORKIN,** **CHANCELLOR** **Purdue University North** **Central, Westville**

Purdue University North Central Chancellor James B. Dworkin seems to be involved in everything. He isn't, of course, but such is his dedication to the campus and its outreach that he has become a fixture in LaPorte, Chesterton, Portage, Valparaiso and Michigan City.

Steve Turner, the vice chancellor for administration, noticed that, which is why he nominated Dworkin as one of the region's top community leaders.

"What's not so evident is the way he's advanced the discourse between parties who wouldn't previously talk to each other," says Turner. He says Dworkin's background as a mediator is responsible for that.

"He serves on the boards of the United Way and other non-profits

and private businesses. He's gotten us involved directly with 46 high schools in the region and has helped more than 2,400 students get college credits," says Turner. "He is a role

baccalaureate degrees and 14 associate's degrees. In 2012, PNC offers one master's degree program in business administration, 22 baccalaureate degree programs (including

Luminary Award for Education from Northern Indiana Public Service Co. The award recognizes those who have acted with integrity, faith and confidence on behalf of the community, as well as being a catalyst for creation of positive leadership.

"There has been a palpable difference in PNC's reputation because of Jim," says Turner.

*Purdue University North Central Chancellor James B. Dworkin has "advanced the discourse between parties who wouldn't previously talk to each other."*

—Steve Turner, nominator

model in the way he treats people. He's measured and considerate. He's always taking notes. He's a careful listener and he's tireless. He's like the Energizer Bunny."

Turner says Dworkin has been a change agent for Purdue University North Central and Northwest Indiana. When he arrived in 2000 at PNC, the campus only offered six

three in engineering or engineering technology) and six associate's degrees.

Dworkin also has been active in economic development. He has worked with various economic development stakeholders to promote collaboration and cooperation among communities and agencies.

Dworkin recently received the

**ROBERTA IMBOREK, OWNER  
Baums Natural Foods Inc.,  
Munster, Merrillville,  
St. John**

Kerry Longo has known Roberta Imborek and her family nearly all her life. She says there aren't better people to be found anywhere.

Longo, the bookkeeper for Imborek's three stores, says she leads by example. "She buys local and supports the region. She was born and raised in Northwest Indiana. She believes in this area," says Longo.

Longo says Imborek is a hands-

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on employer and considers all her employees to be part of the family. “She donates a lot of money to organizations in the community, especially to high school music boosters and theater groups. She’s also generous with animal shelters. She loves animals,” says Longo.

One of her favorite things in which to get involved is the Reality Store, an

event hosted at area middle schools by the local chamber of commerce to give students a taste of real life. Students are given a career and pretend money and all day long they have to make decisions as if they were adults.

What makes Imborek successful, says Longo, is her willingness to listen. “She always listens and her

family’s integrity is recognized by customers,” says Longo.

**CARL J. LISEK**  
**South Shore Clean Cities**  
**Inc., Crown Point**

Carl Lisek’s passion is creating a greener Northwest Indiana through projects promoting alternative fuels, vehicles, technology and infrastructure that reduce dependence on foreign oil and improve air quality.

*Roberta Imborek*  
*“always listens and*  
*her family’s integrity*  
*is recognized by*  
*customers.”*

— Kerry Longo, nominator

Stephanie Smith, project and marketing coordinator at South Shore Clean Cities, says his dedication to cleaning up the region is what led her to nominate him as a community leader.

“He is one person in the region who gets everywhere. He works really hard to get people on board this kind of thinking,” says Smith.

Lisek has been preaching his gospel for 15 years. “He’s tireless,” says Smith.

She says Lisek can be quiet in delivering his message, but he also can be “out there.” Whatever is needed to make a point, Lisek will try, she says. “It might not make an immediate impact, but it will in the future. His sense of humor helps, too.

“He’s fun to work with. Being a happy person, a smile rubs off on people. It makes you want to work with them again. He motivates us,” says Smith.

Lisek has been recognized by U.S. Sen. Richard Lugar as an Indiana Energy Patriot for South Shore Clean Cities’ efforts to reduce gasoline consumption by 11 million gallons and greenhouse gas emissions by 87,123 tons in 2011. **BQ**



**CONGRATULATIONS**

*Dr. James B. Dworkin*

Chancellor, Purdue University North Central

**for being recognized as a  
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*“Under his leadership, the number of students  
 and employees at Purdue North Central  
 continues to grow, as does its reputation and  
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continued from page 30

innovations in 5th-wheel, short-bed truck and travel-trailer hitches are seen as pioneering technologies that reduce sway and make driving safer and more comfortable.

The Mishawaka-based company was launched in 1978, and Randall Pulliam is president. PullRite prides itself on maintaining American manufacturing, and in fact is the last remaining 5th-wheel hitch maker in the country.

**SAILRITE ENTERPRISES,  
COLUMBIA CITY**

This Columbia City company is what it sounds like, but a whole lot more. Sailrite makes sails, including 150-square-foot beauties that help propel boats as long as 52 feet. But it has found a tremendous market for all kinds of other fabric-related needs, too—for awnings, flags and furniture (including for boat seating but also for indoor furniture and other needs). Sailrite sells sewing machines, too, including ultra-high-end machines for industrial work, and it provides everything from grommets to needles and thread. And back on the boat, the company can also ship everything from GPS systems to sunglasses.

Sailrite is no newcomer, in business since 1969, but it has found the present day to be full of opportunity. “Sales growth has been roughly 20 to 25 percent each year for the last four years,” says Matt Grant, co-owner with Hallie Grant. “I would like to see Sailrite continue to grow by at least 15 percent yearly. My personal goal is to continue to hire ambitious and talented individuals to expand Sailrite’s product lines and to provide the best of service to our customers.”

**TREADSTONE LLC,  
SOUTH BEND**

Some people think environmentalism and capitalism don’t mix well, but Treadstone would beg to differ. The company wouldn’t be in business without the concept of recycling, as it shreds forklift tires to create rubber mulch. The product is very much in demand, and creating it has diverted

millions of pounds of tires from landfills in Indiana and elsewhere.

According to the company’s president, Mark Sanderson, Treadstone really has a handle on the best way to shred a tire to create the highest quality mulch—it sounds simple enough, but it’s really not, and the details are secret. One key, though, is using only solid rubber industrial tires, which

unlike travel tires don’t contain metal such as steel belts. The company has also perfected the process of creating different colors of mulch, such as white or sand, in addition to black. Revenue was up 24 percent last year and could rise another 30 percent this year. The biggest challenge, according to Sanderson, is keeping up with the incredible demand. **EQ**

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# Sharpening the Cutting Edge

*Advances in medical technology improve outcomes, and careers, too.*

BY BOB KRONEMYER

Whether it's electromagnetic guidance to detect lung cancer or robotic-assisted surgery for removing a gallbladder, the region's health care centers are committed to offering their patients the newest in clinically proven diagnostics and treatment. High-tech options are also fueling select job growth within the industry.

At Gary-based Methodist Hospitals, a new diagnostic tool for detecting lung cancer allows clinicians to more precisely locate a lesion (spot) and perform a biopsy, if needed, to determine if the lesion is cancerous or not. Electromagnetic navigation bronchoscopy (ENB) is a follow-up procedure to a CAT scan, normally scheduled one week later.

"In the past, we always performed a bronchoscopy with a flexible bronchoscope," says Dr. Hakam Safadi, medical director of respiratory and intensive care. "However, the flexible bronchoscope has its limitations, such as how deep it can enter the lung. The flexible bronchoscope can extend only as far as the center of the lung. Lesions located in peripheral areas (outer edges) of the lung cannot be detected."

In contrast, ENB is able to reach peripheral lesions with the help of a special catheter that is inserted through the bronchoscope and GPS-like technology that guides the clinician to a specific lesion previously identified by CAT scan. Fine-needle aspiration biopsy can also be performed from the inside of the body during the same procedure, as opposed to entering from the chest wall, which carries a high risk of a collapsed lung.

Methodist Hospitals began offer-

ing ENB in August at its Merrillville campus, which takes about 90 minutes to perform in an outpatient setting. Patients are either asleep or under heavy sedation "for no discomfort at all," Safadi says. Following ENB, patients have an x-ray

States today, and CT is the largest portion of that medical radiation," says Derek Taylor, director of diagnostic imaging. "On average, we've seen about a 40 percent reduction in radiation exposure with the new low-dose upgrade."

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*"CT is the largest portion of medical radiation. On average, we've seen about a 40 percent reduction in radiation exposure with the new low-dose upgrade."*

—Derek Taylor, Memorial Hospital of South Bend

taken for confirmation. In total, patients should allow about four hours and can resume daily activities immediately.

Candidates are those who either have a peripheral lung nodule (spot), or have had previous cancer of the lung but now have a lesion. ENB can also assist surgeons performing a video-assisted thoracoscopy to remove a lung nodule, by marking the nodule in advance.

The supply of current physicians is unable to keep up with the demand for quality health care, Safadi observes. "Family practice and nearly all specialties are needed, including my own of pulmonary and critical care," he says. "The only specialty where the number of procedures is declining is cardiovascular."

Last December, Memorial Hospital of South Bend started offering low-dose computerized tomography (CT) scanning. "Medical radiation accounts for about 50 percent of the total radiation in the United

CT scanning is commonly used in emergency situations (e.g., ruptured appendix) and among newly diagnosed cancer patients. "Some patients may need multiple scans over time, so low dose is very appealing to them," Taylor says.

All three of Memorial Hospital's CT scanners (two upgraded and one replaced) on campus now employ low dose. "Being able to lower the radiation dose to the population that we serve truly aligns with our value of safety at the hospital, and provides value to our community," Taylor says. "Any time a patient has to undergo a medical procedure that uses ionizing radiation, there is a cumulative dose effect that needs to be taken into consideration. The more we can lower that dose, the better it is for the patient who may need a CT scan."

Taylor points out that low-dose CT scanning can change the risk-benefit equation for physicians. "Clinicians should be less worried about any

potential radiation risks when ordering a CT scan," he says.

Job growth in health care will be spurred in part by an increase in chronic conditions among aging baby boomers, which makes radiology (imaging) a smart career choice, according to Taylor. "And low dose can only help to make CT a more appealing image option in the future," he says.

The RIO Robotic Arm Interactive Orthopedic System at St. Joseph Regional Medical Center in Mishawaka allows accurate alignment and positioning of hip and knee implants.

"Statistically, this system is four times more accurate than a surgeon's own eyes or hands," says orthopedic surgeon Dr. Fred Ferlic, who uses the robotic arm for total hip and partial knee. "After a CT scan, I am able to calibrate the exact angle to cut bone; for example at 45 degrees. Every patient is different." After Ferlic opens the wound, the computer program guides the RIO to lock the saw at the desired angle.

A study conducted at Massachusetts General Hospital in Boston found that 50 percent of artificial hip sockets were implanted out of the safe zone. "The RIO eliminates all that human error," says Ferlic, who last October became the first surgeon to use the RIO in Indiana and to date has treated over 100 knees and hips. "Clinical outcomes are improved because the chance of an implant becoming dislodged over time is greatly reduced. There is also less blood loss because placement is precise."

Ferlic recommends that those starting out in health care should embrace technologic advancements such as the RIO, or pursue biomedical engineering or stem cell research. "In 20 or 30 years, we will no longer be doing total knee or total hip," Ferlic predicts. "Instead, a patient will come into the office and have a polymer injected that will cure into a piece of rubber lasting a few years. It will be like changing a tire every so often."



**"THIS SYSTEM IS FOUR TIMES MORE ACCURATE THAN A SURGEON'S OWN EYES OR HANDS,"** orthopedic surgeon Dr. Fred Ferlic of St. Joseph Regional Medical Center says of the RIO Robotic Arm Interactive Orthopedic System.

The daVinci Surgical System for robotic-assisted minimally invasive surgery is now being used to perform gallbladder removal in conjunction with single-incision laparoscopic surgery (SILS) at Community Hospital in Munster.

"Instead of having three or four smaller incisions, we make a single slightly larger incision to accommodate the camera and all instrumentation," explains Dr. M. Nabil

Shabeeb, medical director of robotic surgery at the hospital. By using the daVinci system, there is 3-D visualization of the operating field via the tiny camera, plus the instrumentation, which is surgeon-operated, robot-driven "for detailed view and tremendous versatility of movement within the abdomen."

Shabeeb, who in March became the first surgeon in Indiana to use SILS for gallbladder removal, usually sits

at a console in the same room as the patient on the operating table. The procedure offers a cosmetic advantage because of the single incision that measures only slightly over one inch. "We can also usually hide about half of the incision in the navel for less visibility," Shabeeb says. Moreover, "there is more comfort, and the hospital recovery is often reduced from six to four hours compared to multiple-incision laparoscopy." Also, fewer patients require an overnight stay.

As for job prospects in health care, Shabeeb observes a growing shortage in physicians in several specialties, which is being augmented by physician assistants, clinical nurse specialists and nurse practitioners. "We are seeing teams of physicians and intermediate-care professionals working together at hospitals or the outpatient setting," he says.

Cancer patients at Mishawaka-based Franciscan Alliance now have the option of being treated with the

Trilogy radiation delivery system at the Burrell Cancer Center in Crown Point and the Woodland Cancer Center in Michigan City. During the roughly eight-minute procedure, the patient lies on a table, during which time part of the system rotates above the patient and below the patient to deliver potent, dual (superficial and deep) photon radiation.

Cancers frequently treated with the Trilogy are prostate, head and neck, and breast. Patients schedule four to six sessions, and there is no discomfort. "Compared to conventional treatment, the Trilogy provides pinpoint accuracy and isolated treatment to just the lesion itself, so it minimizes any dose effect to normal tissue," says Michael Budimir, regional director of imaging services. Treatment time is also cut in half. Still, patients may experience cumulative side effects, such as nausea and erythema (skin turning red).

The Trilogy also features imaging technology similar to a CT scan. "We feel clinical outcomes will improve and, in some cases, the number of treatment sessions is reduced," Budimir notes.

Budimir singles out nursing and nurse practitioners for job growth, in part because of the increasing number of people in need of health care. Further, "with an aging population, we are seeing more chronic healthcare needs," he says. Allied health fields such as respiratory therapy and radiologic technology hold particular promise.

Cardiac intervention has particularly advanced at the new Porter Regional Hospital in Valparaiso, starting with paramedics arriving at the home of a person complaining of chest pain, for example.

"We now have the capability of performing an electrocardiogram right in the caller's home that records the heart's electrical activity," says Mark Kime, director of cardiology at the hospital. "The person may be at the beginning or in the middle of a heart attack." And from the field, the paramedics can transmit an

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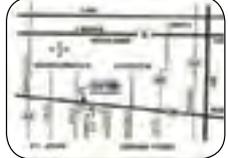
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electrocardiogram directly into the emergency department, setting off a general call so that a team of doctors, nurses and technicians from the interventional cath lab can already be assembled by the time the patient arrives at the hospital.

Cardiac intervention is a general term given to procedures that open or repair arteries of the heart to minimize cardiac muscle damage if the

*“We now have the capability of performing an electrocardiogram right in the caller’s home that records the heart’s electrical activity.”*

—Mark Kime, Porter Regional Hospital

patient is having a heart attack, or prevent a heart attack from occurring at all. “The national goal is 90 minutes from the time a patient arrives at the hospital to the beginning of cardiac intervention,” Kime states. “At Porter, we are actually at 78 minutes, so we are ahead of the curve.”

Today, the physician typically inserts a catheter through a smaller artery in the arm instead of the groin, and into the heart. Then, by using fluoroscopy (imaging) and a radiopaque dye (a contrast material), the physician can pinpoint the exact location of the narrowing of the arteries. “An acute lesion may be starving the heart for oxygen and nutrients causing muscle damage,” Kime says. If indicated, coronary angioplasty is next performed, whereby a tiny deflated balloon wrapped snugly around a catheter is inflated in the narrowest part of the lesion in order to push the space open.

However, this is only a temporary solution, immediately followed by

the introduction of a second catheter and a second balloon and a stent (a small expandable metal tube) that bridges the entire narrowing. “When the balloon is inflated, the plaque that is blocking the artery is compressed, so that a nice wide pathway is created through that stent,” Kline explains. “Over time, the body grows

into that and almost becomes natural tissue.”

Cardiac intervention has become so prevalent at Porter Regional Hospital that the new facility has four interventional labs, compared to only two at the old hospital.

Kime points out that in the critical care realm, nursing has the brightest



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**ROBOTIC ADVANCES** “Instead of having three or four smaller incisions, we make a single slightly larger incision to accommodate the camera and all instrumentation,” says Dr. M. Nabil Shabeeb, medical director of robotic surgery at Community Hospital in Munster.

future. “It is generally projected that over half of the 600,000 new nursing positions to be created nationwide by 2016 will be in critical care,” he

says. “Add to this the untold number of nurses retiring and there is an impressive outlook.” Other promising careers include cardiac sonog-

rapher, cardiovascular technician, medical information, health administration and emergency medical technician. **BQ**

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# Getting Greener Every Day

*Companies' efforts are cleaning the region's environment.*

BY RICK A. RICHARDS

A generation ago, Northwest Indiana was one of the most polluted regions in the country. And while the region's environment isn't pristine today, it's much cleaner than it used to be.

Earlier this year, the U.S. Environmental Protection Agency announced that all 92 of Indiana's counties were in compliance with federal Clean Air standards for the first time since 2007. One reason is because companies have embraced the idea that going green is good business. Think not? In the last 12 months, just two Northwest Indiana companies have spent nearly \$1 billion to make sure they reduce pollution.

BP's refinery in Whiting is spending \$400 million to reduce air pollution and Northern Indiana Public Service Co. is spending \$500 million to install scrubbers at its Schahfer Generating Station in Wheatfield to reduce emissions. And in 2015, NIPSCO will spend another \$300 million to do the same thing at its Michigan City Generating Station.

It took rigid enforcement of federal Clean Air and Clean Water statutes to convince both companies of the necessity of cleaning up the environment, but it's happening and companies are finding they can be profitable at the same time.

Kelly Carmichael, director of environmental policy and permitting at NIPSCO, says the new emphasis on cleaner operations is bringing the company attention. The utility was recently named to the Dow Jones Sustainability Index, which promotes to investors companies that emphasize green practices.

"We are excited to be included on the list," says Carmichael. For a

public utility that generates virtually all of its energy through the use of coal, it's a notable achievement. "Coal generation for us is the cheapest option for our customers," says Carmichael. "We've demonstrated, though, that we're committed to operating as cleanly as possible."

In the late 1990s, NIPSCO began its move to sustainability by installing scrubbers at its Bailly Generating Station in Porter County. Scrubbers remove particulates from stack emissions.

But more than investing in scrubbers, Carmichael says NIPSCO has been in the forefront of operating electric vehicles and compressed natural gas vehicles in its fleet to reduce exhaust emissions.

Additionally, the utility is working to set up a network of electric charging stations so consumers will have more places to power up their vehicles. The utility also is working with consumers to install home charging stations. It's a program in which up to \$650 of the cost is covered by NIPSCO. "It provides free overnight charging," says Carmichael.

Already, two major shopping centers, Westfield Southlake Mall in Hobart and Lighthouse Place Outlet Mall in Michigan City, are setting up charging stations that customers can use. "Frankly, they're a bit ahead of us in this effort," admits Carmichael.

Although NIPSCO hasn't made a major plunge into wind power, Carmichael says NIPSCO has about 200 megawatts of wind-generated electricity under contract, enough to power about 10,000 homes. "For now, we're not developing any new wind projects. Instead, we're purchasing that power from people who already have wind turbines."

Carmichael says NIPSCO also is making options available to customers to buy their power from green sources and to receive power at off-peak hours. Both are designed to make electric generation cleaner and more environmentally friendly.

The emphasis on a greener environment also is being practiced at Fair Oaks Farms in Newton County. Earlier this year, the state's largest dairy announced it had converted its entire fleet of 42 vehicles to run on methane produced from cow manure.

That effort, says CEO Gary Corbett, should reduce the dairy's use of diesel fuel by more than 1.5 million gallons per year. "In any dairy operation, manure is an issue. It wasn't so much in the '60s, '70 and '80s, but has been since the '90s. There is concern about the odor, and then what do you do with it? One cow generates 140 pounds a day. We have 30,000 cows, so you do the math," says Corbett, who adds that Fair Oaks buys its diesel in bulk at \$2.45 a gallon.

It is out of such concerns that opportunities are found. "We're harvesting 100 percent of our manure three times a day and feeding it into an anaerobic digester," says Corbett. That process has microorganisms feeding on the manure to create methane. The gas is trapped and pumped to fueling stations, where it is compressed before being dispensed into company vehicles.

Corbett calls the process a closed-loop system because what's consumed at one end is reused at the other, eliminating virtually all waste.

"This is greatly reducing our carbon footprint," says Corbett, who adds that the dairy's tractors are now operated on compressed natural gas.

Fair Oaks doesn't plan to stop there, either, says Corbett. "Over the next couple of years, we're going to create more electricity than we can use, so we're finding all sorts of outlets for our manure." That electricity will be sold so it can be used elsewhere on the grid.

As a result of the focus on becoming greener, new business opportunities have opened up for Fair Oaks. Corbett says the dairy is in the process of forming a new subsidiary to handle the energy generation business.

"In the future we are going to have to be creative and use more technology. There soon will be 10 billion people on the planet and we're going to have to feed them on the same amount of land we have now," says Corbett. "We're going to have to double the food we produce. It's a challenge to us as food producers."

Companies providing basic services such as lighting for factories, warehouses, schools, hospitals and municipalities also are going green. Retro-Tech Systems Inc. in Valparaiso has clients across the United States, says president and CEO Kurt Minko.

He says the movement has taken off in recent years because finally the engineering side of the business and the green side of the business are communicating with each other. "It used to be they didn't go about their business in the same way. But it's more popular to be green now and more than that, it's the right thing to do."

By assessing a company's lighting needs, Minko says Retro-Tech is able to reduce pollution by reducing the need for energy and providing more efficient and longer-lasting lighting systems.

"We're finding more opportunities in the market. There is definitely a market awareness now that didn't used to be there," says Minko. "The public is starting to understand energy-efficient lighting."

Jeff Jackson, director of marketing, explains that Retro-Tech first does a full assessment of a company's lighting system. "We find out how it



**MEASUREMENTS** Microbac Laboratories in Merrillville is involved in measuring water cleanliness as well as quality testing for agriculture, biofuels, consumer products, food and pharmaceuticals.

equates to the environment, put in all the statistics, all the measurements and give them our proposal.

"Every project is different, but we always give them a green message," says Jackson. "A lot of what we try to communicate to clients is that in the end it is a win-win situation for them and the environment."

Minko says clients are aware of the importance of being green, but too often they don't know where to start. "It's still confusing to some people," says Minko. Most of Retro-Tech's clients are in the public sector—schools, universities and municipalities—and they seek help as a way

to reduce their costs while providing the same type of service.

Although each project is different, Minko says that on average, Retro-Tech can reduce a client's electric lighting bill by 20 percent, and in some cases as much as 50 percent.

Jackson says that savings can be used by a school to buy new computers and other things that support education instead of paying the light bill.

Minko, an engineer who studied at Northwestern University, says he's always been interested in the environment. "Going green isn't new. We had solar back in the 1970s. We really

don't have any new ideas, but better ways of using what we have," says Minko. "There is a limited amount of energy in the world. I've always liked the idea of finding better ways to manage our resources."

Northwest Indiana also is home to cutting-edge technology that seeks to measure how clean the environment is. Microbac Laboratories in Merrillville is involved in measuring water cleanliness as well as quality testing for agriculture, biofuels, consumer products, food and pharmaceuticals.

Robert Crookston, the managing director for the Merrillville office (Microbac is based in Pittsburgh and has 26 offices around the U.S.) and says the company's primary focus is environmental testing. "Since we're an independent testing company, we help with regulatory compliance," says Crookston. That help comes at both ends, with private companies and with the EPA and other government agencies.

"Environmental stewardship is good business," says Crookston. "We work with many major companies in the region and every one of them we deal with takes their responsibilities to the environment very seriously."

A few years ago, environmental testing was an afterthought, but today, it's figured in as part of the cost of doing business. Crookston says that change in attitude has happened across the board.

"Today the planning process for companies looks at the amount of future capital they'll need. They know it's great, but they have a concern for the environment and know it's better to do it in the planning process than after the fact."

Microbac does a substantial amount of wastewater testing, says Crookston. "Companies want to make sure it's analyzed so they can dispose of it correctly." Gone are the days when companies would simply pump that water into a nearby river,

pond or lake. "We also test material for reuse to make sure it's safe rather than sending it to a landfill," says Crookston.

He has been in the business for 25 years, but grew up fascinated by science. "I was the kid who had the chemistry set and the microscope," says Crookston. "When I learned I could get paid for this I knew it was what I wanted to do."

One of the biggest changes in the business over the past 25 years is the emphasis on certification. Crookston says that when he started, no one looked at or cared about certification. Today, all 30 employees in Microbac's 13,000-square-foot lab in Merrillville are certified, and so is the lab.

"We're highly regulated and highly audited," says Crookston. "We want to make sure we meet the strictest international standards. We think this has improved the industry."

Over the next 25 years, Crookston

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says the environment will continue to improve and the assessment process will get better. "It's a declining market for us because we're getting better at what we do. Over the next 10 years, environmental testing will go down, but other kinds of testing will go up, particularly in food safety.

"That's going to be a game-changer over the next five years in the United States and around the world," says Crookston. The reason for that, he says, was passage of the Food Safety Modernization Act in 2010 by Congress. "That is going to spawn all kinds of new testing opportunities for us," he says.

Even the most basic of environmental businesses is changing with the times and technology. Recycling itself is more efficient today, says Chris Kentopp, general manager of Republic Services of Northwest Indiana in Chesterton.

Kentopp has been in the business for 17 years and started as a truck driver for Able Disposal. Today, he oversees the region's operation for the recycling company that collects between 4,000 and 5,000 tons a month from homes and businesses in Northwest Indiana. "When I first got involved with recycling, it was being done because I think people had a guilty conscience," says Kentopp.

It's not that way anymore. More people than ever are recycling, creating what Kentopp calls a huge increase in raw material. People receive rebates on steel, aluminum, cardboard and newsprint.

"With the investment we've made over the years in technology, we've eliminated manual sorting. Now there's lots of different technologies being employed. There are magnets to pull out steel, sorters that scan plastic and blowers that push paper into bins," says Kentopp.

Once the material is sorted, Kentopp says, Republic sells to paper mills, aluminum processors and cardboard is re-pulped to make more cardboard.

"Ninety percent of the communities in Northwest Indiana have recycling programs," says Kentopp. "What

we've found is that giving people a capacity to do it (Republic supplies 96-gallon wheeled totes to homes) they are willing to recycle. That's so different than when I started. Then, it was a nuisance to recycle; it was a luxury."

Kentopp says the average home collects 45 pounds of recyclables every week. He says Republic has

learned from its customers that 80 percent think recycling is a good idea. Besides the Chesterton location, Republic also has recycling centers in Crown Point and DeMotte.

"I never imagined recycling would become this sophisticated," says Kentopp. "I feel very good about it. It's right for the community; it's right for everyone." ■

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# Environmental Report Card

*Much cleaner now, but still work to do.*

BY RICK A. RICHARDS

For longtime Northwest Indiana environmentalists, years of hard work are paying off with cleaner air and water. Thanks to the creation of the U.S. Environmental Protection Agency in 1972, the grit that used to be a constant in the air is mostly gone, and the devastating fish kills that seemed to be a regular summer occurrence in Lake Michigan are gone, too.

Mark Reshkin remembers when the night sky over Northwest Indiana glowed red from the open-hearth furnaces operated by the region's steel mills. It smelled of sulfur and left sooty, gritty deposits everywhere. "When the sky was clear, that meant there was a strike," said Reshkin, professor emeritus of geology and public and environmental affairs at Indiana University Northwest.

But as clean as the region is compared to a generation ago, it's still one of the most polluted areas in the country, according to an analysis released in August by the National Resources Defense Council. Indiana's electric sector was fourth in industrial toxic air pollution in 2010, even while reporting a 19 percent decline from the previous year.

"For too long, Americans have had no choice but to breathe toxic air pollution. Thanks to the EPA, the air is getting cleaner," says Franz Matzner, associate director of government affairs for the NRDC. In overall pollution, Indiana ranks fourth worst on the NRDC's list, trailing Kentucky, Ohio and Pennsylvania.

Creation of the EPA was closely followed by what was called the ecology movement. "That led to the creation of the 15,000-acre Indiana Dunes National Lakeshore," says



**"I STILL THINK CONSERVATION IS NEEDED," says Lee Botts, an environmental activist in Northwest Indiana since 1959.**

Reshkin. "But it took a long time to change. Today, large companies like NiSource have sustainable development policies, but it wasn't always that way.

"We have an educational component in measuring the environment," says Kay Nelson, director of environmental affairs for the Northwest Indiana Forum. "When new rules came along we didn't used to have the level of people involved in the process that we do now. This has resulted in a better understanding of why things are put in place. I think it's a more holistic approach. We used to think it was OK to throw our waste into the water. That's all we knew how to do."

A generation ago, environmentalists would have thought Kevin Doyle was wearing a black hat. Instead, the manager of environmental affairs for ArcelorMittal Indiana Harbor in East Chicago is working with environmentalists to make sure the environment is cleaned up.

Doyle says the region's water has been dramatically cleaned up over the years. While Lake Michigan is cleaner than it has been in decades,

he says the focus now is to get the Grand Calumet River and the Indiana Harbor Ship Canal cleaned up.

"The advantage in being a good steward is that life is easier when you're sitting at the table with everyone else instead of fighting. You don't accomplish anything yelling and screaming at each other," he says.

Lee Botts has been an environmental activist in Northwest Indiana since 1959 when she joined the Save the Dunes Council. She's remained involved and is among the most experienced and knowledgeable people to discuss the region's air and water quality.

She's been honored by Indiana, Illinois and in Washington, D.C., for her environmental work. She's worked for the EPA, the Great Lakes Basin Commission, founded the Indiana Dunes Environmental Center and has testified numerous times before Congress about the environment.

"The change today is that industry is cleaning up voluntarily. They recognized the need for sustainability for the long-term health of the company," says Botts. She is working on an independently produced documentary called "Shifting Sands," that will detail the region's environmental history.

"There has been a tremendous improvement," says Botts. "But I'm pessimistic about the future environmentally. Climate change is taking place. I'm somewhat discouraged because some want to alleviate some of the rules. I still think conservation is needed. This requires tremendous vigilance. We need to not only continue the cleanup that is taking place, but begin effort to restore our natural areas." □

# Serving Veterans

*Jim Chancellor returned from war with a new mission.*

BY LAUREN CAGGIANO

Jim Chancellor knows what it's like to be on the other side—of war, that is. That's why he is working to help spread the word about veterans' issues and advocate for returned soldiers, through his nonprofit, American Veterans Collection.

Chancellor, who lives in Lowell, served in the U.S. Army from 1969 to 1970. Little did he know that one fateful day would change his life forever. On April 21, 1970, he was wounded and received a Purple Heart and an award for valor.

Chancellor returned to Indiana with an intense passion to advocate for veterans and increase awareness about the issues they face. "I had a story to tell, and I needed a way to share that experience," he recalls about his return home.

The American Veterans Collection is the formal manifestation of his drive to help fellow warriors. To that end, his mission is four-fold. First, the nonprofit is the purveyor of a "beautifully handcrafted piece of tangible pride," a ring. This ring is sold at manufacturer's price to all combat veterans, their families and their friends.

The concept of the ring was introduced in 1982, and since then has been worn on the fingers of hundreds of people worldwide—from presidents to country music artist Toby Keith. Chancellor likens the ring to that worn by Super Bowl winners.

"(The ring) promotes a community of individuals in a group with a shared experience," he says. Of course in this case that common experience is serving in a war, or knowing someone who has dedicated their life to



*"I had a story to tell, and I needed a way to share that experience."*

—Veteran Jim Chancellor of American Veterans Collection

their country. In his words, the ring symbolizes an unspoken message: "I know; I understand; I care."

This principle relates to the second and third lines of the American Veterans Collection mission: "We wish to promote the undeniable bond that exists between all combat veterans on sight, without saying a word." Similarly the third prong of the mission is "to begin the healing with something as simple as a ring." As Chancellor explains, the ring is to be worn silently, as a sign of solidarity.

In contrast to the symbolic nature of the ring, the last parts of the organization's mission are more action-driven: "We wish to educate our

youth on war, to lecture at colleges and universities on post-traumatic stress and the after-effects of war. To let our students know that the war does not simply end when the veteran returns home ... For some it only begins."

And Chancellor has done just that. Over the years he has spoken at U.S. colleges about the lasting impact of war. In particular, he educates students on the gravity of post-traumatic stress disorder (PTSD) and its toll on veterans of all eras. One important point he tries to get across is that PTSD is not unique to soldiers. It can equally be the result of a one-time, horrifying incident such as rape, or the trauma of serving in a long, drawn-out war. To better relate to his young audience, he likens PTSD to the experience of the loss of a friend in a car accident.

While Chancellor is willing to reach out to a veteran in need, he stresses that it takes a community to help returned servicemen and women. And that starts with overcoming a common stigma: "People don't understand that the vast majority of veterans went back into mainstream society. It can be difficult to understand (what they went through) when on a different plane."

Chancellor depends on support from the colleges and individuals to continue his work. Naturally the toughest part of his role is to raise funds. To that end, he graciously accepts donations for the cause. Contributions may be sent to American Veterans Collection, 11206 Belshaw Road, Lowell, IN 46356. For more information, visit [www.veteranscollection.com](http://www.veteranscollection.com), or call 219/696-2230. 



John Cain

# A Musical Season

*Purdue Glee Club, symphonies and “Miss Saigon.”*

BY JOHN CAIN

The Purdue Varsity Glee Club will perform with the Northwest Indiana Symphony and conductor Kirk Muspratt on Thursday, Nov. 1, at 7:30 p.m. at the Star Plaza Theatre in Merrillville. This dynamic musical troupe’s repertoire features a wide range of musical styles from gospel to swing, contemporary hits to classical choral selections, and barbershop to patriotic standards.

Pieces to be performed include “Stars and Stripes Forever,” “Blue Danube,” “Come Fly with Me” and a medley from “Oklahoma.” The Northwest Indiana Symphony Chorus will also perform. The men of the Purdue Varsity Glee Club have proudly served as ambassadors of Purdue University with honor and dignity for more than 115 years, averaging between 50 to 60 appearances each year.

The symphony will present the annual Holiday Pops Concert one month later on Thursday, Dec. 6, at 7:30 p.m. at the Star Plaza Theatre. This South Shore holiday tradition features the orchestra and chorus as they get into the spirit of the season with familiar favorites and new discoveries sure to delight.

Children from Eisenhower Elementary School in Crown Point will also perform. At this concert, the symphony will collect non-perishable food items to donate to the Northwest Indiana Food Bank. Tickets for both concerts range from \$25 to \$65 and students are \$10. Tickets can be purchased online at [www.nisorchestra.org](http://www.nisorchestra.org) or by calling the symphony box office at 219/836-0525, extension 200.

Carnegie Arts Center, Highland High School and South Shore



**A WIDE RANGE OF STYLES** The Purdue Varsity Glee Club will perform with the Northwest Indiana Symphony on Thursday, Nov. 1.

Orchestra will present “Miss Saigon” as the second annual Unity Event on Friday, Nov. 2, at Monbeck Auditorium at Highland High School.

“Miss Saigon” is a musical based on Giacomo Puccini’s opera “Madame Butterfly” and similarly tells the tragic tale of a doomed romance involving an Asian woman abandoned by her American lover. Students and community members from across the entire Northwest Indiana region and greater Chicagoland are part of the production, including an orchestra of 80 musicians and an ensemble of more than 200 performers.

“Anticipate, Participate & Celebrate” is Maestro Philip Bauman’s theme for the LaPorte County Symphony Orchestra’s 40th anniversary season at the historic LaPorte Civic Auditorium. The Nov. 17 opening event will include light classical favorites such as Handel’s “Water Music,” a world premiere by Jerry Lackey written specifically for the LCSO, “Russlan and Ludmilla” over-

ture by Glinka, as well as Sibelius’ “Finlandia” conducted by associate conductor and principal trumpet Charles Steck. Concertgoers may choose to come early for dinner beginning at 6 p.m., when the musicians will celebrate their history. The concert begins at 7:30 p.m. with a choice of table seating or general admission balcony tickets. **EQ**

*South Shore Arts reminds you to visit the online Regional Art Calendar at [www.SouthShoreArtsOnline.org](http://www.SouthShoreArtsOnline.org). The Regional Arts Calendar lists all local arts happenings in Northwest Indiana, and is a great place to plan cultural activities for the week or month ahead. The calendar lists exhibits, concerts, plays, lectures, film series, dance performances and more, all taking place in or near your neighborhood. Find out more about area arts activities and events by watching John Cain on Lakeshore Public Television’s “Eye on the Arts,” every Thursday evening at 9 p.m. on Lakeshore News Tonight.*



# EXECUTIVE *Gift Guide*

**HOLIDAY CELEBRATIONS**  
Get in the spirit at the Morris  
Performing Arts Center.

There's nothing quite like the holiday season. It's the time of year when we show our thanks to all those people—significant others, family, friends, colleagues and employees—who make our lives more enjoyable and a little easier.

Some people thrive on the challenge of getting everyone on their list the “perfect” gift, while others go blank at the mere thought of setting foot in a shopping mall. (Check out our possibilities for online ordering!) No matter what type of shopper you are, here are some ideas to give you a little inspiration and get you in the holiday spirit. — By Shari Held

## For Him

If you're stumped for what to get him this year, look no further. We've rounded up some of the best.

### THE MORRIS PERFORMING ARTS CENTER

Located in South Bend, this award-winning cultural venue dates back to the Big Band era and is listed on the National Register of Historic Places, but it's still a hot spot! It consistently makes *Pollstar* magazine's Top 100 Theaters Worldwide, and has earned a Prime Sites Award every year since 2006. Upcoming shows include a "Mannheim Steamroller Christmas," "Home for the Holidays" featuring the South Bend Symphony Orchestra, "Shrek the Musical" and "Wicked."

**WE RECOMMEND:** Purchase the Dinner/Show Ticket Package and enjoy a buffet at the Morris Bistro Restaurant before the show.



**AN UNUSUAL LOOK** Engstrom Jewelers specializes in custom pieces and distinctive works from lines such as Belle Etoile. Shown here is the Cherry Blossom Bangle Orange.

### STAR PLAZA THEATRE

Merrillville's Star Plaza Theatre is another fantastic option for a gift of an evening out on the town. Upcoming shows include "A Chorus Line" and "Salute to the '60s" featuring Peter Noone, The Grass Roots and The Buckingham's. With the Dinner Show Package, \$30 plus the cost of your ticket (rows 8-20) you can enjoy a buffet dinner at the Radisson Star Plaza Hotel.

**WE RECOMMEND:** Make it extra special by going VIP. Star Plaza's new VIP Elite package gives you tickets within the first seven rows, preferred parking in front of the theater and access to the venue's Celebrity Circle

Lounge. Tickets are available through Ticketmaster (800/745-3000) or the Star Plaza Box Office and vary depending upon the show.

### LOST MARSH GOLF COURSE

Gift cards are the most popular Christmastime gift for Lost Marsh in Hammond. You can put any denomination on them. The Pro Shop stocks gloves, tees and golf balls from Calloway, Nike and Top Flite. When it comes to attire, check out the Calloway golf shoes and Cutter and Buck shirts and jackets.

**WE RECOMMEND:** The NFL and collegiate Pro Team golf head covers, so he can proclaim his allegiance while he's on the course.

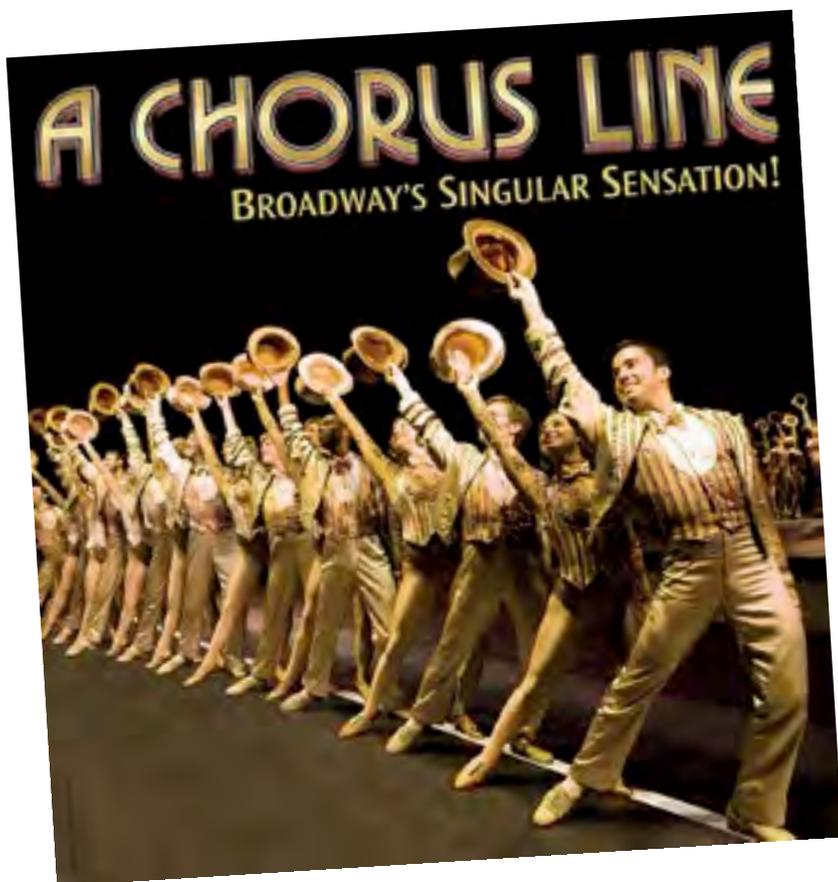
### SWAN LAKE RESORT

Swan Lake in Plymouth features two 18-hole golf courses, PGA pros and a spa and fitness center. Treat your guy to a massage or a mani-pedi after a day on the links.

**WE RECOMMEND:** Spending the weekend in a resort room and enjoying the resort's pools, whirlpools and saunas. Don't forget to get a massage for yourself!

### DAVID'S MEN'S CLOTHIER

Located in Valparaiso, David's Men's Clothier is known for its service. You can purchase a suit and get same-day alterations at no additional charge by the onsite tailor. Suits range from \$299 to \$1,495 for a top-of-the-line Hickey Freeman, and each is the highest quality for its price-point. David's merchandise runs the gamut from formal to casual wear and classic to eye-catching styles, with looks that appeal to all ages. The store is known for its collection of unusual ties (\$39.50 to \$200)—some hand-



**SHOW TIME** Tickets to a performance at Star Plaza Theatre make a great gift.

painted—colorful sports shirts with a bit of flair and a great selection of sport coats. One of only a few full-service men's clothing stores in the area, David's provides personal wardrobe consulting services and can help you coordinate your selections right down to the accessories.

**WE RECOMMEND:** According to David, purple is big for the fall/winter season and men are dressing up more than they used to. That makes a sharp-looking sport coat a must-have. Besides giving a dressier look to jeans, sport coats are slimming and practical—their five pockets provide the functionality of a woman's purse! Try a purple, gray and black tweed sports coat with pair of black Agave jeans (\$175 to \$225) and a nice leather belt for your trendsetter. Switch out the sport coat for a black or brown microfiber one by Visconti (\$295) for a more conservative look.

#### FISHING, FLYING, CHEERING

The fishermen in your life will appreciate a gift card to the **Bass Pro Shop** in Portage, which also has boating, camping and hunting gear. Airline tickets to his favorite getaway place—preferably somewhere in the sun—are always appreciated as well. Sports enthusiasts always enjoy tickets to watch their favorite play—order tickets for the **Chicago Bears** games from United Club tickets at 866/842-1050. You can order him an official, licensed **Classic Chicago Cubs Gift Basket** (includes a shirt, cap, tumbler, pennant, lanyard and playing cards) for \$79.99 from [www.gourmetgiftbaskets.com](http://www.gourmetgiftbaskets.com).

**WE RECOMMEND:** Go for the Deluxe basket (\$119.99) which also includes a logo hooded sweatshirt.

### *For Her*

There's nothing like a bit of pampering to help her de-stress after the hectic holidays. Here are some places for her to try. And don't forget the bling!

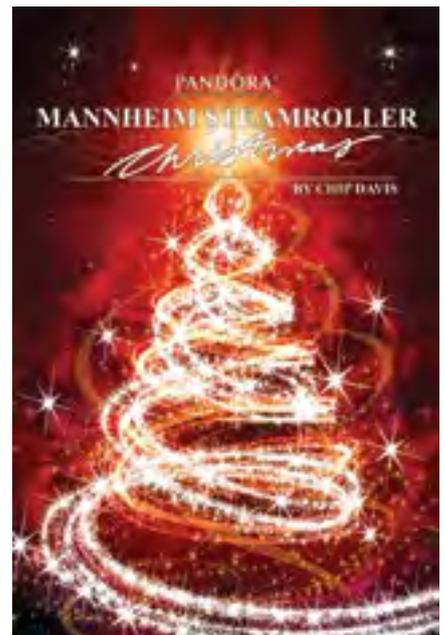
#### THE COLOR ROOM SALON & DAY SPA

The Color Room in Dyer features two package deals—a Ladies Day Out (Swedish massage, facial, aromatherapy oil body wrap, mani-pedi, haircut and style, light makeup and lunch) for \$415 and a Ladies Day Out Mini Day Spa (facial and mani-pedi) for \$160. It even offers Children's Spa Day parties and children's pedicures (\$29) and manicures (\$14) for the 12-and-under crowd. The most popular services around the holidays are pedicures, manicures, facials and massages. Try its newest massage—a raindrop massage with essential oils (\$90). The spa boutique features unique accessories, earrings, belts, hats, scarves and clothing. Online gift card purchases can be made in any denomination.

**WE RECOMMEND:** The Ladies Day Out is the ultimate in pampering, but a raindrop massage and a great new accessory are also great options!

#### VANIS SALON & DAY SPA

With locations at Crown Point, Schererville and Valparaiso, Vanis offers a full range of services from \$35 to \$370. Spa packages for her include the full-day retreat for \$370; half-day retreat for \$240 and mini-day retreat for \$170. If she



**HOLIDAY TRADITIONS** For many people, it wouldn't be Christmas without Mannheim Steamroller, performing this year at the Morris Performing Arts Center.

enjoys aromatherapy, treat her to an aromatherapy manicure (\$35), pedicure (\$60) or the Sea Salt Glow with Aromatherapy Oil Wrap (\$90), or choose from several massages. For those special occasions, she'll appreciate a full-face makeup application for \$45. The salon specializes in hair and eyelash extensions and carries Aveda, Dermalogica, Minardi and GlyMed products. Gift cards can be sent anywhere and can be used at all three locations.



**GOLF AND RELAXATION** Swan Lake Resort has two 18-hole golf courses plus a spa and fitness center.



**ANOTHER RECOMMENDATION FOR HER:** A gift certificate for a stress-busting weekend getaway at the Inn at Aberdeen, blending great food, relaxing accommodations and cheery holiday decor—not to mention a great gift boutique.

**ENGSTROM JEWELERS**

Engstrom is known for having “different” and “unique” pieces as well as custom jewelry, extraordinary customer service and repair work. The stores—the main one is in Valparaiso and the second one is in LaPorte—feature brands such as Parade Designs, Belle Etoile, Gelin Abaci, Natalie K, Chamilia and Citizen watches. The trends in jewelry, according to Amy Perry, include white gold or sterling silver in larger, bold items and round center stones for diamond engagement rings, with a princess cut or cushion cut running a close second.

**KEEPSAKES** Select for “her” unique gift items and original silk holiday floral arrangements created by Linda Johnson for the Inn at Aberdeen.

**WE RECOMMEND:** The full-day retreat is the ultimate in luxury, and the aromatherapy manicure and pedicure are always welcome.

**INSPIRE SALON & SPA**

The atmosphere of this Valparaiso salon and spa is tranquil yet sophisticated. Relax with a motherhood massage or a hot

stone massage. Or get rejuvenated with an energizing herbal massage. Gift certificates are available by the package, the service or the denomination.

**WE RECOMMEND:** Let them help you put together a gift basket of all her favorite things.

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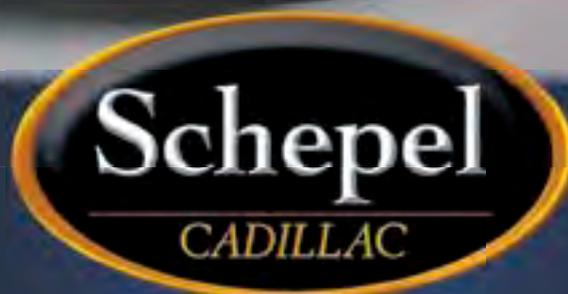


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**KEEPING TIME** Choose from a wide range of fine watches at Albert's Diamond Jewelers.

**WE RECOMMEND:** Depending on her style, either something fun and a little out of the ordinary from the Belle Etoile line or something more traditional such as diamond stud earrings. They never go out of style and prices range from \$200 to \$20,000 or more.

## *For Him & Her*

### ALBERT'S DIAMOND JEWELERS

This family-owned jeweler carries lines such as Cartier, Chopard, David Yurman, Tacori, Simon G, Breitling, Tag Heuer and Mikimoto and features in-house appraisals and a custom design jewelry shop. Albert's also has a terrific selection of loose diamonds. There are two convenient locations, in Schererville and at Southlake Mall in Merrillville.

**WE RECOMMEND:** His and Hers watches. Albert's carries more than 35 brands of watches at every price-point from \$100 to \$60,000. The Tag Heuer and Movado lines are a good bet for His and Hers watches. Stainless steel and white metal are best sellers but rose gold, sometimes just as a trim, is also popular.

### J&M GOLF

Besides the bags and clubs and other golf paraphernalia, J&M carries golf clothing, including a full line of women's skorts, shirts, rainwear and hats. Clothing is an important part of the game. Manager Tony Lane says when golfers look and feel good, their play improves. The store, located

in St. John, also carries the most popular items in official logo merchandise—sports, collegiate and military—year 'round. Logo shirts range from \$39 to \$59.

**WE RECOMMEND:** Golf is a highly personal game, so a gift card will be most welcome. At J&M you can get a gift card for any denomination.

**WESTFIELD SOUTHLAKE MALL** Merrillville's Westfield Southlake Mall has more than 150 shopping options and 30 restaurants to please everyone on your list.

**WE RECOMMEND:** The Westfield gift card from American Express. It can be used anywhere within the mall. Buy yours online in denominations from \$20 to \$500.

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## For Employees

Don't forget your employees around the holidays. A holiday bonus or cash gift is always welcome, but here are some additional ideas in a wide range of price points.

Consider gift cards for **Amazon.com**, **Best Buy** or several of the area's great restaurants such as **Gino's Steakhouse** in Dyer, **The Lighthouse Restaurant** in Cedar Lake or **Ciao Bella Ristorante** in Schererville.

Memberships to AAA or a fitness club are other options. A one-year contract to **Omni Health & Fitness** in Schererville runs about \$732, plus a one-time initiation fee. One-month memberships are a flat \$75.

**WE RECOMMEND:** Gift cards are always appropriate and appreciated.

## Food And Floral Gifts

Nothing says "holidays" better than some extra-special goodies. The elegant packaging is just icing on the cake!

### FASAN FLORIST

Beautiful holiday floral arrangements make nice gifts for administrative assistants or managers, and this Chicago family-owned and operated shop has been making them since 1924. The shop maintains records (names, addresses and specific instructions), so for reorders all you have to do is give them the person's name. Businesses can make corporate arrangements for ongoing deliveries. Besides flowers and plants, Fasan offers decorated baskets, starting at \$39.95, filled with fruit and other goodies.

**WE RECOMMEND:** Upgrade to a gourmet gift fruit basket. Just tell them what you want to add—a bottle of wine or a box of Godiva chocolates perhaps—and they'll

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**DEBRAND FINE CHOCOLATES**

Who can resist chocolate that not only tastes delicious, but is beautiful to behold? DeBrand's classic collection, from \$23 to \$92, is the top-seller year round. For the holidays, try stacking a few boxes to create a tower and add a couple chocolate bars that say "Merry Christmas" or "Happy Holidays." Holiday place settings (\$10.50) — a couple of chocolate bars with a small box of classic pieces—are great for entertaining

or to use as favors. Other great gift ideas that will make your mouth water are the Gourmet S'mores Kit (\$35) and anything from the Truffle, Connoisseur or Chocolate Indulgences collections.

**WE RECOMMEND:** DeBrand's truffle wreath box at \$132 comes in milk or dark chocolate and is filled with truffles. After you eat the truffles, you can eat the box! And who could say "no" to a chocolate gift basket such as the Indulgence Pyramid at \$40.50 or the Abundant Tray for \$260.

*Holiday Entertaining*

What would a holiday be without great food? Here are some options to make your mouth water.

**LUCREZIA CAFÉ AND RESTAURANT**

Both the Chesterton and Crown Point locations feature quite a selection of incredible Italian



**FESTIVE FLORALS** Fasan Florist offers beautiful holiday arrangements.

food. The Crown Point restaurant, housed in the historic William Barringer Brown Mansion, has two private dining rooms on the upper level that can accommodate from 20 to 70 people. Lucrezia also does offsite catering. You can choose from a diverse selection of appetizers, soups and salads, party trays, entrees, side dishes and desserts. The most popular catered entrees are the chicken Vesuvio, the pasta primavera and the tasty tiramisu.



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**WE RECOMMEND:** The restaurant favorites—braised lamb shanks and spaghetti with veal meatballs.

#### TEIBEL'S FAMILY RESTAURANT

For fresh, home-cooked food, have your holiday party at Teibel's in Schererville. The restaurant has private banquet rooms that can accommodate 40 to 400 guests and serves a buffet-style breakfast as well as luncheons and dinners. Try the dinner and cocktail package for \$40. Teibel's catering service will take care of your office party (groups of 20 or more) starting at \$10.95 per person, and that includes chicken plus two other meats or main dishes. They deliver to the greater Northwest Indiana area.

**WE RECOMMEND:** The house specialties—fried chicken, lake perch, homemade coleslaw and rolls.

#### NORTHWOODS RESTAURANT

With its stone fireplace and rustic log cabin ambiance, Northwoods in St. John is a popular spot for corporate functions. Private dining rooms are available on the main level and upstairs, and the restaurant can accommodate parties from 20 to 80 guests. There are special party menus for banquets. Catering is also available, and you can order off the menu or create a custom menu.

**WE RECOMMEND:** Try the pot roast or the lake perch!

#### DON QUIJOTE RESTAURANTE

You'll dine on authentic Iberian cuisine, featuring two versions of paella and 25 kinds of tapas while the décor—murals, balconies and outdoor street lamps—transports you from Valparaiso to Old Spain. There's no additional charge for the banquet room, which seats 24 very comfortably and can hold up

to 30 people, and the restaurant also caters office parties so you can bring the taste of Spain to your company's next party.

**WE RECOMMEND:** The paella, the house specialty and selection of tapas.

#### GAMBA RISTORANTE

This Merrillville restaurant features a distinctive circular exterior with copper accents, and as you would expect, the cuisine and presentations are upscale and elegant. For starters, try the foie gras or oysters and continue on to Affettato Di Vitello (veal tenderloin) for the main course. The restaurant's banquet room accommodates up to 175 people, and guests can order their favorites off the menu. For a Gamba catered affair, try one of the risotto dishes.

**WE RECOMMEND:** The ravioli di ricotta and pennoni rigate Amatriciana are two fantastic pasta dishes and house favorites.



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# Tech Shopping

*Tricky decision for a smartphone, but the tablet choice is easy.*



BY ALLYSON KAZMUCHA

**W**ith the holiday shopping season quickly approaching, smartphones and tablets are sure to be on many people's shopping lists. With so many options, how do you know which to choose?

When it comes to smartphones, the decision can become quite tricky because there are so many to choose from. The first decision you should make is whether the person you're buying for would prefer iOS, Android or Windows. Once you've overcome that hurdle it makes the decision a bit easier.

If you've chosen to go with Apple's iOS, the best options will be either the newly released iPhone 5 or the iPhone 4S. While the iPhone 4 remains on the market for free with contract, the huge increase in camera quality and the addition of Siri should make the iPhone 4S a no-brainer. At an entry level price of \$99, you can't beat it.

If you really want to impress your loved one, the iPhone 5 is still decently priced starting at \$199. It will offer everything the iPhone 4S offers but on a larger 4-inch screen along with many other improvements and features the 4S doesn't offer. It's the best iPhone Apple's ever made.

When it comes to Android, the Samsung Galaxy S III is one of the best Android phones on the market in terms of specifications and performance. It's got a large 4.8-inch screen and an outstanding camera.

The Galaxy Nexus from Google is a close second for T-Mobile and AT&T users. Buy it straight from Google for \$349 unlocked and contract-free. The best part is you get a pure Android experience without



**AN EASY DECISION** No one has produced a tablet people love to use more than the iPad.

any manufacturer or carrier add-ons. It'll be the way Google intended it to be. Other top contenders in the Android arena include the HTC One X and the Motorola Atrix HD.

If you're looking for a Windows phone this holiday season, look no further than the Nokia Lumia 900 and Lumia 920. Nokia has been in the phone industry for many years and knows hardware like Apple knows software. Its camera optics are some of the best in the business. When it comes to Windows Phone, Nokia wins hands-down.

While smartphones are a hard decision, tablets aren't. To date, no company other than Apple has produced a tablet that people love to use more than the iPad. It's hard to recommend anything else. Sure, there are plenty of Android tablets floating around that function, but none of them provide the experience the iPad does. Android may be the top-selling platform when it comes to smartphones but when it comes to tablets, nothing holds a candle to the iPad.

With the 16GB Wi-Fi-only version of the iPad 2 priced at \$399, it's extremely hard to beat. If you want the best of the best, the third generation iPad adds an absolutely stunning Retina display to the mix, as well as 4G LTE technology. When it comes to tablets, the iPad is sure to impress and should be the only tablet most people even consider.

If all else fails, let them choose. Apple and many other electronics stores offer gift cards in many denominations, or you can pick up a Visa gift card that can be used at any retailer that accepts Visa. If your loved one prefers shopping online, you can't go wrong with an Amazon gift card. If you can't decide which phone or tablet to buy for someone, a gift card is a great option and the recipient will love you just the same for it. **BQ**

*Allyson Kazmucha is president of PXLFIX in Michigan City and editor of the online technology publication Mobile Nations.*

# Finding the Fans

*Indiana's biggest college football programs build their brands.*

BY RICK A. RICHARDS

Some of the nation's most high-profile college football takes place every Saturday in Indiana. The state's four Football Bowl Subdivision (formerly Division I) teams are among the most recognizable brand names in college football.

Notre Dame is the best known and highest-profile of the four. The independent university blazes its own trail and plays opponents from major conferences across the country.

Purdue and Indiana belong to the Big Ten (never mind that it has 12 members these days) and play their games in front of some of the largest crowds in the nation.

Ball State University in Muncie is the smallest, and is classified as a so-called mid-major football school. The Cardinals don't have the fan base of the other three, but that doesn't mean they aren't competitive on the field. Just ask Indiana, which the Cardinals defeated earlier this year for the third season in a row.

In a ranking of each of the nation's 120 FBS universities, the *Wall Street Journal* considered each as an independent business and put a dollar value on the program. It wasn't a surprise that Notre Dame was the state's most valuable college football franchise. Nationally, it ranked fourth at \$581.2 million. The three schools ahead of it were perennial powerhouses Texas, Florida and Michigan.

From there, the drop to Indiana at 42nd is dramatic. The Hoosiers were valued at \$121.2 million. Purdue, in 48th, is valued at \$111.2 million. Ball State's program was ranked 104th at \$18.5 million.

Notre Dame's John Heisler says the university has been fortunate over the years that the popularity of the



**BOOSTING THE BOILERMAKERS** Purdue running back Akeem Shavers rushed for more than 500 yards and scored six touchdowns last season.

football program has led to consistent sellouts. That has helped fuel the popularity of the program and as a result the school hasn't had to market itself as vigorously as the other FBS programs in Indiana.

"We've been spoiled by our success," says Heisler, senior associate athletic director. "We were one of the

last schools to get into social media and that kind of marketing because we had never really had to."

But now that Notre Dame has taken the plunge, Heisler says it has gone all out, creating a separate Game Day website that offers up all kinds of information for that week's game. "It's not that you can't find



**TRY HOOSIER FOOTBALL** Coach Kevin Wilson serves up Indiana University football, and intense marketing aims to fill the stands.

any of that other places, we just felt it was a great way for us to capture some of that traffic," says Heisler.

Because the Fighting Irish generate a national following, Heisler says the school makes it a point to move one home game a year to a so-called neutral site. This year, it will be Soldier Field in Chicago, where the Irish play the University of Miami.

"This started in 2009 as an attempt to take a lot of the pieces that make a football weekend so attractive in South Bend and move them to another venue," says Heisler. Since then, Notre Dame has played in San Antonio, Texas, in Yankee Stadium in New York City and at Fex-Ed Field in Washington, D.C.

"We think it's important to build around the game. There's more to it than just football," says Heisler. "In Chicago this year, we're involved with service projects with our players, there is a luncheon at Navy Pier, there will be a Mass in Chicago and a pregame band concert."

The university also has created the Irish Digital Network where podcasts, Twitter announcements and all sorts of other social media announcements and promotions are available. "Our fans are so widespread, this is the best way to keep in touch with them," says Heisler.

Purdue's Chris Peludat, assistant athletic director of marketing, says the Boilermakers are open to any and all forms of marketing and promotion. "Advertising is more and more going digital. We've cut back on newspaper advertising because there isn't the circulation there used to be, but we do use the online newspaper," says Peludat.

Purdue also has a presence with billboards, television and radio. "We look at it as more of a branding kind of thing," says Peludat. "We are using social media, but we're still trying to figure out the best use of social media."

One way Purdue does that is to reward people who communicate about Purdue football through social media by retweeting and posting news and watching video.

"We're not close to a sellout each week, so we're working to make the game more fun and attract more people," says Peludat. "The biggest competition for us is television. The Big Ten Network has been valuable for the members but it's too easy for fans to stay at home and have a great seat. That's why we do things here fans won't get at home. We want to create a real college atmosphere."

The best way to promote the program, she says, is to put a winning

team on the field. Recently, Purdue has struggled, but "we think we have a pretty good team."

"We have very good fans and they come to the game, but the bad news is we have a lot of empty seats. Of course from a marketing standpoint, the good news is we have a lot of empty seats. We have a growth opportunity," says Peludat.

This year, Purdue has created a special pregame fan fest for each game as way to reward fans who come to the stadium. The goal, says Peludat is to make the experience so much fun that the people who are staying home will want to come out to see what all the fuss is about.

At Indiana University, deputy athletic director Scott Dolson says the Hoosiers use any and all media to promote the team—billboards, radio, television and social media. The major radio and television markets that IU zeroes in on are Indianapolis, Fort Wayne and Louisville. "We try to look at it from an audience standpoint and make sure we have a consistent approach in our message. We don't want to change it from year to year."

Dolson admits it's much easier to promote the team when it's winning, but it's his job to get the word out about IU football regardless of the record.

"We want them to come and try it," says Dolson. "It's like going to a restaurant. You'll go once, but you won't go back if the food's not any good. We think that what we're serving is pretty good."

Dolson says IU works to make tickets affordable and sells \$5 tickets for youth. He says it also helps that other coaches support the effort. "Coach (Tom) Crean of the basketball team supports what we do. Basketball opens so many doors for us. Coach Crean is one of our biggest marketing advocates." It doesn't hurt that IU's basketball team is ranked No. 1 in the nation in pre-season polls.

"We think we have great spirit here; it's what defines us," says Dolson. "We get that message out to alumni and IU fans. Ten years ago, we were focused on press conferences and press guides. Now, we're using social media. We still have press conferences, but we immediately post

them on the Web. This way we can hit different audiences."

For Ball State University, the smallest of the state's four FBS teams, the marketing focus is entirely local. "It's a tough mix for us to compete," says Molly Meyers, director of marketing and promotions for Ball State Athletics. "We made the decision to focus on the Muncie community and the surrounding area.

"We do it all: radio, television, billboards and social media," says Meyers. "We focus a lot on our students. Frankly, we're still trying to figure it all out and how to appeal more to the general public."

Meyers says a lot of people who attend Ball State football games are walkup ticket buyers. "We get a lot of single-game buyers," says Meyers. "Our students get in for free and we have a lot of enticements for them at the game to encourage them to come."

In the community, Ball State

encourages youth football teams to attend games with special ticket packages and the university puts together family weekend packages with ticket and concession vouchers.

"The downside to that is there's a cost to us associated with that," says Meyers. "But so far this year, it appears to be working, as attendance is ahead of last year.

"Our new football coach (Pete Lembo) has been helpful and he's willing to be involved with things," says Meyers. "He's involved in the community, too, and so are the players.

"We want people to know that we're in an elite club, that there are only 120 football teams in this division and one of them is right here in their backyard," says Meyers. "I think that because there are a lot of teams here in the Midwest, people take it for granted, but there are a lot of states where there is only one program, and some states don't have any." **BQ**



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# State of the Workforce

*Employers increasingly demand workers with more education.*

BY BARBARA D. GRIMSGARD

In November, the Northwest Indiana Workforce Board will share with the community its 2012 State of the Workforce Report identifying our region's strengths, weaknesses, opportunities and challenges. It highlights key findings as they relate to demographics, education, labor force, income and education, industry and economic base, industry clusters and occupational clusters.

Probably the most significant findings in the report are related to secondary and postsecondary education in the region and the importance educational attainment has on our workforce and its economy. With advances in technology and the need to be competitive in this century's economy, it was no surprise that 55 percent of all jobs in Indiana (1.7 million) will require some postsecondary training beyond high school in 2018.

"Ready to Work/Ready to Hire," a plan created by the ReadyNWI partnership, assumes employer demand for postsecondary education will continue to rise and reach a level of 80 percent in 2025. Non-proprietary postsecondary institutions report either relatively stable enrollment or growth the past seven years, but only 25.6 percent of individuals 18 and over in Northwest Indiana currently have completed a postsecondary credential.

Northwest Indiana's unemployment rate is gradually declining after reaching a peak of 10.7 percent in 2009. Chicago is seeing more than 20,000 Indiana residents commuting into the city each day and these commuters are earning more than \$3,333 per month, which is a clear indication of the higher-paying jobs in Chicago.

During the recession, younger workers experienced the sharpest declines in employment opportunities, while the patterns of employment reflected that employers are favoring the mature worker. Those workers 65 and older were slightly thwarted by this recent recession.

*Some 55 percent of all jobs in Indiana (1.7 million) will require some postsecondary training beyond high school in 2018.*

With the recession, entrepreneurial endeavors began to decline simultaneously as unemployment spiked.

As we look at areas of employment and regional competitiveness, and industry and occupational clusters, the 2010 State of the Workforce report describes an approach known as Occupation Clusters Analysis to identify the types of workers driving change in the economy. Within the cluster analysis there are four location quotients.

The Rising Star cluster shows an increase in employment and growth within the region as they drive growth and development. Northwest Indiana's rising star clusters are personal service occupations.

Maturing clusters show us that while employment may be down, concentration is up. Even businesses that rely on skilled workers are laying

off employees around the country; they are choosing to consolidate in our region, which is a powerful signal of regional competitiveness. A mature cluster is poised for future growth during a period of national economic expansion. Examples of mature clusters are agribusiness and food technology, engineering, skilled production including technicians, operators, trades, installers and repairers.

Lagging clusters often look like positive attributes if the only measure is growth of employment, but a lagging cluster is not growing at the same pace as the rest of the economy. While it adds jobs, it is not doing it at the same rate as other regions. Lagging clusters need strategies that show both growth and concentration. Among the region's lagging clusters are occupations such as the arts and entertainment, natural sciences and environmental management, healthcare and medical sciences including practitioners and scientists, medical technicians, therapy, consulting, nursing and rehab.

Fading clusters are losing overall employment and concentration. They are the least competitive clusters, with businesses decreasing their hiring of workers within the cluster and many times looking to move or grow their business elsewhere. The region's fading clusters include building, landscape and construction design, managerial, sales, marketing and human resources, as well as information technology. ■

*Barbara D. Grimsyard is communications manager for the Center of Workforce Innovations in Valparaiso. For a copy of the full report which will be available in November, visit [www.innovativeworkforce.com](http://www.innovativeworkforce.com).*



Keith Kirkpatrick

# Tech WOW or Tech NO?

*It's not easy assessing job applicants' technology know-how.*

BY KEITH KIRKPATRICK

Robert needed his next hire to be solid in technology. When he interviewed Angela, he asked, "How good are you with computers?" She responded, "Great," and explained that she had shot a few videos and posted them on YouTube. Besides, she had the usual array of capabilities listed on her resume for working with Microsoft Office.

Raymond arrived for his interview, confident of his ability. During the conversation with Joan, she asked him to talk about his technology skills. He went on and on about Twitter, Facebook, Excel, a school graphic project, a hard-drive install and more. Joan thought she had acquired a technology superstar.

Cynthia was not sure what she was getting when she hired Desmond. He had a business degree, but was not forthcoming with his knowledge and skills in the areas of technology. He said he "could hold his own" when working with computers, software and the Internet. He met the job requirements and seemed quite capable. Cynthia guessed she would find out what "hold his own" meant when he started.

## THREE WEEKS LATER...

Angela had downloaded two viruses while "researching" on the Internet and had no idea how it happened. Her struggle with the database software was painful. The telephone system baffled her, while her skills with Excel and PowerPoint were very limited. Her posted videos featured her friends at a party.

Raymond was right. He knew all about social media and that was nearly the totality of his prowess with technology. He said his computer was really slow, but was clueless on how to fine-tune it. He wasted large quantities of ink and paper trying to print in color. He did understand Facebook quite well because he was on it constantly "for business purposes."

Desmond was the surprise. He could hook up anything, helped everyone with computer questions, and understood how to use a cell

phone. He was not sure how to assess skills in document production, Web research, social media, Web posting or customizing software.

So here are some hiring tips. Before the interview, ask candidates to create a document with a little pizzazz using graphics or information you have supplied. Ask them to construct a spreadsheet or PowerPoint presentation from data you provide. And ask them to send you the link to a favorite website and describe what features are attractive or useful.

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*We assume that anyone under 30 is computer-savvy, that technology is in their genes. Wrong!*

phone in ways no one had ever seen. If he did not know the answer to a problem, he could always find the solution and apply it. He was a whiz.

Sound familiar? These scenarios are common for many employers. It is so difficult to ascertain the technology abilities of applicants. We assume that anyone under 30 is computer-savvy, that technology is in their genes. Wrong!

They have been around it more, but the technical side of work has become so vast that it is not possible to be great, even really good, at all of it.

When we interview candidates, we do not know what to ask and are lost in evaluating someone's knowledge of hardware, websites, software, networks, cell phones and printers. We

are not sure how to assess skills in document production, Web research, social media, Web posting or customizing software. During the interview, have candidates look for an answer on the Web to a current technology problem that you are facing and then implement the solution. Have the candidate retrieve a document in your system and print it without much instruction. Have candidates navigate the Web as they search for something you need and have each candidate analyze your website with suggestions of what could be improved. Finally, have the candidate demonstrate some interesting apps which are on his or her cell phone.

It takes a little more work, but what do you want, a tech WOW or a tech NO? 

*Keith Kirkpatrick is president of the KPM Group in Valparaiso and serves as the executive director for Leadership Northwest Indiana.*

# Public-Private Interaction



Leigh Morris

*How can we enhance it, and what happens if we don't?*

BY LEIGH MORRIS

I've been exploring the changing nature of the interaction between the public and private sectors at the community and regional levels, and I've come to four conclusions: Effective interaction between the public sector and the private sector has never been more important; the quality and quantity of this interaction has diminished in our region; some of that diminution may be unavoidable, but there are significant opportunities for us to enhance it; and if we don't enhance it, our region and our individual communities will probably continue to lag in economic growth and vitality.

Until 2004, my entire working life was in the private sector, first in retail, then in manufacturing, and finally for nearly 30 years as a hospital and health system CEO. I've always been active in community leadership, but for most of that time, I had only minor interaction with public sector leadership.

Toward the end of my health care career, I began to be aware that the capacity to fulfill the mission of the hospital system I led was impacted significantly by decisions made in the public sector. As a result I realized that I needed to foster greater connectivity and interaction with elected and appointed governmental officials. I went on to become mayor of my city and a whole new vista opened to me as I tried to rationalize my private sector experience and expectations with public sector realities and limitations.

For the past several years, I've been very active in economic development at the local, regional and state levels. This has given me another perspective on the importance of effective

and collaborative leadership in the public and private sectors. It has also highlighted some issues that have significant impact on those leadership roles.

First, let's look at the public sector. In Indiana we are essentially operating with an 1853 model of local government organization. It is essentially a creature of state government, with little "home rule." At the county level, responsibilities are spread among a plethora of independently elected officers with little overall coordination.

Although the structure and func-

tion of public sector governance has remained relatively static, the private sector has gone through immense change. The shift away from local ownership and empowered local management has significantly reduced engagement in community and regional leadership. Globalization has taken much of the focus from local and regional relationships.

Competitive and financial pressures have resulted in significant organizational and staffing changes. In many cases, the philanthropic support provided by the private sector for local and regional causes has vanished or diminished sharply, and many feel this is because business and industry no longer feels a sense of community ownership or loyalty.

Christopher Gates, president of the National Civic League, has argued that if communities are to counteract the environment of dysfunctional politics and address local problems, all sectors of a community need to work in concert toward common ends. He made it clear that public-private partnerships alone can't be expected to resolve local problems.

With business becoming more national and international in scope, it is subsequently less connected to local concerns.

So, what is all of this saying to us,

*The interaction of public- and private-sector leadership is an increasingly important factor in helping to enhance the economic vitality and quality of life within a community and region.*

here and now in Northwest Indiana? Clearly the interaction of public- and private-sector leadership is being seen across the nation as an increasingly important factor in helping to enhance the economic vitality and quality of life within a community and region.

Are we prepared to explore how to enhance that interaction here in our region? If we don't do it, who will? If no one does, what are the consequences? 

*Leigh Morris is chairman, Northwest Indiana Regional Development Authority, and senior vice president, Northwest Region Development, Indiana Economic Development Corp. He is a former mayor of LaPorte and was president and CEO of LaPorte Regional Health System for 21 years.*



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