

## Proxy fight breaks out

HealthWarehouse.com CEO:  
Battle for board involves felon

BARRETT J. BRUNSMAN, 11



## THE LIST PRICIEST UPSCALE RESTAURANTS 20



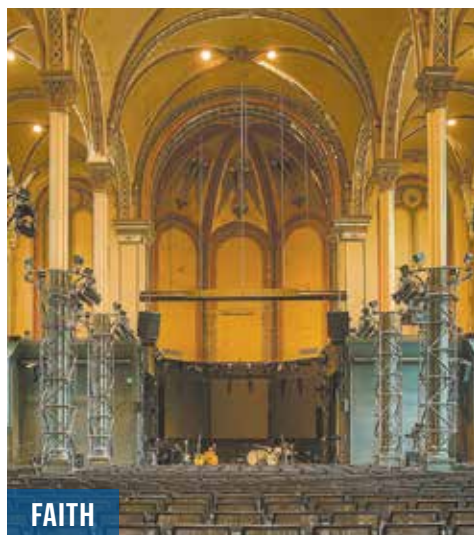
COVER STORY

# AFTER THE FINAL BUZZER

Meet 7 sports stars  
who completed the  
leap from pro athlete to  
successful entrepreneur.

STORY BY RORY GLYNN, PAGE 4

CORRIE SCHAFFELD



FAITH

## CROSSROADS OPENS UPTOWN CAMPUS 8

### IN THE WORKS

## Facelift planned for House of Adam

Cincinnati builder John Sieber  
intends to refurbish historic Vine  
Street icon. **TOM DEMEROPOLIS, 6**

## Fast-growing firm to relocate HQ ...

CTI will move up to 250 employees  
from Blue Ash to Covington.

**BARRETT J. BRUNSMAN, 10**

## ... and NKY center will now get rehab

Multimillion-dollar renovation to  
include a 466-seat auditorium.

**BARRETT J. BRUNSMAN, 10**



Q&A

## LEARN WHAT LURED CHEF SALAZAR INTO KITCHEN 13

### CONSTRUCTION



## UC BIZ SCHOOL PICKS BUILDER

Turner is named construction  
manager for \$120 million Lindner  
College of Business.

**TOM DEMEROPOLIS, 3**



CINCINNATI  
BUSINESS COURIER

August 26, 2016  
Vol. 33, No. 17, \$5.00

120 E. Fourth St., Suite 230  
Cincinnati, OH 45202



Breaking news online  
CincinnatiBusinessCourier.com



Follow us on Twitter  
@BusinessCourier



Daily email updates  
bit.ly/CBCemails

## READERS GUIDE

## ▶ PEOPLE INDEX

## ABC

Amazon, Marc.....	4
Atkins, Geno.....	9
Banta, Tom.....	10
Boiman, Rocky.....	4
Borden, Amanda.....	4
Bradley, Michael.....	5
Branscome, Susan.....	7
Butler, Bill.....	10
Cicero, Vince.....	9
Coleman, Adam.....	7
Collinsworth, Cris.....	5
Coppel, Brad.....	31

## DEF

Dalton, Andy.....	9
Dhadphale, Lalit.....	11
Dunlap, Carlos.....	9
Farrell, Colin.....	10

## GHI

Gray, Stan.....	6
Green, A.J.....	9
Hartman, Evan.....	21
Herold, Kendall.....	10
Holtmeier, Jeff.....	11
Hospital, Christ.....	10
Iloka, George.....	9

## JKL

McElravy, Jeff.....	7
Johnson, Michael.....	9
Jones, Adam.....	9
Jones, Dhani.....	4
Karolyi, Bela.....	4
Kelly, Todd.....	21
Kidman, Nicole.....	10

Kirkpatrick, Dre.....	9
Landgrebe, Sue.....	8
Littlejohn, Kunta.....	4

## MNO

McMullen, Rodney.....	9
Ndukwe, Chinedum.....	5

## PQR

Peppel, Mike.....	11
Phelps, Jaycie.....	4
Pitino, Rick.....	5
Priess, Ashley.....	4

## STU

Salazar, Jose.....	13
Schmidlin, Steve.....	7
Schroeder, Tim.....	10
Schuler, Lena.....	8
Sheehan, Sam.....	4
Sieber, John.....	6
Sikes, Will.....	9
Silva, Andre.....	9
Smylunas, Rob.....	11
Spaulding, Dave.....	3
Suetholz, Ellen.....	5
Tracy, Mary Lee.....	4

## VWXYZ

Vroom, Ebow Ivory.....	4
Weisbrod, Brooke.....	5
White, Morgan.....	4
Whitworth, Andrew.....	9
Wright, Daniel.....	21
Wright, Edward.....	6
Zeitler, Kevin.....	9

## ▶ COMPANY INDEX

## ABC

21c.....	5
Abigail Street.....	13, 21
BBC.....	4
Big Ten Network.....	5
Blue Apron.....	9
Blue Ribbon.....	13
Boca.....	21, 22
Bogart's.....	8
Bouchon Bakery.....	13
Bourbon Street.....	13
BowTie Cause.....	4
Brooklyn Pizza.....	21
Buffalo Wings & Rings.....	23
Cardlytics.....	9
Carlos Dunlap.....	9
Cincinnati Bell.....	8
Cincinnati Bengals.....	5, 9
Cincinnati Gymnastics Academy.....	4
Cincinnati Metropolitan Housing Authority.....	5
Cincinnati Museum Center.....	3
Coastal Carolina.....	5
Corporex.....	10
Crossroads Church.....	8
CTI Clinical Trial and Consulting Services.....	10

## DEF

Dewey's Pizza.....	23
Don Pablo's.....	8
Eli's BBQ.....	4
ESPN.....	4, 5
Esquire.....	4
Findlay Market.....	21
Fox Sports.....	5
Frisch's.....	22

## GHI

GENext.....	11
Goodfellas.....	21
Greater Cincinnati/Northern Kentucky International Airport.....	10
Harvard University.....	5
HBO.....	5
HealthWarehouse.com.....	11
Henning Larsen Architects.....	3
House of Adam.....	6

## JKL

Jeff Ruby's.....	21, 23
Kingsley & Co.....	5
Kroger Co.....	9
KZF Design.....	3
Lightborne.....	5

## MNO

Marriott Fairfield Inn & Suites.....	5
MCSI Inc.....	11
Mercy Hospital.....	10
Messer Construction Co.....	3
Metal.....	5
Mita's.....	13, 21
MLS.....	5
Modo Yoga.....	5
Motz Corp.....	7

NBC.....	5
Netflix.....	4
New York Giants.....	4
Neyer Holdings.....	4
NFL.....	4, 5
Nicola's.....	23
Northern Kentucky Convention Center.....	10
Northern Kentucky University.....	10
NorthMarq Capital.....	7
Northwestern.....	5
Notre Dame Academy.....	4, 5
Omnicare.....	7
Orchids at Palm Court.....	21

## PQR

Packaged Facts.....	9
Palace at the Cincinnati Hotel.....	13
Pandora.....	4
Per Se.....	13
Pho Lang Thang.....	21
Pleasantry.....	21
Pontiac.....	21
Pro Football Focus.....	5
Proclamation.....	4
ProScan Imaging.....	5
Qey Capital.....	4
Rhinegeist Brewery.....	5
Rx Investor Value Corp.....	11

## STU

Saint Francis Group.....	7
Salazar.....	13
Senate.....	21
Sieber Construction Inc.....	6
Sieber Vine Holding LLC.....	6
Skyline.....	22
Smith/Halleman Partners.....	7
Sotto.....	22
Spotify.....	4
Spring Street.....	13
St. Ursula Academy.....	5
St. Xavier High.....	4
Stanford.....	5
Taglio.....	21
A Tavola.....	21
Turner Construction Co.....	3
Unit Building Ser-vices.....	7
United Scrap Metal.....	5
University of Cincinnati.....	3, 5
University of Michigan.....	4
University of Notre Dame.....	4
University of Pennsylvania.....	5
USGreentech Inc.....	7

## VWXYZ

Vandercar.....	11
Villanova.....	5
VMG Creative.....	4
Western & Southern Financial Group.....	9
WGN.....	5
WKRP.....	13
WLW-AM.....	4
WNBA.....	5
Wright Design LLC.....	6
Xavier University.....	10

## ▶ COMING UP



- ▶ **Sept. 2:** Nonprofit Fundraising Events
- ▶ **Sept. 9:** Private Schools/ Best Performing Schools
- ▶ **Sept. 16:** Homebuilders
- ▶ **Sept. 23:** Women-owned Businesses
- ▶ **Sept. 30:** Web Design Firms
- ▶ **Oct. 7:** Downtown Office Buildings

Want to be on The List? Email Hannah McCartney at [hmccartney@bizjournals.com](mailto:hmccartney@bizjournals.com) to request a survey.

## REPRINTS

Capitalize on positive news and grow your business. Get the word out with reprints, e-prints and commemorative plaques. Contact Joe Hoffecker at 513-337-9465 / [jhoffecker@bizjournals.com](mailto:jhoffecker@bizjournals.com).

## SPECIAL SECTION INSIDE



The Courier held its C-Suite Awards on Aug. 25 at the new Monastery Event Center in Mount Adams. This program recognizes the top leaders at some of the Tri-State's most successful organizations. You can read about the honorees in this week's print edition and go to [CincinnatiBusinessCourier.com](http://CincinnatiBusinessCourier.com) to see photos from the event.

## DIGITAL NEWS AND SOCIAL MEDIA

- ▶ **Twitter:** Follow us @BusinessCourier
- ▶ **Morning Edition:** Early morning email digest of the top stories from local and national news sources.
- ▶ **Afternoon Edition:** Afternoon email with the day's top headlines.
- ▶ **Digital edition:** Print subscribers can access a digital replica of the weekly print edition.
- ▶ **Health Biz:** Tuesday email with top stories from the health care industry

## EVENTS

The Cincinnati Business Courier hosts more than 30 networking, award and educational events each year. View the schedule and register for events at [CincinnatiBusinessCourier.com/event](http://CincinnatiBusinessCourier.com/event).

- ▶ **Courier Classroom – Social Media: What Every Professional Should Know:** Sept. 7
- ▶ **Bizwomen Breakfast:** Sept. 9
- ▶ **Courier Classroom – Sales Prospecting in the Digital Age:** Sept. 21
- ▶ **Business Owner Insight:** Oct. 6
- ▶ **Forty Minutes with Meghan Cummings:** Oct. 11
- ▶ **News & Brews:** Oct 27

## SUBSCRIBE

Subscribe or make changes to your current subscription by calling 513-337-9468. You can also subscribe at [CincinnatiBusinessCourier.com/subscribe](http://CincinnatiBusinessCourier.com/subscribe).

## NEWS TIPS

Contact reporters directly or send news tips, letters to the editor or corrections to Managing Editor Bill Cieslewicz at [bcieslewicz@bizjournals.com](mailto:bcieslewicz@bizjournals.com).

## ▶ CONTACT US

**PUBLISHER:** Jamie Smith  
513-337-9450, [jdsmith@bizjournals.com](mailto:jdsmith@bizjournals.com)

**EDITOR:** Rob Daumeyer  
513-337-9430, [rdaumeyer@bizjournals.com](mailto:rdaumeyer@bizjournals.com)

**MANAGING EDITOR:** Bill Cieslewicz  
513-337-9436, [bcieslewicz@bizjournals.com](mailto:bcieslewicz@bizjournals.com)

**SPECIAL PROJECTS EDITOR:** Nikki Kingery  
513-337-9432, [nkingery@bizjournals.com](mailto:nkingery@bizjournals.com)

**RESEARCHER:** Hannah McCartney  
513-337-9440, [hmccartney@bizjournals.com](mailto:hmccartney@bizjournals.com)

**LEAD DESIGNER:** Kevin Cox  
513-337-9472, [kcox@bizjournals.com](mailto:kcox@bizjournals.com)

**DIRECTOR OF ADVERTISING:** Bill Schneider  
513-337-9451, [bschneider@bizjournals.com](mailto:bschneider@bizjournals.com)

**AUDIENCE DEVELOPMENT DIRECTOR:** Joe Hoffecker, 513-337-9465, [jhoffecker@bizjournals.com](mailto:jhoffecker@bizjournals.com)

**MARKETING PROGRAMS DIRECTOR:** Lisa Muhlenkamp, 513-337-9467, [lmuhlenkamp@bizjournals.com](mailto:lmuhlenkamp@bizjournals.com)

**BUSINESS MANAGER:** Amanda Collett  
513-337-9425, [acollett@bizjournals.com](mailto:acollett@bizjournals.com)

**GENERAL CONTACT INFORMATION**  
120 East Fourth St., Suite 230  
Cincinnati, Ohio 45202  
513-621-6665



Cincinnati Business Courier is a publication of:  
American City Business Journals,  
120 W. Morehead St., Charlotte, N.C. 28202  
Whitney Shaw, CEO; Ray Shaw, Chairman (1989-2009)

**THE BUSINESS COURIER** (ISSN 1096-8636) is published weekly every Friday, except semi-weekly the fourth week of December by Business Journals of Ohio, Inc., 120 E. Fourth St., Suite 230, Cincinnati, Ohio 45202-2306. Periodicals postage paid at Cincinnati, Ohio. Annual subscription rate is \$100, two-year is \$200 and three-year is \$250. Subscriptions mailed outside the continental United States are subject to additional postage.

**POSTMASTER:** Send address change to: Business Courier, 120 E. Fourth St., Suite 230, Cincinnati, Ohio 45202-2306. Allow three weeks for all new subscriptions and address changes to take effect.

© **BUSINESS COURIER 2016:** All submissions become the property of the Courier and will not be returned; submissions may be edited and may be published or otherwise reused in any medium.

©2016 Porsche Cars North America, Inc. Porsche recommends seat belt usage and observance of all traffic laws at all times



Life, intensified.

Lease a new 2016 Macan S for \$639 per month.

**\$639** <sup>\*/MONTH</sup> <sub>39MTHS</sub>

**\$4,995 due at signing**

Excludes tax, title and license fees. No security deposit required.

**Porsche of Kings Automall**  
Bill Winstel, General Sales Manager  
(513) 851-5900  
9847 Kings Automall road  
Cincinnati, OH 45249  
[kings-automall.porschedealer.com](http://kings-automall.porschedealer.com)



\* 2016 Porsche Macan S, lease for 39 months, 10,000 miles per year, \$4,995 due at signing, which includes acquisition fee and first payment. Customer liable for all applicable sales tax, title & doc. fees. All offers valid through 08/31/16. Customer liable for excess wear and tear. Optional equipment shown is extra.

# UPFRONT

The ideas, numbers, personalities and buzz that drive the business news conversation

## CAMPUS PROJECT

# UC picks Turner Construction to build \$120M Lindner College of Business

BY TOM DEMEROPOLIS  
tdemeropolis@bizjournals.com

The University of Cincinnati has selected a construction manager for the \$120 million Carl H. Lindner College of Business.

Turner Construction Co., the second-largest general contractor in Cincinnati, was awarded the construction management at risk contract for the new building. Turner and Messer Construction Co. were the finalists for the project.

Dave Spaulding, general manager of Turner Construction, said his team is excited to be a part of the project.

"It's going to be a signature project," Spaulding told me. "It will do more than just be a great building. It will change their campus."

The Lindner College of Business is being designed by internationally renowned Henning Larsen Architects with Cincinnati-based KZF Design as the architect of record. The four-story building has glass facades, a grand atrium and lobby, open workspaces, a courtyard, a large café, lecture spaces, a teaching lab and other features.

The 225,000-square-foot building is designed with a green roof and plenty of natural lighting. The architects also considered the types of study spaces students use, creating flexible space with clean lines throughout the interior.

The construction cost for the Lindner College of Business is estimated at \$85 million with the total project cost estimated to be \$120 million.

Spaulding said the entire Turner team



This rendering shows the new Lindner College of Business.

COURTESY OF UNIVERSITY OF CINCINNATI

that will work on the project is made up of University of Cincinnati graduates at this point. The project is expected to employ more than 100 people during construction.

The new Lindner College of Business will be located at the current site of the Russell C. Myers Alumni Center and Faculty Club building.

UC's board of trustees will consider finalizing the preliminary designs in the coming weeks.

Pre-construction services are scheduled to start in September with the con-

struction stage scheduled to begin in March 2017. The facility is expected to be completed by the 2019 fall semester.

The Cincinnati office of Turner Construction has more than 200 employees plus another 50 to 70 craft laborers. Projects underway in 2016 total more than \$500 million in billings and include the renovation of the Cincinnati Museum Center at Union Terminal and the construction of the garage and apartment tower at Fourth and Race streets in downtown Cincinnati.

**"It will do more than just be a great building. It will change their campus."**

**DAVE SPAULDING**, general manager of Turner Construction Co.

## TWEETS OF THE WEEK



JOSH ANDERSON

Cincinnati's largest-ever mural is ONE GIANT LEAP!

@CINCYCHAMBER

Unfortunately, streetcar 1177 was struck by another vehicle this evening. The car reportedly made an illegal right on red in front of 1177.

@CINCYSTREETCAR

Our goal for 2016: \$62.1 million! Let's achieve this together! #UWGCKickoff #MakeYourMoment

@UNITEDWAY CINCINNATI

10 reasons to move to Over-the-Rhine via @ThisOldHouse

@OTRCINCY

Ellen Page, Kate Mara, Nicole Kidman, Colin Farrell, John Travolta, James Franco & more all filming in #Cincinnati. How exciting!

@CINCYJANELLE



# BusinessWatch

presented by: **CINCINNATI BUSINESS COURIER**

## Appointment TV

For a look at the Cincinnati Business Courier's top stories from this issue and from web stories throughout the week plus a special feature, don't forget to tune in (or record!) U.S. Bank Business Watch, which airs each Sunday at 6:30 a.m. on Local12 or 10 a.m. on the CW Network.

Think your business should be featured on the show? Contact editor Rob Daumeyer at rdaumeyer@bizjournals.com. Tune in!





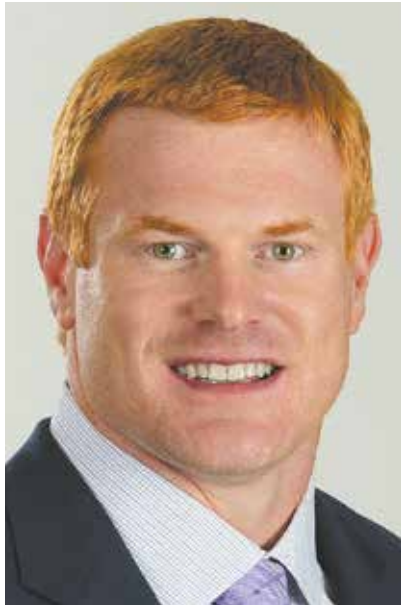
Mike Dennemann  
VP & Sr. Portfolio Manager, U.S. Bank

Miss last week's episode? Watch all US Bank Business watch videos on the Courier's Youtube channel: <http://www.youtube.com/user/TheBusinessCourier>



## COVER STORY

# Ex-pro athletes demonstrate



## ROCKY BOIMAN

**In general:** 36, Harrison

**In sports:** Linebacker at St. Xavier High (class of 1998) and University of Notre Dame; played eight seasons in the NFL (Tennessee, Indianapolis, Kansas City, Pittsburgh); won 2007 Super Bowl with the Colts

**In business:** WLW-AM radio personality; analyst for college football games on ESPN networks; NFL analyst for BBC

Boiman used to make his living trying to get past bigger offensive linemen, trying to hang with speedy receivers, trying to hang on to running backs.

Now, he's WLW-AM's host in the 9-to-midnight slot.

"Doing a solo radio show," Boiman said, "is the single hardest thing I've ever done in my life. And that's including football."

The gregarious Boiman replaced Marc Amazon in November with one goal: to be interesting.

Like Amazon, Boiman makes his show a mixture of sports and topical issues including politics. Boiman's own politics are no secret: He was a rising star in local Republican circles but stepped down as a Green Township trustee to focus on broadcasting (he doesn't rule out running for another office someday).

But Boiman doesn't come on Monday at 6 to rehash familiar talking points through Friday at 9. After the Orlando nightclub shootings, for example, his topic was more thought-provoking: Would Second Amendment advocates be willing to accept some restrictions in exchange for more secure borders?

"So many people have moved into their respective camps, and no one is pulling out," Boiman said. "That's why, rather than do another show on Islamic terrorism, I wanted to talk about this. No one gets everything they want, but everybody gets some of what they want."

"It's challenging in today's world. If you're not entertaining, people will switch the dial. They have Spotify, Pandora, Netflix. That's the pressure thing. But I've never been afraid of pressure."



BY RORY GLYNN • *Courier contributor*

Business and sports have much in common. They're demanding, competitive and require a team-first mentality. That's why so many professional athletes have traded in their cleats and jerseys for a career in business. Here are seven athletes who brought their competitive drive to the world of business and learned how to win on a different kind of turf.

## DHANI JONES

**In general:** 38, Hyde Park

**In sports:** Linebacker at the University of Michigan and in the NFL (New York Giants, Philadelphia, Cincinnati)

**In business:** Founder/co-founder, BowTie Cause, Qey Capital, Proclamation, VMG Creative

Jones was very good at pro football. He played 10 seasons in the NFL – the last four with the Bengals and the last three as the team's leader in tackles.

But Jones is even better at after-football: TV personality. Businessman. Author. Philanthropist.

If you meet Jones now and ask him what he does, he'll tell you.

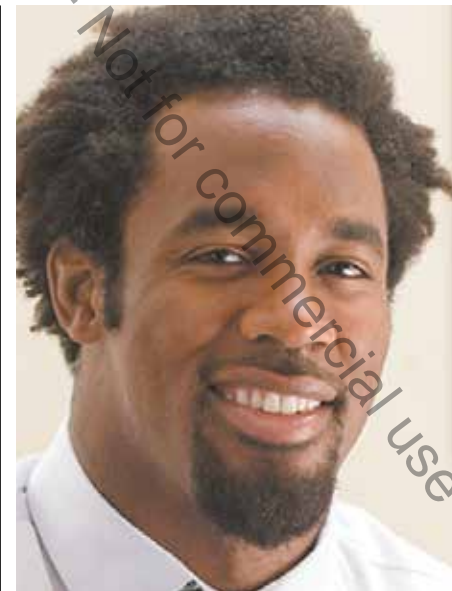
"I spread the word about Cincinnati," he told me. "I'm the eyes beyond the wall, spreading the message that this is a great place to work and to live."

If Jones might seem an unlikely advocate for the Queen City – born in San Diego, he played football at the University of Michigan, where singing Ohio's praise isn't exactly commonplace – you won't find one more dedicated.

Jones used an *Esquire* photo shoot to highlight both his BowTie Cause and downtown's Kings Court Master Barbers. He turned a guest-hosting gig on Dan Patrick's radio show into a Cincinnati infomercial, plugging Eli's BBQ so convincingly that the restaurant's website couldn't handle the surge in traffic.

Jones' passions permeate the worlds of investing, media and philanthropy.

BowTie Cause sprang from his support of a friend, Kunta Littlejohn, battling lymphoma; it was Littlejohn who told Jones, "If you want to be someone, you gotta rock a bow tie." BowTie has



expanded from raising awareness to raising money.

New York-based VMG Creative and Cincinnati-based Proclamation are brand-management marketing companies co-founded by Jones. Qey Capital is a private equity firm providing growth capital to small and mid-sized businesses, also co-founded by Jones, who recruited fellow Michigan man Ebow Ivory Vroom – "my consigliere," Jones said – to leave Goldman Sachs and come to Cincinnati as company president.

For all of his multitasking, Jones says investing remains "the core of what I do."

"Every day I wake up and there's an investment to be made or a company to talk about with a chairman or president. One day when the gray hairs take over and I'm old and ugly, that's what's going to pay off."



## MARY LEE TRACY

**In general:** 56, West Chester

**In sports:** Assistant coach for the famed "Magnificent Seven" Olympic gold-medal-winning gymnastics team at the 1996 Atlanta games; inducted into the USA Gymnastics Hall of Fame in 2008

**In business:** Turned Cincinnati Gymnastics Academy in Fairfield into the area's premier training center; CGA has been named the No. 1 USA National Training Center three times, and Tracy was named Fairfield's Businessperson of the Year in 1999

Tracy's path from high school gymnast to Hall of Fame coach and successful entrepreneur wasn't exactly choreographed like an Olympic routine.

While attending Colerain High School, Tracy took gymnastics classes to help with her first love, cheerleading. Later, when she needed a job, the gym's owner gave her one. When he wanted to sell, Tracy bought the business – Cincinnati Gymnastics Academy in Groesbeck – with money her father borrowed from his retirement funds. She was 21 years old.

"I knew nothing, absolutely nothing," she said. "My family doesn't own a business. I pretty much learned from my mistakes."

But Tracy grew and got better as both a coach and a businesswoman. She moved CGA from the West Side to its current home in Fairfield in 1991, and her roster expanded as well. By the 1996 Olympic Games in Atlanta, two CGA gymnasts, Amanda Borden and Jaycie Phelps, made the team, and Tracy served as assistant coach to Bela Karolyi.

The team's success vaulted CGA into national prominence. Tracy coached 2000 Olympian Morgan White and U.S. national team members Sam Sheehan (2002) and Ashley Priess (2006).

Tracy, who recently became a grandmother, said her next act will be coaching coaches. She's already informally mentoring a couple of other coaches/gym owners: Borden, who owns Gold Medal Gymnastics in Chandler and Tempe, Ariz., and Phelps, who runs the Jaycie Phelps Athletic Center in Greenfield, Ind.

## COVER STORY

## mettle in the business world

## MICHAEL BRADLEY

**In general:** 37, Fort Mitchell

**In sports:** Played college basketball at Kentucky and Villanova; played five seasons in the NBA and two in Europe

**In business:** Co-owner and founder, Modo Yoga (three locations)

Bradley knows he stands out in the workplace, and that's OK. "This isn't about being the 7-footer at the yoga desk," said the co-owner of the three area Modo Yoga studios. "It's about coming up with fresh ideas to continue to grow the business, throwing stuff at the wall and when something sticks, that's when the old competitive fire is rekindled."

Recruited to Kentucky by Rick Pitino, Bradley spent two seasons in Lexington, then starred at Villanova. He played five seasons in the NBA beginning with Toronto, which drafted him in 2001. It was in Canada that Bradley and his wife – the former Ellen Suetholz, who played tennis at Notre Dame Academy and at Villanova –



developed an interest in hot yoga.

Looking for workouts "to get through the rough Toronto winters," the Bradleys began taking hot yoga classes in which the positions are performed amid hot and humid conditions.

As Bradley moved around in the often-nomadic world of professional basketball, he and Ellen sought out hot yoga studios. By the time he retired from pro basketball in 2008, Ellen was a certified yoga instructor and Michael was looking for a business venture.

They opened their first studio in Crescent Springs in 2008, and locations in Clifton and on the East Side followed. Bradley said the studios employ 43 full- or part-time instructors and serve 400 to 500 clients daily. Revenue growth has averaged 17.3 percent over the past three years.

Each Modo Yoga operates under seven "philosophical pillars" rooted in traditional teachings of yoga: Be healthy, be accessible, community support, live green, reach out, live to learn and be peace.

In keeping with those values, Bradley sees the studios as the starting point for the betterment of not only the individual but the community. They offer three free karma classes per week (a \$5 donation to charity is requested) and stage classes in diverse environments such as Washington Park, Rhinegeist Brewery and 21c hotel.



## CRIS COLLINSWORTH

**In general:** 57, Fort Thomas

**In sports:** Played on both Bengals Super Bowl teams: he was a rookie in the 1981 season and a veteran in the 1988 season, his last in the NFL

**In business:** Emmy Award-winning analyst for NBC Sports; partner/investor in ventures including Pro Football Focus, ProScan Imaging and Lightborne

Wide receivers have route trees, which include the multiple directions they can go out of a formation. Ever since Collinsworth quit playing pro football – his last game was the Bengals' last Super Bowl after the 1988 season – his route tree grew more complex.

Law degree. Emmy Award-winning broadcaster. TV pitchman. Hands-on investor in firms doing everything from advanced football statistical analysis, magnetic resonance imaging tests and high-tech halftime shows.

"It seems like almost every day I find out about something interesting that I've never done before," he said.

By the time his career in stripes was winding down, Collinsworth was doing double duty in law school at the University of Cincinnati. "I just assumed I'd be a lawyer," he said. Then, WLW wanted him for its iconic prime-time SportsTalk call-in show. HBO wanted him for its weekly "Inside the NFL." Then, NBC wanted him to analyze NFL games.

Plenty of former NFL stars go into broadcasting – arguably none with Collinsworth's level of success. Collinsworth's 16 Emmy Awards include the past seven straight awarded for outstanding event analyst, and his Sunday Night Football games have been television's top-rated prime-time show for the past five seasons.

What also sets Collinsworth apart is the diversity and success of his other ventures.

"I start every business conversation the same way: 'What can I do to help you?'" he said. "Usually they have a pretty good list. It comes back the other way, too."

## CHINEDUM NDUKWE

**In general:** 31, Cincinnati

**In sports:** Defensive back for Cincinnati (2007-10) and Oakland (2011)

**In business:** Founder, Kingsley & Co.

Ndukwe (pronounced ehn-DUKE-way) played football at Notre Dame and loved it, but he was going to be sure he didn't peak there. A good defensive back keeps his eyes moving. Even while pursuing a career in pro football, Ndukwe eyed a career beyond that.

Ndukwe, a former Bengals defensive back who made the team as a seventh-round draft pick in 2007, is founder of Kingsley & Co., a Cincinnati firm specializing in commercial real estate development. Among his projects are a Marriott Fairfield Inn & Suites set to open in August and putting together a group to redevelop the former Central Parkway headquarters of the Cincinnati Metropolitan Housing Authority.

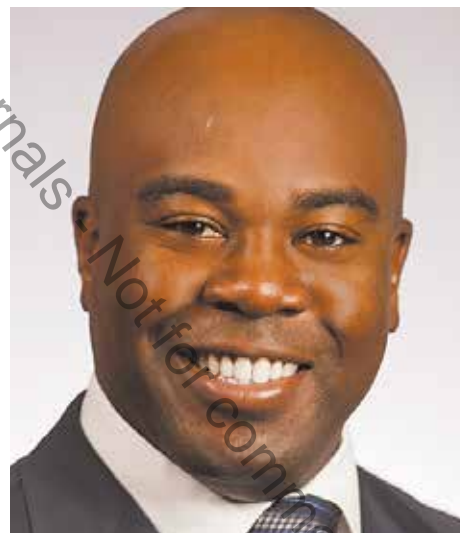
While still playing football, Ndukwe took advantage of the NFL's Business Management and Entrepreneurial Program, a joint effort among the league, the NFL Players Association and top graduate business schools such as Harvard, Northwestern, Notre Dame, Stanford and the Wharton School at the University of Pennsylvania.

"It was a great opportunity to learn from some of the best and brightest people who were extremely successful – not athletes but business people. That was the biggest value I took away," he said.

Ndukwe began investing in real estate while still playing – "I still own some of those properties to this day" – and gained assets not listed in his portfolio.

"I met people who really opened my eyes and still serve as mentors," he said.

Ndukwe said pro athletes are approached about deals all of the time, just not often the right ones. "If you look at some of the most successful families across this country, one thing they have in common is a significant position in real



estate," he said. "I wanted to be able to find those opportunities."

In so doing, Ndukwe said he also found a niche that feeds his hunger for competition in the way football once did.



## BROOKE WEISBROD

**In general:** 38, Chicago

**In sports:** Cincinnati native (St. Ursula-class of 1997) who played three sports at Coastal Carolina, where she was inducted into the Hall of Fame in 2007; played professional basketball in Germany

**In business:** Basketball analyst (ESPN, Big Ten Network); corporate event host

Weisbrod, one of the most versatile athletes Cincinnati has produced, proved her adaptability stretched beyond courts and diamonds.

A waterskiing injury left her with a bad back and cut short her overseas basketball career before it really got started. Before her broadcasting career got going, Weisbrod showed her mettle by selling metal – scrap and steel.

A company called United Scrap

Metal hired her, trained her and reignited her competitive fire. For eight years, she worked in the field and left with some transferable skills (presentation, knowledge of the product, customer service) and stories (carrying thousands in cash in sometimes sketchy neighborhoods), and she loved it.

Weisbrod moonlighted in broadcasting, but metal still provided the roof over her head. When the recession slowed demand and Weisbrod was laid off from another metal company in 2012, she took it as a sign.

Instead of dabbling in broadcasting, she doubled down on it. Doing game analysis, studio hosting and sideline reporting, she's worked for ESPN, Big Ten Network, Fox Sports, WGN, MLS and WNBA. ESPN uses her for men's and women's basketball across its networks – she's been back to her hometown for UC games – and some studio work on ESPN.



## TOM DEMEROPOLIS

Demeropolis covers development and commercial real estate

[TDEMROPOLIS@BIZJOURNALS.COM](mailto:TDEMROPOLIS@BIZJOURNALS.COM)

513-337-9435

@TOMCINCIBIZ

### URBAN REDEVELOPMENT

# Builder to refurbish historic downtown icon

A long-time Cincinnati builder plans to redevelop an iconic downtown Cincinnati building.

John Sieber, along with his brother Jake Sieber, plan to convert the former House of Adam buildings at 620 and 622 Vine St. into a large commercial space with three apartments above it. The total project is expected to be a more than \$2.1 million investment.

Sieber said he has always been interested in old buildings. After a friend took him on a walking tour of Over-the-Rhine, he couldn't believe the activity in the Central Business District and the neighboring historic neighborhood. He started walking and looking for a building to redevelop.

"This building found me," Sieber said.

In an effort to help the planned redevelopment project, Sieber went to the Historic Conservation Board on Aug. 22 asking that the building be designated as a local historic landmark. The board unanimously recommended to City Planning Commission and Cincinnati City Council for the designation of the House of Adam



CORRIE SCHAFFELD

buildings as a historic landmark and recommended to the Ohio Historic Site Preservation Board that the buildings be listed individually on the National Register of Historic Places.

The plan is to apply for Ohio Historic Preservation Tax Credits, with the latest round due at the end of September. Sieber also intends to apply for federal tax credits for the project.

Edward Wright, managing member of Wright Design LLC, is working as the architect on the project. Wright is still finalizing designs, but the buildings are expected to have two one-bedroom apartments on the second floor, a two-bedroom apartment on the third floor and 5,200 square feet of commercial space on the first floor.

"This is an excellent example of the history of the city," Wright said.

Sieber Vine Holding LLC purchased the nearly 9,000-square-foot building from House of Adam owner Stan Gray in April for \$240,000. Gray operated the clothing store he founded for 61 years. Sieber does plan to retain the House of Adam sign.

John Sieber is vice president of Sieber Construction Inc., a company that specializes in the development, construction and operation of multi-family housing for seniors.

Optimistically, work could begin on the House of Adam project next year.

## ASCENT ASCENDANCY



View From #1206

The Ascent Developer's Closeout Event Going on Now!

Robinson

Sotheby's  
INTERNATIONAL REALTY

FIND ASCENT ASCENDANCY AT  
RobinsonSIR.com 513.321.6000

THE END OF ALZHEIMER'S  
STARTS WITH *you.*

WALK TO  
END  
ALZHEIMER'S  
alzheimer's association



## Cincinnati Tri-State Walk to End Alzheimer's

Saturday, Oct. 1

Sawyer Point  
720 E. Pete Rose Way  
Cincinnati, OH 45202  
Registration/Check-in: 8:30 a.m.  
Opening Ceremony: 9:45 a.m.  
Walk: 10 a.m.

START A TEAM  
(800) 272-3900  
[act.alz.org/2016cin](http://act.alz.org/2016cin)



Proudly supports the  
Walk to End Alzheimer's



► NEWS TICKER



PROVIDED

**\$40 MILLION DEBT REFINANCED ON OMNICARE CENTER**

Smith/Hallemann Partners, a Nashville-based group of partnerships that owns, invests in and operates commercial real estate, refinanced the debt on Omnicare Center. Susan Branscome, senior vice president/managing director of NorthMarq Capital's Cincinnati-based regional office, arranged the \$39.6 million refinance for the office tower located at 201 E. Fourth St. The transaction was structured with a 10-year loan from a major life insurance company to refinance existing acquisition debt.



PROVIDED

Steve Schmidlin, left, of Unit Building Services and Adam Coleman of USGreentech

**FAST-GROWING COMPANY MOVES TO BE CLOSER TO BIKE TRAIL**

A company that supplies and installs natural turf infill and sports turf infill moved its local office from Newtown to Linwood to allow employees to bike to work.

USGreentech Inc., a subsidiary of Motz Corp., purchased a 3,600-square-foot office at Unit Building Services' Wooster Park office condo development. Adam Coleman, general manager of USGreentech, said the firm was out of space at its current office. Half of the staff lives relatively close to the new office and will be able to bike to work.

"It's in a really good, easily accessible location," Coleman told me.

► ON THE MOVE

**JEFF McELRAVY**

Managing director

**The skinny:** After serving as downtown development director and interim director of development for the city of Cincinnati, McElravy joined Saint Francis Group as managing director. He will be focused on helping clients, either on the public or private side, to think through real estate situations. He'll also work with the other companies under the Neyer Holdings banner to bring projects to fruition.



JOSH ANDERSON



usbank.com/smallbusiness

You had the vision to open your doors. We're here to support you.

Operating a business requires a steady flow of capital. Our loans and lines of credit may be smart, affordable ways to meet routine business needs.

**Quick Loan**

- Application-only up to \$50,000
- Financing up to \$250,000
- Financing used for major purchases, vehicles, equipment, or business expenditures
- Competitive rates and flexible terms
- SBA financing available

**Cash Flow Manager Line of Credit**

- Lines up to \$250,000
- Competitive rates
- Provides working capital for seasonal purchases, inventory and short-term cash needs
- Guarantee fee waived
- SBA financing available



The Cash Flow Manager Line of Credit rate is variable. Rates are tied to Wall Street Journal Prime Rate and subject to change daily based on market conditions. Customers must have monthly line of credit payments automatically deducted from their U.S. Bank Business Checking account. Credit products offered by U.S. Bank National Association and are subject to normal credit approval and program guidelines. Some restrictions and fees may apply. Financing maximums and terms are determined by borrower qualifications and use of funds. See a banker for details. Deposit products offered by U.S. Bank National Association. Member FDIC. ©2016 U.S. Bank 160463 8/16



## ANDY BROWNFIELD

Brownfield covers technology, retail, restaurants, manufacturing and courts

✉ ABROWNFIELD@BIZJOURNALS.COM

📞 513-337-9433

🐦 @ANDYCINCIBIZ

### ► NEW NAME



CORRIE SCHAFFELD

### CINCY BELL BUYS NAMING RIGHTS FOR STREETCAR

Cincinnati Bell will pay \$3.4 million over 10 years for naming rights for the Cincinnati streetcar.

As part of the contract, the streetcar will be renamed the Cincinnati Bell Connector and the Bell logo will appear on the front, back and top as well as inside the streetcar. The current logo and color scheme will no longer be used and streetcar stations will be rebranded as Cincinnati Bell stations.

### ► NOW CLOSED



CORRIE SCHAFFELD

### NEWPORT INSPECTOR CONDEMNS DON PABLO'S

A sign outside of the Don Pablo's on Newport's Riverboat Row indicates that the restaurant is "temporarily closed." A more official-looking sign from the city of Newport's housing inspector said the building is condemned and unfit for human occupancy as of July 28, 2016.

The chain's website indicates the location is "permanently closed."

### \$13 MILLION RENOVATION

# Crossroads opens Uptown campus

Crossroads Church began hosting services in Bogart's Uptown in 2014, but now they have a more traditional – and very nontraditional – home to reach out to University of Cincinnati students.

Crossroads – based in Oakley with now five other campuses across Greater Cincinnati – purchased the Old St. George church in March 2015. The church is wrapping up a \$13 million renovation of the building and began hosting services there on Sunday Aug. 21.

Crossroads had to completely replace all of the mechanical, plumbing, electrical and HVAC throughout the building and added a state-of-the-art audio and visual system, but the church tried to preserve the building's historic character, Sue Landgrebe, Crossroads' building operations director, told me.

The stained glass windows in the main sanctuary and the leaded glass in the friary were all stabilized and preserved. The vaulted ceilings of the sanctuary were also stabilized and cleaned – but not repainted – in order to let the history of the building show through.

"Anything that was here that had character and was functional, we kept," Lena Schuler, campus pastor of Crossroads Uptown, told me.

"Anything that was not functional and didn't have much character to it and looked like it was falling apart, we scrapped and went with new. Throughout the whole building, you'll see a line



The stained glass windows and vaulted ceilings in the sanctuary were preserved.

CORRIE SCHAFFELD



See more images of Crossroads new Uptown campus and read more details about the new building at [CincinnatiBusinessCourier.com](http://CincinnatiBusinessCourier.com)

between new Crossroads industrial feel and old 1870s Catholic church."

The friary, which was built in 1924 to house monks, was opened up through the demolition of some walls to create meeting rooms, office space and co-working space on the second floor, with more co-working space in the courtyard on the first floor.

One of the stipulations of buying the church was that the buyer would have to restore the steeples, which burned down in 2008. The steeples had to be rebuilt to the

original specifications, but rather than copy them, Crossroads built almost sheer metal steeples using a sort of mesh that allows floodlights inside to illuminate the steeples at night.

"The steeples aren't just a physical thing – none of our other buildings have steeples on them, but here it felt fitting and honored the neighborhood and previous owner," Schuler said. "There's a spiritual reality to the physical reality because the Bible calls the church a city on the hill and a light to the people. Those

steeples being lit are a physical representation of the church we hope to be."

Crossroads wanted a presence Uptown because churches across the country are shutting their doors because of a lack of life or interest coming in from a younger generation, she said.

"Having this location on the corner of UC's campus gave us an opportunity to reach out and bring the younger generation into the church – a generation that's given up on church," Schuler said.

Neyer Properties would like to welcome



to Highlands Market Square.

Tenant Rep: Alan Piker, Cresa Partners



Land Development | Acquisition / Investment | Redevelopment | Design / Build

www.neyer1.com | 513.563.7555 | 2135 Dana Avenue, Suite 200

DECAL

impressions

Making Good Impressions for Over 40 Years.

Providing all your graphic & signage needs!

Proudly serving the Downtown and Over-the-Rhine business communities since 1985. Conveniently located close to I-75 and Central Parkway. Free off-street parking available!

www.decalsimpressions.com 513.721.3801



# STEVE WATKINS

Watkins covers banking, investing, Kroger and sports business

✉ SWATKINS@BIZJOURNALS.COM

☎ 513-337-9441

🐦 @STEEVECINCIBIZ

## BUSINESS OF SPORTS

# Heavy rains lighten crowds at Western & Southern Open

Rain that would have put the Noah's Ark flood to shame didn't do the Western & Southern Open any favors.

It drove attendance down by 12,000 fans, marking the first season since the tournament switched to its current format in 2011 that it didn't set a record. The Western & Southern Open has been one of the world's nine largest tennis tournaments since it made that change to host top-level men's and women's tournaments at the same venue during the same week.

But this year's attendance of 187,106 over the 16 sessions during the course of a week (Aug. 13-21) fell well shy of the 199,217 the tournament drew last year. There's one reason.

"We had almost 7 inches of rain in a week," tournament spokesman Will Sikes told me. "It was truly an anomaly in terms of weather stoppages."

How much of an anomaly? That rain total hasn't taken place in at least 90 years. The all-time record for rain during the



TONY WAGNER

entire month of August in the Mason area where the Lindner Family Tennis Center tournament venue is located is just more than 8 inches. And that happened back in 1926.

This year's rain threw off scheduling and put off some fans who decide on the day of a session whether to buy tickets and go. The tournament had more than 30 rain stoppages and two sessions were deemed

incomplete, meaning no full match was completed on Center Court.

It created a huge challenge for new tournament director Andre Silva. He took over in May after Vince Cicero resigned late last year from the position. One of Silva's main roles is scheduling matches. That means keeping the players happy, making sure volunteers are available, spreading the word to players and fans when court numbers change and working with media partners.

"It's a giant puzzle, and usually you have to move a few pieces," Sikes said. "This year he had to move hundreds of pieces. The fact that he's worked 150 to 200 tournaments prior to this made a big difference. His skill set is unmatched."

He's expecting more growth next year from attendance numbers that were only about 2,500 behind what they were two years ago, when 13 of 16 sessions sold out.

"All in all, it was a stellar event," Sikes said. "It was just tarnished a bit by Mother Nature."

## ► PAY GRADE

### WHICH BENGALS ARE BRINGING IN THE BIGGEST BUCKS?

The 10 highest-paid Cincinnati Bengals in 2016, based on pay that counts toward the salary cap (includes base salary, prorated portion of signing bonus and other bonuses)

Rank	Player	Position	Age	Years Experience	2016 pay
1	Andy Dalton	QB	28	6	\$13.1M
2	A.J. Green	WR	28	6	\$13M
3	Geno Atkins	DT	28	7	\$9.6M
4	Kevin Zeitler	G	26	5	\$8.07M
5	Andrew Whitworth	LT	34	11	\$8M
6	Adam Jones	CB	32	10	\$7.6M
7	Dre Kirkpatrick	CB	26	5	\$7.51M
8	Michael Johnson	DE	29	8	\$6.13M
9	Carlos Dunlap	DE	27	7	\$5.95M
10	George Iloka	SS	26	5	\$5.08M

SOURCE: SPOTRAC

## ► FOOD FIGHT

### BLUE APRON-TYPE MEAL SERVICES CUTTING INTO KROGER SALES

Kroger Co. is facing a new threat, and it's not another supermarket. The rise of "meal kit services" is cutting into spending at grocery stores.

Subscribers to meal kit services such as Blue Apron are spending 6 percent less at supermarkets than they did before using the service, according to a new study by Atlanta-based credit and debit card spending analysis firm Cardlytics.

It's a growing force. Cardlytics found that consumer spending through meal services soared 311 percent last year compared with 2014. Market research firm Packaged Facts estimates meal kit services will generate \$1.5 billion in sales this year. But Cincinnati-based Kroger cranked out \$110 billion in sales last year.

Kroger CEO Rodney McMullen talked



BLOOMBERG

about the issue with analysts during a conference call to discuss earnings in June. An analyst asked whether Kroger would get into providing meal kit-type services.

"Absolutely," McMullen said then. "We would look at any and all approaches."

## The Randolph Company



Carter Randolph

### Managing Your Wealth

Providing Wealth Management Services for Individuals, Trusts and Institutions since 1996.

Carter F. Randolph, Ph.D.  
President

& Neil J.J. Hantak Jr., CFA  
Portfolio Manager

513-891-7144  
www.therandolphcompany.com

CINCINNATI  
BUSINESS COURIER

@BusinessCourier

Follow us on

twitter





## BARRETT J. BRUNSMAN

Brunzman covers health care and Procter & Gamble Co.



BBRUNSMAN@BIZJOURNALS.COM



513-337-9442



@BARRETTINCIBIZ

### TRADING PLACES

# Fast-growing health firm to move HQ across Ohio River

Tim Schroeder, CEO of CTI Clinical Trial and Consulting Services, revealed that the fast-growing firm plans to move its headquarters from Blue Ash to Covington.

The privately held firm will begin relocating up to 250 employees to the RiverCenter II building in the first quarter of 2017.

CTI, which helps companies develop drugs and medical devices to obtain regulatory approval, will invest \$36.4 million in the new headquarters.

The company committed to add up to 500 additional jobs in Covington over the next 12 years as part of tax incentives approved by the Kentucky Economic Development Finance Authority.

The agency approved CTI for tax incentives valued at up to \$14 million based on its investment in the project and the creation of jobs with an average hourly wage target of \$40, including benefits.

The agreement notes that CTI's investment includes more than \$32 million in rent, \$2.5 million in building improvements, nearly \$1.7 million in equipment and



CORRIE SCHAFFELD

CTI Clinical Trial and Consulting Services plans to move its headquarters to Covington's RiverCenter II, at right.

\$115,000 in other startup costs.

CTI now has 500 employees worldwide but expects the workforce to reach 1,500 in the next 12 years. About one-third of those employees will be in Greater Cincinnati with another third in other North America offices and the rest around the globe.

The company has more than 20 offices, including four locations in Greater Cincinnati.

Some local consolidation is likely after the headquarters move to Covington, Schroeder said.

The firm will maintain its office at University Station, which adjoins the campus of Xavier University but will not have a presence in Blue Ash after mid-2017. The company's other offices are at research centers in Madisonville and on the campus of Mercy Hospital in Ander-

son Township.

CTI will initially lease 125,000 square feet at RiverCenter, with the option to expand over the course of the 15-year lease. CTI will be the largest tenant in the two-building complex, which encompasses a total of more than 500,000 square feet.

Schroeder said he negotiated with Corporex CEO Bill Butler and managing director Tom Banta on the lease, which includes provisions for CTI signage on the north and south sides of the building. That visibility was a factor in the relocation decision.

Other key considerations in the move to Covington were providing the type of headquarters that would help attract and retain talent, proximity to the Greater Cincinnati/Northern Kentucky International Airport and being close to Northern Kentucky University.

"Probably the most important thing was talent retention and attraction," Schroeder said. "That was really big for us. A move back into the urban core. We've had terrific success in attracting people to the University Station location."

### ► CLOSER LOOK



CORRIE SCHAFFELD

### MOVE PROMPTS REHAB OF CONVENTION CENTER

The Northern Kentucky Convention Center plans a multimillion-dollar renovation to create a 466-seat auditorium that will be used by CTI Clinical Trial and Consulting Services.

CTI's relocation plans prompted the project. About 5,300 square feet in Ballroom A on the upper level of the convention center will be converted to a training center. An architectural firm and general contractor haven't been hired yet.

Construction, which is to cost between \$2 million and \$3 million, will be paid for by the state of Kentucky. The project is to start in November 2017.

### ► COMING SOON

## CHRIST HOSPITAL'S JOINT AND SPINE CENTER TO CO-STAR IN COLIN FARRELL MOVIE

Christ Hospital's new Joint and Spine Center could have a co-starring role in a film in which Colin Farrell plays a surgeon. Filming is to begin this month. A spokeswoman for Christ Hospital said she was unable to comment "on any potential film."

She declined to address whether filming would cause a



Farrell

disruption to the hospital or whether extra security precautions would be taken.

However, "providing for the safety and well-being of

our patients is the No. 1 priority for the organization," hospital spokeswoman Kendall Herold said.

Informed sources tell the *Business Courier* that the hospital has been planning to accommodate filming. Nicole Kidman is to play Farrell's wife in the film titled "The Killing of a Sacred Deer."



FILE PHOTO



## Life needs financial solutions.

Running a business is hard work. At MainSource, we understand. That's why we've designed our products and services to help your business succeed.

Whatever your needs, we can help.

- Lines of Credit
- SBA Loans
- Commercial Online Banking
- Commercial & Small Business Loans
- Business Checking
- Business Credit Card



MainSourceBank.com



## PROXY WAR

# HealthWarehouse.com: Battle for board involves felon

HealthWarehouse.com Inc. informed shareholders on Aug. 12 that a group attempting to replace its board includes a Cincinnati businessman convicted of conspiring to defraud investors in a different company out of millions of dollars.

HealthWarehouse.com, a national online pharmacy based in Northern Kentucky, urged shareholders to not vote any proxy sent by Rx Investor Value Corp. The annual shareholders meeting of HealthWarehouse.com is to be held Sept. 2 at the company's headquarters in Florence.

Among the reasons HealthWarehouse.com cited in urging rejection of the proxy was the role being played in the takeover attempt by Mike Peppel, who was convicted in federal court of what the U.S. attorney's office described as engaging "in a deliberate scheme to defraud millions of dollars from investors" in MCSi Inc., a defunct computer and

audio-visual supply wholesaler that was based in Dayton.

Peppel, who had been CEO of MCSi, is embroiled in the proxy fight started by Rx Investor Value Corp., which is owned and operated by Cincinnati tech entrepreneur Jeff Holtmeier, chairman of Vandercar Holdings, and Rob Smyjunas, CEO of Vandercar, the developer of Oakley Station.

Peppel, who reportedly lived in Indian Hill when he was convicted in U.S. District Court in Cincinnati in 2010, couldn't be reached for comment.

Smyjunas told me that Peppel was a founder of HealthWarehouse.com. "When he was there, the company was worth a hell of a lot more," Smyjunas said. Now, "it's a mess. We basically see the fact this company has a real opportunity to grow."

Holtmeier, who is CEO of GENext, told me it would be inaccurate to describe Peppel as a participant in the proxy fight

**"Your board believes your company and its shareholders have suffered enough from the prior activities of Mr. Peppel."**

**LALIT DHADPHALE**, chairman and CEO of HealthWarehouse.com

between Rx Investor Value Corp. and HealthWarehouse.com.

Peppel is an unpaid adviser to Rx Investor Value Corp. who has no economic interest and will have no involvement in the company, Holtmeier said.

However, Peppel's mother and children are shareholders in HealthWarehouse.com, and so are some friends of Peppel, Holtmeier said.

Peppel "is a brilliant guy," Holtmeier said. "Here's a wonderful resource who paid his debt. It's

got nothing to do with him."

The Rx Investor Value Corp. group, which includes some of the biggest shareholders of HealthWarehouse.com, hopes to replace the four existing directors with the group's own nominees, including Holtmeier.

The current board includes Lalit Dhadphale, chairman and CEO of HealthWarehouse.com, who urged shareholders in an Aug. 12 mailing to reject the proxy sent by Rx Investor Value Corp, which is also known as RIVC.

Dhadphale told me he founded HealthWarehouse.com in 2007 out of his home in Las Vegas and that Peppel was a co-founder in the 2008 launch of the company's prescription drug business.

Peppel "was convicted of violating federal securities laws, was imprisoned for nearly two years, was required to pay a \$5 million fine, and is banned for life from serving as a director or officer or any public company,"

Dhadphale wrote in the mailing.

According to court records, Peppel pleaded guilty in 2010 to conspiracy to commit securities fraud, money laundering and willful false certification of a financial report after MCSi went bankrupt. The company's collapse reportedly cost shareholders \$18 million and left 1,300 employees without jobs.

Peppel's past is also intertwined with HealthWarehouse.com, where he worked in what Dhadphale described as an advisory capacity. Peppel resigned after he was found to have charged more than \$300,000 in personal expenses to a corporate credit card, and HealthWarehouse.com reported the matter to the SEC in 2012.

"Your board believes that your company and its shareholders have suffered enough from the prior activities of Mr. Peppel," Dhadphale wrote in the letter to shareholders.

## BLAINE'S FINE MEN'S APPAREL

ENJOY OUR FALL DEAL OF **\$50** OFF YOUR PURCHASE OF \$100 OR MORE\*

### Genuine Craftsmanship

Blaine's Fine Men's Apparel is proudly located in Montgomery, across the street from Montgomery Inn where you'll find the best brands from around the globe and unbeatable service.

BROWSE DESIGNERS LIKE CANALI, ETON, ZANELLA, VINCE, ROBERT GRAHAM, L.B.M. (AS SHOWN) & MANY MORE

9407 Montgomery Road • 513.791.9970 • blainesapparel.com

Store Hours: Monday-Friday: 10-6pm, Saturday: 10-5pm



@blainesapparel

\*Valid only on full price items.



GET 5% BACK ON EVERY PURCHASE WITH BLAINE'S LOYALTY DOLLARS. STOP IN TODAY TO GET STARTED.

LOYALTY  
**5%**  
DOLLARS

# SAVE THE DATE

**NACAC**  
**National  
College Fairs**

**CINCINNATI**

Sunday, September 11  
Duke Energy  
Convention Center  
1 p.m. – 4 p.m.

**SAVE  
THE  
DATE**

For more information visit  
[www.nationalcollegefairs.org](http://www.nationalcollegefairs.org)

Register today at  
[www.nacacnet.org/fallnfcf](http://www.nacacnet.org/fallnfcf)



FREE AND OPEN TO THE PUBLIC, NACAC NATIONAL COLLEGE FAIRS ARE A PROGRAM OF THE NATIONAL ASSOCIATION FOR COLLEGE ADMISSION COUNSELING.

# Mix of camaraderie, curiosity lured Salazar into the kitchen

**C**hef Jose Salazar had no intention of coming to Cincinnati. The Queens, N.Y., native had been cooking in fine dining establishments across his home city for 14 years, but when he and his wife had their son, they were ready to leave the rat race of the Big Apple.

Salazar was putting out resumes on the East Coast, trying to stay near family. He got a call from a headhunter promising him an executive chef position at an upscale hotel's restaurant.

"The guy went on and about 15 minutes into the conversation he said, 'It's in Cincinnati, Ohio,'" Salazar said. "My only reference to Cincinnati was the sports teams and WKRP. I said, 'Thanks, but if you have any positions that are similar, but closer to home ...' and that was the end of the conversation."

But the headhunter was persistent. He ended up flying Salazar to Cincinnati in August 2008, and by October of that year, Salazar and his family were packed and moved.

"From day one I thought this is a really nice, family-oriented city in which I could see us raising our child," he said. "And I really fell in love with the old architecture."

Salazar went on to open two of his own restaurants in downtown and Over-the-Rhine. He talked with the Courier about his love for cooking, his personal style and his thoughts on Cincinnati chili.

**How did you get into cooking?** I started out in the restaurant business right out of high school, but my first job was as a bartender. I was 18 and in New York you were legally allowed to serve alcohol at 18, but you were not allowed to drink it. I moved on to serving as well. But I always had my eye toward the kitchen. But then I left the restaurant business and did a lot of random jobs for a couple years. Ultimately I found myself gravitating back toward the restaurant business. I loved the flexibility of it, and the money – at least in the front of the house – was good. But I started to engross myself in what was going on in the kitchen and picking the chefs' brains and found myself more interested in food than I was my first go-round in restaurants.

**What attracted you to the kitchen?** I always thought the guys in the kitchen were cooler. They had more fun, they seemed to really enjoy what they were doing more.

**What keeps you into it?** I don't get bored. Cooking, I feel like it's a never-ending



Jose Salazar is executive chef and owner of Salazar and Mita's.

JENN PRINE

learning process so every day I come in and have something new I can learn or accomplish or teach someone. That's part of the attraction too, now at this stage in my career, is passing on some of what I acquired to the younger guys. I'm extremely grateful to the guys who taught me, so I want to pass that on.

**How would you describe your style?** At this stage I'm running two restaurants. They're not completely different, but fairly unique in their own way. We're here at Mita's right now, which is Spanish and Latin American food. It's not a style I would say that I cooked professionally before. I had to teach myself a lot of this, even though it's part of my heritage and I grew up eating it. Most of my training

was in French-American or Italian-American style of fine dining food. That's more of my intrinsic style, or what I inherited from my mentors. Also, using local farm-fresh ingredients, that's where both restaurants mirror each other.

**What did you think the first time you had Cincinnati chili?** I honestly did not care for it at all the first time. I tried to like it. I still don't. Maybe five times I've tried it. I don't hate it, but it's not something I crave. I see the allure, I think theoretically it's a really great dish, but in execution it doesn't work for me.

– Andy Brownfield  
abrownfield@bizjournals.com

## ► BIO

### Jose Salazar

**Title:** Executive chef and owner, Salazar, Mita's

**Hometown:** Queens, N.Y.

**Residence:** Columbia Tusculum

**Family:** Wife, son

**Education:** New York Restaurant School

**Career path:** Bourbon Street in Queens, N.Y.; John George, Town, Spring Street, Per Se, Bouchon Bakery, Blue Ribbon, all in New York City; Palace at the Cincinnati Hotel, Abigail Street, Salazar, Mita's



Audi

## AUDI CONNECTION

HERE AT THE AUDI CONNECTION, IT'S ALL ABOUT YOU

### ALL NEW 2017 A4 2.0 QUATTRO

HEATED FRONT SEATS • LEATHER MOONROOF

**\$469** PER MO. PLUS TAX

7,500 MILE LEASE, 36 MO. PLUS TAX & LIC. FEES, \$2,990 DUE AT SIGNING

6 IN STOCK AT THIS PRICE



STOCK #40689

### NEW 2016 A3 1.8 FWD S TRONIC

HEATED FRONT SEATS

**\$288** PER MO. PLUS TAX

7,500 MILE LEASE, 36 MO. PLUS TAX & LIC. FEES, \$2,990 DUE AT SIGNING

ONLY 3 IN STOCK AT THIS PRICE



STOCK #30494

### NEW 2016 Q3 2.0 QUATTRO

LOADED...PREMIUM PLUS TECHNOLOGY PACKAGE

**\$378** PER MO. PLUS TAX

7,500 MILE LEASE, 36 MO. PLUS TAX & LIC. FEES, \$2,990 DUE AT SIGNING

4 IN STOCK AT THIS PRICE



STOCK #00457

REQUIRES A 720+ BEACON SCORE WITH APPROVED CREDIT THRU LENDER. \$350 LIC., DOC. & TITLE FEES AND FIRST MONTH PAYMENT BASED ON TOP TIER CREDIT. SUBJECT TO PROGRAM CHANGE. IN STOCK VEHICLES ONLY. DEALER NOT RESPONSIBLE FOR TYPOGRAPHICAL ERRORS. GRAPHICS MAY NOT REFLECT ACTUAL DEALER STOCK. ALL PRICES GOOD THROUGH 8/31/16.

9678 MONTGOMERY ROAD  
**513-891-2000**  
THEAUDICONNECTION.COM



INFINITI

## Infiniti of Cincinnati

### 2016 QX50 AWD SUV

**\$319** PLUS TAX PER MO.

39 MOS. 10K MILES PER YEAR. \$3,350 CASH OR TRADE EQUITY DUE AT SIGNING\*

2 AVAILABLE AT THIS PRICE 15 OTHERS TO CHOOSE FROM



1.9% FINANCING UP TO 63 MOS. 2.4% FINANCING UP TO 72 MOS.

OR BUY FOR **\$36,505\*\***

MUST FINANCE THROUGH IFS MODEL #81216, MSRP \$39,345

### 2016 Q50 2.0T AWD SEDAN

**\$319** PLUS TAX PER MO.

39 MOS. 10K MILES PER YEAR. \$3,950 CASH OR TRADE EQUITY DUE AT SIGNING\*

2 AVAILABLE AT THIS PRICE 6 OTHERS TO CHOOSE FROM



0.0% FINANCING UP TO 36 MOS. 0.9% FINANCING UP TO 63 MOS. 1.9% FINANCING UP TO 72 MOS.

OR BUY FOR **\$38,330\*\***

MUST FINANCE THROUGH IFS MODEL #91216, MSRP \$40,555

### 2016 QX60 AWD SUV

INCLUDES PREMIUM AND PREMIUM PLUS PACKAGES

**\$419** PLUS TAX PER MO.

39 MOS. 10K MILES PER YEAR. \$3,350 CASH OR TRADE EQUITY DUE AT SIGNING\*

2 AVAILABLE AT THIS PRICE 14 OTHERS TO CHOOSE FROM



1.9% FINANCING UP TO 63 MOS. 2.4% FINANCING UP TO 72 MOS.

OR BUY FOR **\$44,615\*\***

MUST FINANCE THROUGH IFS MODEL #84216, MSRP \$47,910

#### EASY INFINITI FINANCING!

ALL ARE CLOSED END LEASES. 10K MILES PER YEAR. ALL REQUIRE LOCAL SALES TAX. NO SECURITY DEPOSIT REQUIRED. \$395 DISPOSITION FEE. EXCESS WEAR & TEAR CHARGES MAY APPLY. 25¢ PER MILE OVERAGE. PAYMENT IS PLUS TAX. FINANCE AND LEASE RATES AVAILABLE TO WELL QUALIFIED BUYERS THROUGH INFINITI FINANCIAL SERVICES. MUST TAKE DELIVERY BY 08/31/16.

9857 KINGS AUTO MALL RD  
**513-583-1200**  
INFINITIOFCINCINNATI.COM



#1 TOYOTA DEALER IN CINCINNATI FOR SALES SATISFACTION SCORES IN 2015



### NEW 2016 CAMRY SE 4DR SEDAN

**\$99** PLUS TAX PER MONTH 24 MONTH LEASE

\$3200 DOWN PLUS UP FRONT FEES MSRP \$24,900



### 2016 RAV4 LE 4 DOOR 2WD SUV

**\$229** PLUS TAX PER MONTH 36 MONTH LEASE

**\$0** DUE AT SIGNING

MSRP \$25,045



2016 CAMRY SE 4DR SEDAN RESIDUAL \$14,691. UP FRONT FEES INCLUDE 1ST MONTHS PAYMENT, \$250 DOC FEE, \$25 LICENSE FEE, NO SECURITY DEPOSIT REQUIRED. SUBJECT TO TFS CREDIT APPROVAL ON TIER 1+LEVEL. OFFER VALID UNTIL 5/31/2016. 2016 RAV4 LE 4DR 2WD SUV RESIDUAL \$16,434. MONEY DUE AT SIGNING INCLUDES FIRST PAYMENT, \$250 DOC FEE AND \$25 LICENSE FEE. NO SECURITY DEPOSIT REQUIRED. SUBJECT TO TFS CREDIT APPROVAL AT TIER 1+ LEVEL. OFFER VALID UNTIL AUGUST 31, 2016. BOTH LEASE PAYMENTS ARE SUBJECT TO APPLICABLE STATE SALES TAX.

9101 COLERAIN AVE.  
**513-385-1800**  
DAVE REEVE - GENERAL MANAGER  
JOSEPHTOYOTA.COM

## Columbia Acura

2016 **ILX** DE2F3GJW BASE



**\$259**

PER MONTH 36 MONTH LEASE.

**\$0 DUE UP FRONT**

2016 **TLX** UB1F3GJW BASE



**\$299**

PER MONTH 36 MONTH LEASE.

**\$0 DUE UP FRONT**

2017 **RDX** YD4H4GKNW AWD TECH



**\$469**

PER MONTH 36 MONTH LEASE.

**\$0 DUE UP FRONT**

ALL LEASES ARE 36 MONTH CLOSED END LEASES. 10,000 MILES/YEAR. 20¢/MILE OVER. PLUS TAX, LICENSE AND BANK FEES INCLUDED. PURCHASE OPTION AT LEASE END \$350 DISPOSITION FEE. QUALIFIED BUYERS. OFFERS VALID THROUGH 8/31/2016.

10981 MONTGOMERY ROAD  
**513-530-0100**  
ColumbiaAcura.com



# Start Small Dream Big

COLUMBUS DISTRICT OFFICE QUARTERLY NEWSLETTER

August 26, 2016



Thad and Jessica Kittrell made their dream of owning a brewpub a reality.

## How to Access SBA Funding for Your Small Business

About 530,000 people start new businesses in this country every month, according to the 2015 Kauffman Index. And a full half of working adults in the United States either own or want to own their own businesses, according to a 2014 national survey conducted by the University of Phoenix School of Business.

For many of these entrepreneurs, one of the biggest challenges is securing the financing to start or grow their business, as small business lending is considered risky because they have a higher propensity to fail.

That's where the SBA enters the picture. While the federal agency is not a direct lender of capital, it supports small business development by eliminating some of the risk

to lenders by guaranteeing that loans made to small businesses will be repaid. In fiscal year 2015, the SBA supported a record-breaking \$33 billion in loans to small businesses nationwide, including more than \$600 million in the Columbus area.

"That's a lot of capital that would otherwise be parked on the sidelines if not for collaboration between the government and the lenders," Martin Golden, the SBA's Columbus district director, said. "And, that capital didn't just get out the door; it got to the people who need it the most. Our lending within the under-served community increased this past year."

Some small business owners use credit cards for financing, borrow from friends and families, or turn to crowdfunding online, too.

"You may have several options for sources of capital, including local and state economic development organizations, venture capital or angel investors," said Margaret Ference, senior vice president and SBA group manager at Huntington Bank. "It's important to know all of the details before you seek funding from any source, because each comes with risks and rewards."

There are some clear advantages to SBA-backed loans made through a bank or other certified lender. SBA loans are regulated and offer better terms with relatively low down payment requirements, little to no fees and longer terms (up to 25 years). This contributes to lower monthly payments, which means the

ACCESS continued page 2

## A letter from the Columbus District Director

Welcome to the second installment of our Columbus District Office's quarterly newsletter. In this edition we highlight three small businesses that accessed capital via the U.S. Small Business Administration's most popular loan program – 7(a) – to start and grow.



Marty Golden

We're a country that thrives on providing the opportunity to expand on a great idea. The great idea is just the beginning. The rest comes from courage and confidence and resiliency with resources and know-how all coming together at just the right time to bring the next "why not" to the world.

Startups across the nation are developing in a variety of industries, from retail and healthcare to entertainment and education. They are using technology to solve problems and create innovative products and services. Regardless of what industry you're in or your company size, the SBA's Columbus District Office is here to assist you with access to capital, advising and opportunities in government contracting.

And, we have technology on our side too via our website and the SBA's new Small Business Technology Coalition in partnership with companies such as Amazon, Google, Microsoft, Salesforce and more. Visit us virtually at [www.sba.gov/oh/columbus](http://www.sba.gov/oh/columbus) or call our office at (614) 469-6860 for more information.

Enjoy,

Martin D. Golden

The SBA would like to recognize Huntington Bank for assisting in making this quarterly newsletter possible. SBA's acceptance of this gift does not constitute an endorsement of the views, opinions, products or services of the donor or any other person or entity.

**ACCESS**

continued from page 1

business owner has more working capital for other business expenses. And, because the SBA guarantees up to 85 percent of the debt, small businesses are more likely to qualify for an SBA-backed loan than a traditional loan.

The 7(a) loan is the SBA's largest and most popular loan program; it's designed for eligible borrowers who want to open, acquire or expand a small business.

**Becoming Application Ready**

Accessing SBA-backed financing for your small business requires sound personal financial health and "a very keen understanding of your company's financial needs, both in the near term and in the future," Ference said.

It also requires careful preparation. According to Small Business Trends, one of the most common reasons small business loan applications are denied is a lack of preparation.

A benefit of working with the SBA is that it has several resource partners available to guide you through putting all of this information together for your business. "Whether it's a business plan, updated financials or industry insight, our SCORE chapters and Small Business Development Centers are ready to assist," Golden added. "The free and low-cost advising they offer, along with our website's online courses and dedicated women and veteran centers, can make sure you are properly prepared."

Before you meet with a banker, Ference said, "It is critical that you have a clearly defined business plan that outlines how your operations and financial position align with your goals and objectives. Think of this as your company's roadmap. Your business plan reveals the route you'll take to grow your company's revenues." Typically, a business plan will include projections for three to five years.

The plan is your chance to communicate your business story, she said. "What is your value

proposition? What differentiates you from others?"

The SBA website provides an online Business Plan Tool, with step-by-step instructions for putting your plan together, as well as a checklist of all the other documents you'll need if you apply for an SBA 7(a) loan.

**Meeting with a Banker**

"Before you make a loan application, I suggest asking your banker questions that will help you understand how the bank makes lending decisions," Ference said. "What are the bank's key factors in determining whether or not your loan is approved?"

Be sure to ask how the lender will flex and grow with your company, she said. "As your company grows, your business needs will evolve. Cash flow is one of the biggest challenges for most small business owners; ask how the bank can help you manage your cash flow efficiently."

At Huntington, Ference and her team of SBA lending experts discuss these questions with

small business owners every day as they guide potential borrowers through the SBA loan application process.

"Essentially, we look for solid forecasts," Ference said. "How do potential small business owners plan to build their business? What kind of a resume do they have? Do they have strong people around them to help them build the business?"

On these pages are success stories of several first-time small business owners, all of whom got started with the help of SBA-backed financing.

"These stories further illustrate the entrepreneurial passion and vision that is alive and well throughout Ohio," Golden said. "The SBA will continue to be advocates for entrepreneurs and small business – whether they're just starting out, looking for financing, looking for new customers, or want to get to the next level – so we can continue to create opportunity in our local communities." ■

## Launching a Local Business Via a National Franchise

Woodhouse Day Spa,  
Chris Mann  
Dayton and Cincinnati, OH

Chris Mann's first career was in radio. "I loved that work, but I had to move all the time, and I could see that digital media would soon be taking over," he said. "I knew I had to find something else. And I really wanted to have my own business."

So, about 10 years ago, Mann began looking for a franchise to buy. "I didn't think I had enough solid business experience to build something from the ground up," he said. In his research, he read about Woodhouse Day Spa in Entrepreneur magazine and was intrigued. "I loved the idea of a luxury franchise," he said.

The Woodhouse Day Spa was founded as a stand-alone day spa in 2001 in Victoria, TX; soon, its founder and CEO began franchising

**SBA 7(a) loan details:****First loan: Woodhouse Day Spa, Dayton**

■ Loans: \$490,000 term loan; \$50,000 line of credit

**Second Loan: Woodhouse Day Spa, Liberty Township**

■ Loans: \$2.898 million construction draw loan plus \$50,000 line of credit (approved but not yet closed)

the concept. Today, there are nearly 50 franchises, and the company plans to add at least 250 more.

After reading about the Woodhouse, Mann called the CEO and arranged to visit her in Texas. "We met at one of the company's spas in San Antonio," Mann said. "I knew as soon as I walked in that I wanted to bring the concept to Cincinnati."

He came back to Ohio and put together a business plan. ("I had the benefit of reviewing the plans of lots of other franchisees," he said.) Then he went to his bank to get a loan. "The banker didn't even want to talk with me," Mann said. "Fortunately, I knew

a Huntington banker who introduced me to an SBA lender there. Ultimately, he and Huntington couldn't have been better to work with."

"Chris came to the table with strong qualifications: He had a good business plan for buying a franchise in a proven concept," said Huntington SBA Specialist Robin Washienko, who helped Mann obtain his loan. "He planned to put the spa in a rented space, so he wasn't buying real estate. That meant he could launch his business with a smaller loan."

Mann opened his first Woodhouse Day Spa in Cincinnati in 2007. In 2013, he opened a second spa in Beavercreek, also in a rented space. Recently, he acquired a second SBA 7(a) loan through Huntington to build a third spa in Liberty Township, which he plans to open in 2017. (This will be the first Woodhouse Day Spa franchise in a franchisee-built and -owned building.)

Getting the first spa up and running was particularly challenging, Mann said. "It took us a couple of years to really get a handle on the business and the guests. The biggest hurdle was getting people in the door; once

they came in, they loved it. So in the early days, we hosted lots of events to bring people in."

Mann learned some important business lessons since launching his first SBA-approved franchise, he said. "I made the mistake of thinking that running a franchise would be easy. There are certainly benefits to being a franchisee—we have access to corporate marketing and web expertise, and connections to a very supportive group of franchise partners. But owning and running the spa day-to-day is in many ways just like owning and running any local business.

"The hardest part for me was growing from one spa to two, and learning that I have to lean on others to get everything done," he said. With his first spa, he had 12 employees. Today he has 80. (He'll hire about 20 more when he opens his Liberty Township spa.) "I hired a regional operations director to oversee the individual spa directors, and that has been a big help."

Today, Mann is contemplating adding more locations. "At the Woodhouse, I think we make a positive difference in the lives of all our clients. It's a great business to be in." ■

U.S. Small Business Administration

**SBA****Calendar****Federal Procurement (All Sept. Dates)**

Did you know the U.S. government is the world's largest customer and, in FY15, awarded \$91 billion in contracts to small businesses? Find out if you can be a part of that via the SBA Columbus District Office's classes on the federal procurement process and certifications you may be eligible for. Upcoming classes will be from 9 a.m. to noon at the following locations; register to attend the one closest to you!

**Sept. 13**

Zane State College, Room 513,  
9900 Brick Church Road, Cambridge  
Register by contacting  
**Beth Hampp @ (740)588-1207**  
bhampp@zanestate.edu.

**Sept. 15**

Barry Staffing, 1st floor conference  
room, 230 Webster Street, Dayton  
Register here: [http://www.  
daytonscore.org/Workshop.html](http://www.daytonscore.org/Workshop.html).

**Sept. 22**

401 N. Front Street, Suite 200,  
Columbus. Register by contacting  
**Robin Wotring @ (614) 469-6860 ext. 282.**

**Sept. 27**

300 E. Auburn Avenue, Springfield.  
Register via email:  
[admin@springfieldsbdc.com](mailto:admin@springfieldsbdc.com).

**Sept. 30**

Urban League of Greater Cincinnati,  
3458 Reading Road, Cincinnati.  
Register by contacting **Shannon  
Feucht @ (614) 469-6860 ext. 244**

**Oct. 18**

**Want to Start a Business?**  
The SBA Can Help at the Public  
Library of Cincinnati & Hamilton  
County, 800 Vine St, Cincinnati.  
Register by contacting **Nicole Pickard  
@ (513) 684-2814 ext. 207.**

**Nov. 3**

**Need Some Legal Help?**  
Legal Essentials for Small Businesses  
seminar, offered by the SBA and SBDC  
with the University of Cincinnati  
School of Law legal clinic students,  
highlighting general business-related  
legal concepts. Networking from 5:30  
to 6 pm and seminar to be from 6 to  
8 pm. Register by contacting **Nicole  
Pickard @ (513) 684-2814 ext. 207.**

## Slow-Cooking a Personal Restaurant Concept

101 Beer Kitchen Restaurants • Thad and Jessica Kittrell • Dublin, OH

Jessica and Thad Kittrell began creating the concept for their restaurant business almost the moment they met 14 years ago. At the time, Thad was the executive chef and food and beverage director at The Capital Club in Columbus, where Jessica worked as a banquet captain while she completed her degree at The Ohio State University Fisher College of Business.

For years, as they moved around the country with Thad's culinary jobs, they dreamed of opening their own brewpub. When they moved back to Columbus to start a family soon before the Great Recession, they continued to dream about their future restaurant. They settled into suburban life in Dublin and began raising their family. Thad worked as a chef with Brio; Jessica worked in finance at Abercrombie and Fitch.

In 2010, with the economy recovering, they started hunting in the Short North for a location for their brewpub. As they searched, Jessica wrote a comprehensive business plan, relying on her business training and a couple of business textbooks to guide her. They worked with Huntington to complete their SBA loan application.

But they couldn't find a space they were satisfied with.

Then, in 2012, they were driving on Sawmill Road in Dublin when a recently closed restaurant caught their attention. They stopped to check it out and learned that the property was available for lease and all of the equipment was for sale.

"I just had this epiphany," Jessica Kittrell said. "We didn't need to be in the Short North. We needed to do what we know, for people like us—suburban couples and families who want a great place to eat close to where they live, a place that's kid-friendly with a good kids' menu."

By this time, the couple had saved more than \$100,000 to invest in their business. With the opportunity they found on Sawmill, "we knew we could swing it with our assets and an SBA loan," Kittrell said.

Huntington SBA Product Specialist Nathan Ray, who helped the Kittrells obtain their loan, said, "The Kittrells had a very solid business plan, and they had put together a dream team to make the business happen: Thad is a great chef with a lot of experience, Jessica is a great business manager. And Thad's father is a general contractor; he was on board to build out the space to their specifications."

### SBA 7(a) loan details:

#### First loan: Dublin restaurant

- Loans: \$365M term loan

#### Second loan: Gahanna restaurant

- Loans: \$1,082.5M term loan

#### Third loan: Westerville restaurant

- Loans: \$1.446M term loan; \$50,000 line of credit

Just 12 weeks after finding the Dublin location, they opened their first 101 Beer Kitchen. From the beginning, the food has been what they'd always planned: seasonal and prepared onsite in a both casual and comfortable setting. They delayed starting a brewery, though, partly due to the additional expense, but simply couldn't add it later, as the restaurant was too busy, and they didn't want to give up the dining space.

"Even when we first opened, we thought we'd eventually start a brewery," Kittrell said. "But we've decided that we'll focus on what we do really well—run our restaurant—and support other craft brewers."

By 2014, they'd begun plans for a second restaurant. "We never thought we'd have more than one location," Kittrell said. "But we have really good team members who want opportunities for growth. With only one restaurant, we didn't have opportunities to offer."

They opened a second 101 Beer Kitchen in March 2015, this one in Gahanna. "I honestly didn't think that having two restaurants would be twice as much work," Kittrell said. "We were working with the same concept and the same menu. But I grossly miscalculated how much work it would be."

Within three months of opening the second restaurant, they hired a controller, and, soon after, a head chef for each restaurant. Today, with 120 employees, Jessica manages all business aspects of the restaurants; Thad oversees the cuisine and operations.

This month, they'll open a third 101 Beer Kitchen in Westerville, and hire 60 new employees. "I'm a little concerned about how much the third restaurant will change our lives," Jessica Kittrell said. "But we have a wonderful staff, and Thad and I are a good figure-it-out team. We'll figure it out." ■



Michael Buschelmann tripled his business's size in two and a half years.

## Investing Industry Expertise to Grow an Existing Business

Merchandising Services Co,  
Michael Buschelmann  
Cincinnati, OH

### SBA 7(a) loan details:

- Loan: 10-year term loan; line of credit

By the time he purchased Cincinnati-based Merchandising Services Co, Mike Buschelmann had acquired a wealth of same-industry expertise, having worked in the consumer product services business for more than 30 years.

Merchandising Services helps convenience stores plan and execute in-store cooler and center store resets according to suppliers' planograms, which show exactly how and where their products are to be placed and displayed. Among its clients are the retailers as well as food and beverage suppliers and vendors.

In his previous job as a national account manager for a beverage company, Buschelmann had contracted with Merchandising Services to place his company's product, and he got to know the owner well. When he learned that the owner was preparing to sell about four years ago, Buschelmann was interested. "I'd been in the corporate world all of my career, but I always wanted to have my own business."

Over the next couple of years, as he thought about buying Merchandising Services and how he would finance it, he considered taking on potential investors. "Ultimately, though, I knew I didn't want to have a partner," he said.

Putting the business plan together was one of his biggest challenges, Buschelmann said. "I used some online services, read some books and talked to many people; I relied heavily on my past experience managing large divisions within corporations."

Once his business plan was complete, his accountant suggested an SBA loan might be appropriate for his situation,

and introduced him to an SBA lender at Huntington. "From the beginning, the SBA people at Huntington were really helpful. They did a good job of explaining everything, every step of the way," Buschelmann said.

"This deal was interesting in that there wasn't much collateral," said Huntington SBA Product Specialist Robin Washienko, who helped Buschelmann obtain his loan, "Most of what Mike bought was intellectual property; he was essentially buying the company's customer book. He came to us with such deep industry knowledge, and a really good plan for what he wanted to do with the company."

After he bought the company early in 2014, Buschelmann said, his biggest challenge was understanding how to manage cash flow. "It was daunting that first year; I had plenty of sleepless nights." The work of in-store product placement is sometimes seasonal, he said. Plus, "a lot of our customers want to pay us only after we've finished a job, 12 weeks later. The line of credit I got with the SBA loan was strictly to help meet cash flow needs."

In just two and a half years of owning the business, Buschelmann has more than tripled its size, far outpacing his original projections. "The biggest unknown was—and continues to be—the potential for retailer consolidation: If one of the chains that we work with buys a smaller chain, we may suddenly be doing business with stores in that smaller chain, too. That consolidation has accounted for a lot of our growth."

Today, with 64 full-time and 200 part-time employees, plus the ongoing support of the former owner, Buschelmann is looking forward to continued growth, and anticipates his company will be about 40 percent bigger in two more years. "There are about 150,000 convenience stores in the country; we service only 4,000 of them," he explained. "There's a lot of room to grow."

Since buying Merchandising Services, he said, he's never looked back. "I'm thrilled. I work a lot, but I have better work-life balance than I ever did before. I like the people here: We work hard, but we have a lot of fun, too. And I like knowing that this business supports the families of those people." ■




# Taking care of businesses. It's what we do.

As the #1 SBA lender in the region<sup>1</sup> for the 8th year in a row, we dedicate tens of thousands of hours to work with businesses every year. Why? Well, more small businesses means a stronger local economy. And a stronger local economy means more jobs and better lives for families in our community. So when business owners need to borrow from us, we go out of our way to help them with remarkable customer service and personal attention. Because that's what neighbors do.

To see how we can help your business, contact our Cincinnati SBA specialist, Robin Washienko, at 513-703-1907 or [Robin.Washienko@huntington.com](mailto:Robin.Washienko@huntington.com).



<sup>1</sup>Small Business Administration (SBA) loans subject to SBA eligibility. Huntington is the #1 SBA 7(a) lender in the region made up of Indiana, Kentucky, Ohio, Michigan, West Virginia and Western PA. Source: U.S. Small Business Administration (SBA) from October 1, 2007, through June 30, 2016.

Member FDIC.  and Huntington® are federally registered service marks of Huntington Bancshares Incorporated. Huntington Welcome<sup>SM</sup> is a service mark of Huntington Bancshares Incorporated. ©2016 Huntington Bancshares Incorporated.

"Ask your neighbors...  
They bought from us!"

**JOSEPH** AUTO GROUP

JOSEPHAUTO.COM

**JOSEPH SUBARU OF FLORENCE, KY**  **SUBARU**  
Confidence in Motion

**2017 OUTBACK**  
2.5i Premium CVT

HDD-11



LEASE FOR **\$239** PER MO.  
36 MO. LEASE

**\$0** SECURITY DEPOSIT

**\$2101** CASH DOWN OR TRADE

**\$2340** TOTAL DUE AT SIGNING

OR

BUY FOR **\$27,382**

RATES AS LOW AS **0.00%** APR for 48 MOS.

**2016 IMPREZA**  
2.0i CVT

GJB-01



LEASE FOR **\$159** PER MO.  
36 MO. LEASE

**\$0** SECURITY DEPOSIT

**\$2104** CASH DOWN OR TRADE

**\$2390** TOTAL DUE AT SIGNING

OR

BUY FOR **\$19,475**

RATES AS LOW AS **0.00%** APR for 36 MOS.

ALL LEASES ARE 10,000 MILES PER YEAR, 15¢ PER MILE OVERAGE, PLUS TAX, TITLE, LICENSE AND DOCUMENTARY FEE. WITH APPROVED CREDIT SUBARU MOTOR FINANCE, 700 MINIMUM BEACON SCORE, \$300 DISPOSITION FEE AT LEASE END IN ADDITION TO ANY CHARGES FOR EXCESS WEAR AND TEAR. OPTION TO PURCHASE AT LEASE END FOR AN AMOUNT TO BE DETERMINED AT LEASE SIGNING. WITH APPROVED CREDIT THRU SUBARU FINANCE, 700 BEACON SCORE OR HIGHER, NOT EVERYONE WILL QUALIFY. PRICES PLUS PLUS TAX, TITLE, LICENSE AND DOCUMENTARY FEE. OFFERS GOOD THRU 8/31/16.

Andy Held  
Doug Schmidt  
Joe Fangman  
or Dan Robke

**KY: 859-525-2500 | OHIO: 513-351-5400**  
7600 INDUSTRIAL RD., FLORENCE, KY  
**www.JosephSubaru.com**

Mon-Thur 9-8  
Fri 9-7  
Sat 9-6  
Sun 11-4

**COLUMBIA CHEVROLET**

LOCATED IN THE HEART OF MONTGOMERY

**0% FINANCING**  
UP TO 72 MONTHS  
ON SELECT RETIRED 2016 COURTESY VEHICLES

OFFER ENDS AUGUST 31, 2016



**SAVE THOUSANDS!**

COME SEE JOE BECKER, GARY GREVER OR COREY TAYLOR  
[www.columbiachev.com](http://www.columbiachev.com)



9750 MONTGOMERY ROAD  
**513-891-7200**

JOE BECKER - GENERAL MANAGER  
**COLUMBIACHEV.COM**



**Cincinnati, OH**

Camargo Cadillac	9880 Montgomery Road	(513) 891-9400
Columbia Chevrolet	9750 Montgomery Road	(513) 891-7200
The Audi Connection	9678 Montgomery Road	(513) 891-2000
Columbia Acura	10979 Montgomery Road	(513) 530-0100
Columbia Hyundai	10981 Montgomery Road	(513) 489-2000
Joseph Buick	8700 Colerain Avenue	(513) 741-1000
Joseph Chevrolet	8733 Colerain Avenue	(513) 741-6700
Joseph GMC Truck	8700 Colerain Avenue	(513) 741-1000
Joseph Scion of Cincinnati	9101 Colerain Avenue	(513) 385-1800
Joseph Toyota of Cincinnati	9101 Colerain Avenue	(513) 385-1800
Joseph Volkswagen	3813 Montgomery Road	(513) 531-5500
Infiniti of Cincinnati	9857 Kings Auto Mall Road	(513) 583-1200
Joseph Porsche of Kings Auto Mall	9847 Kings Auto Mall Road	(513) 851-5900

**Columbus, OH**

Capitol Cadillac	4300 W. Dublin-Granville Rd	(614) 717-9494
------------------	-----------------------------	----------------

**Dayton, OH**

Joseph Airport Hyundai	1220 W National Road	(937) 665-1777
Joseph Airport Scion	1180 W National Road	(937) 898-8060
Joseph Airport Toyota	1180 W National Road	(937) 898-8060

**Florence, KY**

Joseph Cadillac	7600 Industrial Road	(859) 525-2500
Joseph Subaru	7600 Industrial Road	(859) 525-2500

**JOSEPH**  
BUICK GMC TRUCK

**HAVE A TRADE, WE'LL PUT CASH IN YOUR POCKET!**  
(SEE DEALER FOR DETAILS)

BRAND NEW 2016 BUICK  
**ENCORE**

STK# B6739 • ONLY 1 AVAILABLE AT THIS PRICE POINT!

**\$179** PER MO.  
**\$0 DOWN**  
10K MILES/YR  
NO SECURITY DEPOSIT



BRAND NEW 2016 GMC  
**TERRAIN** FWD  
SLE-1

STK# G6442R

**\$199** PER MO.  
**\$0 DOWN**  
10K MILES/YR  
NO SECURITY DEPOSIT



BRAND NEW 2016 BUICK  
**ENCLAVE**

STK# B6352R

**\$179** PER MO.  
**\$0 DOWN**  
10K MILES/YR  
NO SECURITY DEPOSIT



ALL PAYMENTS AND PRICES ARE PLUS TAX, TITLE AND LICENSING, WITH APPROVED CREDIT, MUST QUALIFY FOR THE FOLLOWING REBATES: FARM BUREAU, COMPETITIVE LEASE. EXPIRES 8/31

8700 COLERAIN AVE.

**513-741-1000**

RICHARD JOSEPH • DAVE NEIHEISEL  
JERRY BITTNER - GENERAL MANAGER  
**JOSEPHBUICKGMC.COM**

# T H E L I S T

Compiled by Hannah McCartney  
513-337-9440  
hmccartney@bizjournals.com

## TRI-STATE'S PRICIEST UPSCALE RESTAURANTS

RANKED BY AVERAGE DINNER ENTREE PRICE AS OF AUGUST 2016 MENUS

	Business name (*not previously ranked) URL	Address/ Phone	Average dinner entree price	Most popular menu item or entree	Total seating capacity	Cuisine	Head chef(s)
1	<b>Jeff Ruby's Steakhouse</b> ③ jeffruby.com	700 Walnut St. #200 Cincinnati 45202 513-321-8080	\$54.71	Cowboy ribeye	189	Steakhouse	Chad Monk
2	<b>The Precinct</b> ② jeffruby.com/precinct	311 Delta Ave. Cincinnati 45226 513-321-5454	\$51.51	Steak Collinsworth	245	Steakhouse	Mike Nielsen
3	<b>Carlo &amp; Johnny</b> ④ jeffruby.com/carlojohnny	9769 Montgomery Rd. Cincinnati 45242 513-936-8600	\$50.71	Long-bone hatchet	265	Steakhouse	Donnie Hatton
4	<b>Prime 47</b> ⑥ prime47cincy.com	580 Walnut St. #100 Cincinnati 45202 513-579-0720	\$49.45	Filet mignon trio	246	Steakhouse/seafood	Shawn Heine
5	<b>Boi Na Braza Brazilian Steakhouse</b> ⑤ boinabraza.com	441 Vine St. Cincinnati 45202 513-421-7111	\$48.95	Picanha (house special beef)	300	Brazilian churrascaria	ND
6	<b>Jag's Steak and Seafood Piano Bar</b> ⑦ jags.com	5980 W. Chester Rd. West Chester 45069 513-860-5353	\$48.35	Big Oscar filet	350	Steakhouse/seafood	Michelle Brown
7	<b>Eddie Merlot's</b> ⑨ eddiemerlots.com	10808 Montgomery Rd. Cincinnati 45242 513-489-1212	\$47.45	Filet mignon	300	Steakhouse	Brian Hopping
8	<b>Morton's the Steakhouse</b> ⑧ mortons.com	441 Vine St. Cincinnati 45202 513-621-3111	\$46.66	Prime steaks	340	Steakhouse	Mark Deaton
9	<b>Capital Grille</b> ⑩ thecapitalgrille.com	3821 Edwards Rd. Cincinnati 45209 513-351-0814	\$45.76	Dry aged NY strip	250	Steakhouse	David Himmelberger
10	<b>Ruth's Chris Steakhouse</b> ⑫ ruthschris.com	100 E. Freedom Way #160 Cincinnati 45202 513-381-0491	\$45.71	Cowboy ribeye	185	Steakhouse	Luis Nolasco
11	<b>Prism</b> ⑩ jackentertainment.com/cincinnati/restaurants	1000 Broadway St. Cincinnati 45202 513-250-3294	\$43.35	Salt & pepper prawns, New York strip	174	Steakhouse	Gary Davis
12	<b>Palace Restaurant at The Cincinnati Hotel</b> ⑭ palacecincinnati.com	601 Vine St. Cincinnati 45202 513-381-3000	\$42.56	Center-cut ribeye	80	American/fine dining	Nathan Sheatzley
12	<b>Orchids at Palm Court</b> ⑰ orchidsatpalmcourt.com	35 W. Fifth St. Cincinnati 45202 513-421-9100	\$42.56	Kusshi oysters	99	New American	Todd Kelly
14	<b>Embers</b> ⑪ embersrestaurant.com	8170 Montgomery Rd. Cincinnati 45236 513-984-8090	\$41.22	Filet mignon	200	Sushi bar/steakhouse	Michael Wilp
15	<b>Tony's</b> ⑭ tonysofcincinnati.com	12110 Montgomery Rd. Cincinnati 45249 513-677-1993	\$41.05	Filet mignon	210	Steakhouse/seafood	ND
16	<b>Boca</b> ⑲ bocacincinnati.com	114 E. Sixth St. Cincinnati 45202 513-542-2022	\$36.14	Brussels sprouts and scallops	200	French/Italian/contemporary American	Jeremy Lieb
17	<b>The Celestial Steakhouse</b> ⑬ thecelestial.com	1071 Celestial St. Cincinnati 45202 513-241-4455	\$34.38	Filet, sea bass	200	Steakhouse/seafood	Sean White
18	<b>Lisse Steakhuis</b> ① lisse.restaurant	530 Main St. Covington 41011 859-360-7008	\$34.06	ND	300	Dutch steakhouse	Tim Weiss
19	<b>Chart House</b> ⑱ chart-house.com	405 Riverboat Row Newport 41071 859-261-0300	\$32.75	Macadamia-crust ed mahi mahi	250	Seafood	Patrick Kenyon
20	<b>Nicola's</b> ⑲ nicolasotr.com	1420 Sycamore St. Cincinnati 45202 513-721-6200	\$29.82	Potato gnocchi	250	Italian	Aaron Owen
21	<b>McCormick &amp; Schmick's</b> ⑳ mccormickandschmicks.com	21 E. Fifth St. Cincinnati 45202 513-721-9339	\$28.67	Shrimp kisses	375	Seafood	Erik Hyden
22	<b>Mita's</b> ① mitas.co	501 Race St. Cincinnati 45202 513-421-6482	\$28.28	Short rib empanadas	130	Latin American/Spanish	Jose Salazar
23	<b>The Brown Dog Cafe</b> ① browndogcafe.com	5893 Pfeiffer Road Cincinnati 45242 513-794-1610	\$27.90	Pacific halibut	245	New American	Shawn McCoy
24	<b>Meritage Restaurant</b> ㉒ meritagecincy.com	1140 Congress Ave. Cincinnati 45246 513-376-8134	\$27.75	Mt. Carmel glazed lamb chops	22	New American	Kristie Fowee
25	<b>Sotto</b> ① sottocincinnati.com	118 E. Sixth St. Cincinnati 45202 513-977-6886	\$27.70	Short rib cappelacci	168	Italian	Danny Combs

NOTES: ND - Not disclosed. NA - Not applicable. Entree averages calculated from menus available online. It is not the intent of the Cincinnati Business Courier to endorse list participants or to imply that rank has any correlation to quality of service.



We're committed to your business success.

Mike Prescott, Cincinnati Market President | 513.632.3298 | mike.prescott@usbank.com  
Steve Mullinger, Commercial Banking Team Leader | 513.632.2542 | steven.mullinger@usbank.com

usbank.com



Credit products subject to normal credit approval and program guidelines.  
Some restrictions and fees may apply. See a banker for details. Deposit  
LENDER products offered by U.S. Bank National Association. Member FDIC.

## THE LIST

## ASK A CINCINNATI CHEF

## Meet your maker: the faces behind your favorite dishes

It's easy to forget when you're head-first into your dinner, but there's a face and a brain behind the flavors, presentation, colors and textures of your favorite thing to order when you're out to eat.

That's what propelled our restaurants reporter Andy Brownfield to launch "Ask a Cincinnati Chef" – to introduce us to the minds behind some of the most crave-worthy menu items in Cincinnati.

Find bite-size portions of Andy's interviews below. For the full versions, visit our website at [bizjournals.com/cincinnati](http://bizjournals.com/cincinnati).

**EVAN HARTMAN**

Head chef, Pleasantry

**What's in your refrigerator right now?**

Most of the stuff in my refrigerator right now is my girlfriend's. But

I always kind of have some staples: La Croix plain sparkling water, some yogurt, hummus – really quick, simple things I can snack on before I run out the door.

**What's your guilty pleasure food?** Pizza, without a doubt. I really am a big believer that there's no such thing as bad pizza, you just have to be in the mood for whatever you're getting. But I think Taglio in Columbia Tusculum is some of the best pizza in town, and A Tavola too.

**What do you like to do after work?** Relax. The restaurant is pretty new, so there are a lot early mornings and late nights. I just like to spend time with my girlfriend and our dog ... if I can sit on a patio and enjoy a beer that's what I want to be doing.

**What's one simple dish everyone should know how to make?** It's important to know how to make a good soup. ... even if it's a simple chicken broth, or my girlfriend and I have a pretty good go-to chorizo with kale and some tomatoes. If you've got some stock and simple ingredients, a small amount of pantry items go a long way.

**TODD KELLY**

Head chef, Orchids at Palm Court

**What's in your refrigerator right now?** I have kids, so I probably have a very extensive refrigerator right

now. I think about things that are staples or always in there and are for me: mangoes, Perriers and tortillas. Those are the three staples always in my fridge.

**Are there foods that you hate?** My No. 1 pet peeve, the thing I hate the most is raw oysters. It's a textural thing for me... things that have odd textures but oysters in particular. ... oysters, if you took a dozen oysters and you pureed them in a blender and you gave me a straw, I'd have no problem drinking them, it's just that raw oysters ... I love oysters, I just don't like them raw.

**What is your guilty pleasure food?** Pizza. I love it. It's got to be New York style. My two favorite places are Brooklyn Pizza on Montgomery Road and Goodfellas in either Covington or Over-the-Rhine. I'm a purist when it comes to pizza. It's either cheese or pepperoni. When you start putting all these crazy ingredients on it, it becomes a vessel for the crazy ingredients and not a pizza anymore.

**DANIEL WRIGHT**

Chef and owner, Senate, Pontiac and Abigail Street

**What is in your refrigerator right now?**

Hot dogs, slices of cheddar cheese, juice boxes, fruit – my kids eat lots of fruit.

**What's your guilty pleasure food?** I've

got to say, I love Chinese food.

**What would be your last meal on death row?**

My mom makes this killer roast pork dish, which is one of my all-time favorite things. I absolutely love grilled cheese, and I'm a sucker for chilled king crab with a little bit of Dijonnaise, stuff they sell at (Jeff) Ruby's.

**Are there any foods that you hate?** Bleu cheese, black olives and Miracle Whip. All of them individually are awful. But I learned

I was allergic to bleu cheese a couple years ago because they actually inject a lot of bleu cheese to get them to turn into mold for penicillin, which is why a lot of people get red and itchy and splotchy when they eat bleu cheese.

**Where do you go to eat out in town?** Mita's, Boca – those are two of my favorites. I do like Pho Lang (Thang). That's been my lunch spot lately. We go to Findlay (Market) three or four times a week, so we'll get it to go.

**Monday**  
**August 29th 2016**

7:00 - 9:00 p.m.  
at Eddie Merlot's

**Help the MLCF and the Cincinnati Bengals kick off the 2016 season in style at Eddie Merlot's.**

Dinner by the bite and special tastings in a casual atmosphere. See if the players have what it takes to balance your wine glass on a tray. Watch them put their culinary skills to work for a good cause.

**Countdown To Kickoff**

Tailgate by the **TEB** bite

Benefiting The Marvin Lewis Community Fund

Presented by:

Merrill Lynch Wealth Management PRIVATE BANKING & INVESTMENT GROUP  
State of America Corporation

EVELO | SINGER | SULLIVAN GROUP

---

**Wednesday**  
**November 2nd 2016**

4:30 - 9:30 p.m.  
at Paul Brown Stadium

Beer • Wine • Buffet • Goodie Bags • Auction

**Chalk Talk** with Coach Lewis

Presented by:

**FTH**  
FIFTH THIRD FOUNDATION

---

**Thursday**  
**December 1st 2016**

5:15 - 8:30 p.m.  
at Paul Brown Stadium

**Get a behind the scenes look at the Cincinnati Bengals with COACH MARVIN LEWIS**

Dinner in the players Café. Then sit in the players' seats as Coach Lewis breaks down film with our guests for 2 hours. Playbooks, door prizes, cocktail hour, valet parking & more. Only 100 seats available!

**Chalk Talk** with Coach Lewis

Presented by:

**FTH**  
FIFTH THIRD FOUNDATION

---

The proceeds for all events go to:

Marvin Lewis Community Fund

Register for any/all events today at [www.marvinlewis.org](http://www.marvinlewis.org)

THE LIST

ORDER UP

# Pick your preference: Your friendly local

You know the feeling — sometimes the mood strikes when nothing but a burger and fries will do. In Cincinnati, that doesn't narrow it down much: Are you looking to catch a game with your meal at a neighborhood bar, or are you more in the mood for a fork-and-knife-

type experience, maybe with a fancy cocktail or two? Two totally different experiences, but you're in store for delicious food all the same. Regardless of your craving, you've got options — here are takes on four popular meals at restaurants around Cincinnati.

## HANKERING FOR A BURGER?

You've got a couple of options.

Go to **Boca** and the burger comes on a brioche bun and is served with sauce maison, cheese, red onion and tomato. Lots of customers order the burger with a side of pommes soufflées, Boca's upscale take on french fries. Make a meal of that with a glass of pinot noir from Lompoc Wine Co. and your bill totals \$46.

**Frisch's** Super Big Boy is a half-pound of beef served on a double-deck bun with cheese, lettuce, pickle & Frisch's tartar sauce. Get that with an order of french fries and a Pepsi and your bill comes out to \$11.45, not including tax.



## CARB CRAVING

**Sotto's** most popular menu item is short rib cappellacci (\$18) — a pasta dish similar to a ravioli — served with shallot, thyme and Amish butter.

Feeding a family? At **Skyline**, you'll get about 3.1 regular-sized three-ways for the same price.



# MARK YOUR CALENDAR

## REGISTER TODAY FOR THESE UPCOMING ACG EVENTS!

**WEDNESDAY**  
**28**  
SEPT.  
**ACG Women Progressive Lunch**

During this 3 course lunch, we swap tables and rooms to meet at least 20 new contacts. Back by popular demand.

**Wednesday, September 28**  
11:30 am to 12:00 pm - Networking  
12:00 to 1:30 pm - Progressive Lunch  
Hyatt Regency Cincinnati

**\$35** - Members, Member Guests & Annual Sponsors  
**\$50** - Non Members

Sponsored by:



**MONDAY**  
**3**  
OCT.  
**Speed Networking**

Our YP group, DM2030, invites professionals of all ages to try accelerated networking. It's a quick way to meet new contacts as you hop between stations in beautiful Washington Park. Try something new! BRING YOUR SIX WORD MEMOIR!

**Monday, October 3**  
5:30 to 7:00 pm  
Washington Park Deck  
(it's now covered)

**\$35** - Members, Member Guests & Annual Sponsors  
**\$25** - DM2030 Members  
**\$20** - MU, UC & XU students (must be over 21)  
**\$40** - Non Members

**NOTE:** EVERYONE is invited to this DM2030 event not just under 35.

**WEDNESDAY**  
**12**  
OCT.  
**Acquire Innovate & Grow**  
*The First Financial Model for Success*

It's a robust deal-making landscape for aspiring middle-market banks. Join us to learn how First Financial Bank charted a path to success through strategic acquisitions that expand, innovate and improve the client experience.



**Claude Davis**  
Chairman, CEO & President  
First Financial Bank

**Wednesday, October 12**  
11:00 am - New Member Onboarding  
11:30 am - Networking  
12:00 pm - Lunch  
Hyatt Regency Cincinnati

**\$35** - Members, Member Guests & Annual Sponsors  
**\$95** - Non Members

ACG<sup>®</sup> Cincinnati



For registration and additional information visit  
[www.acg.org/cincinnati](http://www.acg.org/cincinnati)

or contact Marcie Taylor at 513.861.2242 or [mtaylor@acg.org](mailto:mtaylor@acg.org)

THE LIST

# burger joint or dinner by candlelight?

## FEELING FLUSH

Celebrating something big? OK, so order whatever you want — even the most expensive item on the menu. The priciest item at Cincinnati's most expensive restaurant, **Jeff Ruby's Steakhouse**, is the dry-aged bone-in "hatchet," a long-bone ribeye. Alone, that'll run you \$80; garnish your steak with garlic butter and a lobster tail and you're upwards of \$100 for your entree alone.

The most expensive item on the menu at **Buffalo Wings & Rings** would be 50 wings, which will run you \$42.99. Assuming five wings is the normal serving, you've got enough chicken wings (25 chickens worth, in fact) to serve 10 people.



## SALAD DAYS

**Nicola's** elegantly presented roasted beet salad, served with avocado, black quinoa and goat cheese, runs for \$12.

If you're in the mood for something a little more filling (but still green), **Dewey's Pizza** serves a Greek salad for \$8.45, which comes with whole roasted garlic cloves, sun-dried tomatoes, feta cheese, cucumbers, red onions and Kalamata olives.



Celebrate your  
*Holiday Party* at



at the Blue Ash Golf Course

Cooper Creek is the ideal location  
for your next meeting or holiday party.

Special amenities such as our versatile event space, central location, built in audio visual equipment, stone fireplaces, and on-site catering that can accommodate up to 350 for lunch, cocktails or dinner are several unique features we offer to make your event a complete success.



4040 Cooper Road, Blue Ash — 513.745.8596 — CooperCreekBlueAsh.com

## consult the experts

This advertising service is intended for information purposes only. Schedule an appointment to discuss your individual needs. Forward questions to be answered in future columns to our experts' e-mail addresses.



### topic: SUPPLY CHAIN/LOGISTICS

**Do you know the impact of the California wildfires on your business?**

### advice:

The supply chain is the critical component to delivering your customer's expectations, on-time and in-tact. Natural disasters are unavoidable and can cause major supply chain disruptions taking weeks or months to recover from their effects. Here are a few things to consider:

- (1) Awareness: Do you have a trustworthy partner or line of communication to keep you and your team informed?
- (2) Impact: Are you able to calculate a disaster? The first thing you need to consider is what effects the success of your business.
- (3) Contingency Plan: If you are a manufacturer, possibly a list of Tier 1, Tier 2, or Tier 3 suppliers your team can pull from if there is a disruption in the flow of your product from point of origin.
- (4) Contingency Assessment: Evaluating the health of your primary suppliers allows you to have proactive approach by uncovering any financial concerns before it affects you and your supply chain. Beyond suppliers, also consider who you're utilizing to transport your product, whether it be through a Freight Forwarder, 3PL, or Carrier Direct.

Set a proactive plan to mitigate risk within your supply chain, assign a team to keep it up to date, and protect your investment for the long haul.



**Matthew Stewart**  
SALES MANAGER

513-785-4993  
matthew.stewart@odwlogistics.com  
www.odwlogistics.com



An exciting feature brought to you by:

**kww** ADVISORS  
KELLERWILLIAMS. REALTY

CINCINNATI  
BUSINESS COURIER

# HOME OF THE DAY

Home of the Day is a feature presented by the Cincinnati Business Courier and Keller Williams Advisors Realty.

This is your invitation to view some of Greater Cincinnati's most luxurious properties for sale.

*Come view new properties featured every day!*



8430 Willow Run Ct,  
Cincinnati, OH  
**Deborah Martin**  
513-313-9390



106 Legend Way  
Loveland, OH  
**Peter Chabris**  
513-708-3000



6120 Cook Road  
Miami TWP, OH  
**John Payne**  
513-500-7474



4060 Roundup Ridge  
Hebron, KY  
**Michele Mamo**  
859-512-7772



944 Rosewood Drive  
Villa Hills, KY  
**Michele Mamo**  
859-512-7772



17 Sunnymede Drive  
Fort Mitchell, KY  
**Deborah Martin**  
513-313-9390



2106-2110 Columbia Pkwy  
Cincinnati, OH  
**Douglas Manzler**  
513-766-0770



10759 Omaha Trace  
Union, KY  
**Michele Mamo**  
859-512-7772



3586 River Road  
Cincinnati, OH  
**Adam Sanregret**  
513-259-3001



10333 Deerfield Road  
Cincinnati, OH  
**Deborah Martin**  
513-313-9390



2423 Riverside Drive,  
Cincinnati, OH  
**Deborah Martin**  
513-313-9390



333 Oliver Road  
Wyoming, OH  
**Skip & Denise Koesterman**  
513-633-4540

[cincinnatibusinesscourier.com/homeoftheday](http://cincinnatibusinesscourier.com/homeoftheday)

Home of the Day is sponsor contributed content.

**PEOPLE ON THE MOVE**

**► ARCHITECTURE / ENGINEERING**



**Steve Ricci**

**Emersion Design LLC** promoted Ricci to senior structural engineer and Green and Ratliff to senior interior designer.



**Amy Green**



**Heather Ratliff**



**Taylor Parot**

**ThermalTech Engineering** hired Parot as mechanical designer and Barrera and Andrews as electrical designers.



**Hugo Barrera**



**Joshua Andrews**

**► BANKING / FINANCIAL SERVICES**



**Andrea Hecht**

**BKD LLP** hired Hecht as managing director.



**Nancy Rueve**

**Cincinnati Savings and Loan** hired Rueve as mortgage loan originator.



**Robert Franklin**

**Lifetime Financial Growth Inc.** promoted Franklin to president.



**Sarah McIver**

**CardioSolution** promoted McIver to business development manager.



**Paul Boken**

**Dinsmore & Shohl LLP** hired Boken as chief operating officer.



**Mike Londo**

**Formica Corp.** hired Londo as North American technical manager.

**► NONPROFIT**



**Roderick Hinton**

**Children's Home of Cincinnati** hired Hinton as vice president of advancement and community engagement.



**Emily Gilgoff**

**Jewish Federation of Cincinnati** hired Gilgoff as Esther and Maurice Becker networking and mentoring coordinator.



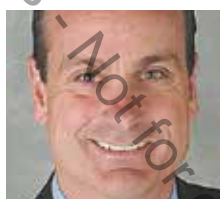
**John Braden**

**Northern Kentucky Community Action Commission** hired Braden as youth build case manager/academic advisor.



**Tim Broderick**

**AI Neyer** hired Broderick as associate project manager and Wilson as director of real estate development.



**Tom Wilson**



**Jake Busch**

**Cincinnati Commercial Contracting** hired Busch director of business development.

**► RETAIL / RESTAURANTS**



**Brooke Stock**

**LaRosa's** hired Stock as franchise operations field specialist and Wright as accounts receivable specialist.



**Amanda Wright**

**► TECHNOLOGY**



**Jerome Turner**

**Thrive Impact Sourcing** hired Turner and Robertson as quality assurance analysts.



**David Robertson**

**► HOW TO SUBMIT**

**SEND US YOUR PEOPLE**

The Business Journal accepts People on the Move submissions online at [bit.ly/CBCpeople](http://bit.ly/CBCpeople)

We welcome information about any Cincinnati-based businessperson who has been promoted, joined a new company or received an award. Include name, position and photo of the person, along with a company contact name and phone number in case additional information is needed.

Photos should be sent as jpeg attachments and should be 200 dpi in size or larger.



Find clarity and confidence through goal-driven direction.

Let our team of financial specialists help you assess where you are, imagine where you want to be, and create a plan to get you there.

- Financial Planning
- Investment Management
- Estate & Legacy Planning
- Tax Solutions & Planning
- Insurance Solutions
- CFO & Accounting Services
- Business Retirement
- Plan Services
- Corporate Benefits Education

[WWW.ARGI.NET](http://WWW.ARGI.NET)

513.842.1700

[INFO@ARGI.NET](mailto:INFO@ARGI.NET)

Respective services offered through ARG Investment Services, LLC, a Registered Investment Adviser, ARG CPAs & Advisors, PLLC, ARG Business Services, LLC, and Advisor Insurance Solutions. All are affiliates of ARG Financial Group.

## SWIM WITH THE SHARKS

# Never let perfection stand in way of greatness

The great Greek sculptor Phidias had high standards when he was carving the statue of Athena for the Acropolis about 2,400 years ago.

He was busy chiseling the strands of her hair at the back of her head when an onlooker commented, "That figure is to stand 100 feet high, with its back to a marble wall. Who will ever know what details you are putting behind there?"

Phidias replied, "I will."

Perfectionism or a waste of time?

Or is it inspired more by pride in one's work? I vote for doing the best you can at every opportunity, regardless of your line of work.

Perhaps because works of art often outlast the artist's lifespan, the creators are more inclined to strive for utter perfection. When Frederic Auguste Bartholdi completed his 152-foot-high Statue of Liberty in 1884, there were no helicopters to inspect its detail from the air. It was installed in New York Harbor two years later as a gift from the people of France to commemorate 100 years of American independence.

Yet many years later, when helicopters can hover close overhead, it is clearly evident that the sculptor



Harvey Mackay can be reached at [harvey@mackay.com](mailto:harvey@mackay.com), or at MackayMitchellEnvelope Co., 2100 Elm St. SE, Minneapolis, MN 55414.

meticulously finished every detail of the lady's coiffure and crown without "cheating" in any area that could not be seen from the ground.

Clearly Bartholdi was a perfectionist. He did his absolute best because he could. That's a good principle to follow when creating anything of lasting value.

"Perfect" may be the ultimate praise, but trying to attain perfection can cause stress, hinder efficiency and create unnecessary conflicts. A more productive goal is excellence: meeting the highest standards agreed upon for oneself or by a group.

I wish I knew who delivered this choice quote, attributed only to an anonymous source: "Excellence can be

## ► MACKAY'S MORAL

Never apologize for doing your best.

achieved if you ... risk more than others think is safe, love more than others think is wise, dream more than others think is practical and expect more than others think is possible."

I find that if I set a goal for myself, get the best coaching available, practice the right concepts and give it all I've got, there is nothing more I can do. I've done the best I can humanly do, so there is no reason to stress out.

To move from strict perfectionism to the pursuit of excellence, may I recommend you consider these suggestions:

► Be realistic. When you find yourself becoming frantic about a goal, stop and ask, "Is this goal really worth all the frustration I'm experiencing?" You cannot do your best work when you are preoccupied with worry.

► Establish clear expectations. If you know what's expected of you, you can better track your progress and draw boundaries when needed.

► Identify your triggers. Learn to recognize the factors that lead or contribute to your perfectionist thinking and behaviors – and avoid them. That does not mean you give any less than your best – just be aware that you can undermine a terrific outcome by nit-picking minor details.

► Delegate. Many perfectionists mistakenly believe that they – and only they – can complete the task at hand. Allow other people to assist you, which will improve the odds that a group will more easily reach excellence.

► Know what's important. Ask yourself, "What's most important about this project?" Consult with friends, colleagues and your boss. Analyzing your objectives, then narrowing down key points and agreements, allows everyone to measure his or her performance accurately.

One note of caution: When you think you've arrived at excellence and can now relax ... BEWARE! Contemplate the lesson learned from the window washer of the Empire State Building in New York. After doing a superb job with the windows on the 116th floor, he made the mistake of stepping back to admire his work.

Classified close: 10 days prior to issue date

PRESTIGIOUS HOMES

## THE EDGECLIFF

2200 Victory Parkway

### Condos and Offices for Sale & Lease!

#### Live & Work in Style at the Edgecliff Private Residences!

Choose your own finishes! The Edgcliff uses high quality finishes such as cabinets from Italy, quartz counter tops and Bosch appliances!

For more info, contact:

**Maria Walley (513) 235-3996**

**Comey & Shepherd**  
REALTORS

**EDGECLIFF**  
Private Residences

## LUXURY LAKEFRONT EXTRAVAGANZA!

**OPEN HOUSE - SUNDAY, AUGUST 28, 2016**  
**6 BEAUTIFUL HIDDEN VALLEY LAKEFRONT HOMES OPEN!**

**OPEN FROM 1 - 3 P.M.**

**20023 Longview Drive**  
Lawrenceburg, IN

**20175 Longview Drive**  
Lawrenceburg, IN

**20087 Longview Drive**  
Lawrenceburg, IN

**OPEN FROM 3:30-5:30 P.M.**

**1148 Montclair Court**  
Lawrenceburg, IN

**19592 Knollwood Drive**  
Lawrenceburg, IN

**TOO LATE! SALE PENDING!**

**1281 Heidi Haven Drive**  
Lawrenceburg, IN

**CHECK [www.KathyP.com](http://www.KathyP.com) FOR DIRECTIONS!**  
**Don't miss this opportunity to see 6 stunning waterfront properties!**

To view properties in SE Indiana text KathyP to 85377  
**WHEN ONLY THE BEST WILL DO!**  
Kathy Patterson  
513-535-2877  
[www.kathyp.com](http://www.kathyp.com)

# LEADS

Information to build your business

## Judgments

### Clermont County

**Dakota Financial LLC vs. Clermont Hardwood LLC**, (address not shown), \$26,308, plaintiff, case #2015 CVH 1292, 06/23/16.

**Nisbet Inc. vs. J. Michael Companies LLC**, (address not shown), \$41,666, plaintiff, case #2016 CVH 529, 07/14/16.

**Wesbanco Bank Inc. vs. J&P Real Estate Holdings Inc./Patrick K. Ryan/Judith B. Ryan**, (address not shown), \$423,697, plaintiff, case #A 0607932, 09/17/16.

**Betty H. Heldman/Frances F. Schloss vs. E. Hyttenbauer & Sons Inc.**, (address not shown), \$58,652, plaintiff, case #A 9502176, 06/23/16.

### Hamilton County

**LCNB National Bank vs. Adkins Outdoor Services LLC**, (address not shown), \$50,662, plaintiff, case #16 CV 88741, 08/08/16.

## Lawsuits Filed

### Butler County

**Car Courier Inc. vs. Preferred Auto Detailing LLC**, case #CV 2016 08 1762, 08/11/16.

**State of Ohio Department of Job and Family Service vs. RDC2 Inc.**, case #CV 2016 08 1776, 08/12/16.

### Hamilton County

**Antonio S. McKelton vs. Jostin Concrete Construction Inc.**, case #A1604412, 08/05/16.

**Rose Dukes Hardy vs. Family Dollar Stores of Ohio Inc.**, other tort personal injury, case #A1604422, 08/05/16.

**Cliff Green vs. Martini on Ice LLC dba Sports Plus**, other tort personal injury, case #A1604425, 08/07/16.

**Deshrayona Stegall vs. Budget & Enterprise/Nationwide Insurance/Fifth Third Bank et al.**, case #A1604434, 08/08/16.

**AR Robinson LLC vs. Golden Avenue LLC**, other tort personal injury, case #A1604452, 08/09/16.

**Total Quality Logistics LLC vs. Beabob Enterprises LLC**, breach of contract, case #A1604455, 08/09/16.

**Allstate Indemnity Co. vs. Recker and Boerger Inc.**, other tort personal injury, case #A1604456, 08/09/16.

**Camargo Pharmaceutical Services LLC vs. Cellpoint LLC**, breach of contract, case #A1604462, 08/09/16.

**Gretchen Dinerman/Robert Dinerman vs. AMS Construction Inc./City of Cincinnati/Time Warner Cable Inc. et al.**, other tort personal injury, case #A1604477, 08/10/16.

**Linda Minor vs. MC Schmidt Enterprises Inc. dba McDonalds/Lalor Family Partnership dba McDonalds Corp. et al.**, other tort, case #A1604518, 08/11/16.

**HCMM Inc. vs. N82 Tactical Inc./Nathan W. Beard/Nathan B. Johnson**, breach of contract, case #A1604522, 08/11/16.

**Kimberly Goodman vs. Petsmart Inc./Petsmart Associate Assistance Foundation/Petsmart Distributing Inc. et al.**, other tort, case #A1604535, 08/12/16.

### Warren County

**Great West Casualty Co./Klingshirm & Sons Trucking Inc. vs. P&S Transportation/P&S Transportation LLC**, case #16 CV 088899, 08/05/16.

**First American Title Insurance Co. vs. ITS Title**

**Services LLC/Steven R. Smith**, case #16 CV 088917, 08/11/16.

**Waste Management of Ohio Inc. vs. Brisben Properties LLC**, case #16 CV 088922, 08/12/16.

## Federal Tax Liens

### Butler County

**Teri J. Shirk**, 5577 Dove Lane, West Chester 45069, \$71,663, (6672), case #2016 30472, 08/08/16.

### Hamilton County

**Alfonso Padilla/A. Padilla Drywall**, 881 Holyoke Drive, Cincinnati 45240, \$194,935, (940/941), Book/Page 13226/01058, 08/09/16.

**Timothy Sawyers/Tim's Tile**, 11207 Flora Road, Harrison 45030, \$14,829, (940/941), Book/Page 13226/01063, 08/09/16.

### Warren County

**Kings Domain Inc.**, 5778 State Route 350, Oregonia 45054, \$52,723, (941), Book/Page 2016 022427, 08/05/16.

## Federal Tax Liens Released

### Hamilton County

**Charles F. Thoenner**, 11587 Plumhill Drive, Cincinnati 45249, \$16,391, (CIVP), Book/Page 13225/01575, 08/08/16.

## Mechanics Liens

### Hamilton County

**Claimant: Teasdale Fenton Carpet Cleaning and Restoration LLC**, Contractor: Madison Marquette (MMF Realty LLC), \$40,867, Owner: Madison Marquette, on property at Inlots 237/238 Town of Cincinnati, Book/Page 13225/523, 08/08/16.

## State Tax Liens

### Butler County

**Baker Produce**, 15 W. Oxford State Road, Middletown 45044, \$13,626, case #ST 2016 08 3064, 08/10/16.

**Falcon Auto Sales Inc.**, 6416 Dixie Highway, Fairfield 45014, \$13,626, case #ST 2016 08 3148, 08/10/16.

**M.C. Pizza Inc.**, 319 Main St., College Corner 45003, \$13,624, case #ST 2016 08 3237, 08/10/16.

**Metro Management Inc.**, 1519 Christine Drive, Fairfield 45014, \$13,623, case #ST 2016 08 3345, 08/10/16.

**Norvell Landscaping Inc.**, 218 Oxford State Road, Middletown 45044, \$13,624, case #ST 2016 08 3279, 08/10/16.

**Sabin Robbins Converting Co. LLC**, 9365 Allen Road, West Chester 45069, \$13,626, case #ST 2016 08 3325, 08/10/16.

**Shockley Automotive LLC**, 4408 Tytus Ave., Middletown 45042, \$20,079, case #ST 2016 08 3345, 08/10/16.

**Valley Dry Wall Service Inc.**, 6330 Cincinnati Dayton Road, Middletown 45044, \$13,626, case #ST 2016 08 3395, 08/10/16.

**Vieth Enterprises LLC**, 7315 Country Club Lane, West Chester 45069, \$13,624, case #ST 2016 08 3397, 08/10/16.

**Zeroliff LLC**, 100 Security Drive, Fairfield 45014, \$13,626, case #ST 2016 08 3428, 08/10/16.

## READERS GUIDE

### ABOUT THIS SECTION

Business Leads is a weekly compendium of information, taken mainly from government records in area counties. Information is presented as it becomes available, so all lists might not appear each week. Every effort is made to provide the items in a timely fashion; however, some information might be dated.

### SECTIONS

Bankruptcies, building permits, judgments, lawsuits filed, new incorporations, tax liens and vendors' licenses are compiled by American City Business Leads, 877-593-4157. The information is also available by email subscription at that phone number.

### CONTACT US

Send items such as business notes, awards/achievements, or expansions via email to Hannah McCartney at hmccartney@bizjournals.com. Mail to Hannah c/o Business Courier, 120 E. Fourth Street, Suite 230, Cincinnati 45202. Fax to 513-621-2462. Calendar items will be posted on CincinnatiBusinessCourier.com.

## DEFINITIONS

### BANKRUPTCIES

Lists business bankruptcies filed locally. A Chapter 7 filing means a company is liquidating its holdings; a Chapter 11 filing means the company can develop a reorganization plan.

### JUDGMENTS

Judgments are court decrees stating one party in a lawsuit is indebted to another. Listed as plaintiff vs. defendant, prevailing party is noted.

### LAWSUITS FILED

Common pleas lawsuits filed in Tri-State courts that involve businesses.

### LIQUOR PERMIT CODES

**A1:** Manufacturer of beer, ale, stout and other malt liquors. **A1A:** Beer, and any intoxicating liquor by the glass or container on A-1 or A-2 permit

premises only until 2:30 a.m. **C1:** Beer only in original sealed container for carry out only. **C2:** Wine and certain prepackaged mixed drinks in sealed containers for carry out. **D1:** Beer only for on-premises consumption or in sealed containers for carry out. **D2:** Wine and certain prepackaged drinks for on-premises consumption or in sealed containers for carry out. **D3:** Spirituous liquor for on-premises consumption only until 1 a.m. **D3A:** Extend issued permit privileges until 2:30 a.m. **D4:** Beer and any intoxicating liquor to members only for on-premises consumption only until 1 a.m. **D5:** Spirituous liquor for on-premises consumption only, beer and wine for on premises, or off premises in original sealed containers, until 2:30 a.m.

### LISTINGS

Building Permits.....	27
Federal Tax Liens .....	27
Federal Tax Liens Released .....	27
Judgments .....	27
Lawsuits Filed .....	27
Mechanics Liens .....	27
New Liquor Applications .....	30
New Liquor Permits .....	30
State Tax Liens.....	27
State Tax Liens Released.....	27
Transactions.....	27
Transfer Liquor Applications..	30
Vendors Licenses.....	30

ID 049.00-00-001.11, \$506,100.

**Rybrook LLC to Unlimited Investment Group LLC**, 8387 Deer Path Attn. Abraham Falah, West Chester, Ohio 45069, property at 8000 Dixie Highway, Florence 41042, ID 073.00-00-024.00, \$350,000.

### Butler County

**Pincrest Holdings LLC to DS Hamilton Meadows LLC**, P.O. Box 36381, Cincinnati 45236, property at 1410 Main St., Hamilton 45011, ID P6600134000009, \$2,750,000.

**USF Holland Inc. to RLF 1 C. SPE LLC**, 201 West St. No. 200, Annapolis, Md. 21401, property at 5015 Duff Drive, West Chester 45069, Princeton Industrial Park ID M5620041000005, \$1,850,000.

**VOA LLC to Enterprise 22 LLC**, 6697 Mahogany Court, Liberty Township 45044, property at 8194 Liberty Way, Cincinnati 45241, ID M5610015000003, \$750,000.

**R&R Family Investments LLC to Duke Energy Ohio Inc.**, 139 E. Fourth St., Cincinnati 45202, property at Provident Drive, Cincinnati 45241, ID M5610001000045, \$700,000.

**Zusters Inc. to Yaler Group LLC**, 498 Commercial Drive, Fairfield 45014, property at 9834 Harwood Court, West Chester 45069, Stockton Commercial Park B ID M5620343000011, \$360,000.

**John M. Kraus to Mayes Holdings LLC**, 2827 Jupiter Drive, Fairfield 45014, property at Constitution Drive, Fairfield 45014, ID A07002000000001, \$300,000.

### Hamilton County

**Cincinnati Terrace Plaza Retail LLC/Cincinnati 926 Office LLC/Cincinnati 926 Hotel LLC to Cincinnati Terrace Plaza LLC**, 7 W. Seventh St. Suite 1400, Cincinnati 45202, property at 15-1/15-2/15-3 W. Sixth St., Cincinnati 45202, ID 077-0002-0250-00/077-0002-0251-00/077-0002-0252-00, \$7,000,000.

**CF Partners LLC to Triple E Investments LLC**, 605 N. Wayne Ave., Cincinnati 45215, Parking Garage/Lots ID 599-0020-0119-00, \$2,500,000.

**GIJV OH LLC to Kemper Fairfield LLC**, 9450 W. Bryn Mawr Suite 750, Rosemont, Ill. 60018, property at 1310-1330 Kemper Meadow Drive, Forest Park 45240, ID 591-0015-0034-00, \$2,400,000.

**KMJ Investors LP to KRP Warehouse LLC**, 838 Ready St., Cincinnati 45202, property at 800 W. Fifth St., Cincinnati 45203, ID 147-0004-0201-00, \$1,350,000.

**Sycamore Christian Church to The First Apostolic Church**, 6477 Cooper Road, Cincinnati 45242, property at 6555 Cooper Road, Cincinnati 45242, ID 603-0022-0019-90, \$1,200,000.

**The Mours Co. FC LLC to Veolia North America Regeneration Services LLC**, 4760 World Houston Parkway Suite 100, Houston, Texas 77032, property at 11215 Brower Road, North Bend 45052, ID 570-0290-0004/0007/0008 (4 parcels), \$908,945.

**MMF Realty LLC to Fourth & Race Street Partners LLC**, 8534 E. Kemper Road, Cincinnati 45249, property at 33 W. Fourth St., Cincinnati 45202, ID 083-0001-0039-00, \$750,000.

**Georgetown Clifton Property LLC to 3410 Clifton Ave. LLC**, 290 Ludlow Ave., Cincinnati 45220, property at 3410 Clifton Ave., Cincinnati 45220, ID 217-0050-0042-00, \$550,000.

**The Zucker Building Co. to Garden Street Iron & Metal Inc.**, 2885 Spring Grove Ave., Cincinnati 45225, property at 2801 Spring Grove Ave., Cincinnati 45225, ID 187-0012-0186-00, \$540,000.

## Transactions - Residential

### Boone County

**Karen Bond Moore to Lona J. Venters Valentim**, property at 10826 Omaha Trace, Union 41091, Triple Crown Country Club ID 064.03-07-004.00, \$775,000.

**American International Relocation Solutions to Jason B. and Jessica L. Allen**, property at 10843 Charismatic Lane, Union 41091, Lot 243 Triple Crown Country Club ID 064.16-07-243.00, \$750,000.

**Bold Co. of Kentucky LLC to Tejay M. and Michelle Evans**, property at 878 Man O'War Blvd., Union 41091, Triple Crown Country Club ID 064.28-07-036.00, \$746,159.

**Fischer Single Family Homes III Ltd. to John and Nita Arents**, property at 10859 Pleasant Colony, Union 41091, Triple Crown Country Club ID 064.25-07-007.00, \$658,389.

**Adam Miller Homes LLC to Cheryl L. Ross**, property at 1605 Big Brown Court, Union 41091, Triple Crown Country Club ID 064.26-07-129.00, \$597,900.

**Ronald G. and Cheryl H. Orcutt to Matthew Zirkle**, property at 842 Bay Colt Lane, Union 41091, Triple Crown Country Club ID 064-10-07-006.00, \$525,000.

**Drees Co. to James W. Handley**, property at 1549 Smarty Jones Court, Union 41091, Triple Crown Country Club ID 064.26-07-115.00, \$507,225.

**Norbert L. and Charlene F. Vater to Paul E. and Merrie L. Carpenter**, property at 6185 Doubletree Lane, Florence 41042, Boone Aire Country Club and Estates ID 049.00-08-087.00/049.00-08-088.00/049.00-08-089.03, \$500,000.

**Michael B. and Vicki O'Bryan to Amber Leissner Trustee**, 16346 E. Airport Circle, Aurora, Colo. 80011, property at 11076 War Admiral Drive, Union 41091, Triple Crown Country Club ID 064.26-07-029.00, \$472,000.

**Amber Leissner Trustee to Timothy J. and Jennifer L. Oswald**, property at 11076 War Admiral Drive, Union 41091, Triple Crown Country Club ID 064.26-07-029.00, \$472,000.

**Drees Co. to Butler G. and Kristin L. Moore**, property at 1554 Smarty Jones Court, Union 41091, Triple Crown Country Club ID 064.26-07-112.00, \$452,850.

**Fischer Single Family Homes III Ltd. to William C. and Sandra A. Holbrook**, property at 3016 Toulouse Drive, Union 41091, Orleans South ID 051.00-05-324.00, \$429,900.

**Drees Co. to Jay L. and Mary E. Minser**, property at 11013 Sellers Court, Union 41091, Triple Crown Country Club ID 064.32-07-029.00, \$415,960.

**Arlinghaus Builders LLC to Keith P. and Shannon M. Heydt**, property at 9505 Rainbow Terrace, Union 41091, Westbrook Estates, \$395,400.

**Deborah L. and Jay R. Arlinghaus to Kenneth A. and Jessica L. Adair**, property at 4032 Idlebrook Lane, Burlington 41005, Idlewild Country Estates ID 025.00-02-016.00, \$390,000.

**Michael J. and Susan M. Frolio to John and Erica Simms**, property at 10630 Aspen Place, Union 41091,

## State Tax Liens Released

### Warren County

**Tepe Nursery Inc.**, 200 S. Nixon Camp Road, Oregonia 45054, (Sales), case #14 CJ 040251, 07/26/16.

**Sherrington Foods Inc./Marvins Organic Gardens**, 2055 S. U.S. Route 42, Lebanon 45036, (Bureau Workers Compensation Premium Claims), case #14 CJ 120225, 07/26/16.

**Kenneth E. Grier**, 7641 Twin Lakes Drive, Morrow 45152, (Sales), case #15 CJ 080273, 07/26/16.

**Kenneth E. Grier**, 7641 Twin Lakes Drive, Morrow 45152, (Sales), case #15 CJ 080274, 07/26/16.

**Kenneth E. Grier**, 7641 Twin Lakes Drive, Morrow 45152, (Sales), case #15 CJ 080277, 07/26/16.

**Tepe Nursery Inc.**, 200 S. Nixon Camp Road, Oregonia 45054, (Bureau Workers Compensation Premium Claims), case #15 CJ 090077, 07/26/16.

## Building Permits - Residential

### Warren County

**Fischer Single Family**, single-family residence at 1354 Golf Club, Shaker Run, \$383,261, 6,135 square feet.

**HBS Development Inc.**, single-family residence at 8530 Silver Oak, Country Brook North, \$360,568, 6,274 square feet.

**M/I Schottenstein Homes**, single-family residence at

6866 Roberts Park, Roberts Park, \$459,889, 7,544 square feet.

**M/I Schottenstein Homes**, single-family residence at 6665 Palmetto, Roberts Park, \$429,894, 6,735 square feet.

**M/I Schottenstein Homes**, single-family residence at 6653 Palmetto, Roberts Park, \$438,508, 7,161 square feet.

**M/I Schottenstein Homes**, single-family residence at 6658 Palmetto, Roberts Park, \$397,922, 6,278 square feet.

**Ryan Homes**, single-family residence at Crescent Falls, Falls of Landen, \$457,222, 5,928 square feet.

## Transactions - Commercial

### Boone County

**Spiral Drive Retail LLC to Houston Lakes Retail Center LLC**, 6805 S. Lewis, Tulsa, Okla. 74135, property at 87 Spiral Drive, Florence 41042, Lot 5 Houston Lakes ID 061.00-21-005.00, \$4,775,000.

**Kentucky Asset Management LLC to Realty Income Properties 19 LLC**, 11995 El Camino Real, San Diego, Calif. 92130, property at 5980 Merchants St., Florence 41042, Lot 17 Merchants' Square ID 61R-17, \$1,500,000.

**Sharon and Paul T. Krummen/Robert C. and Lynda Jackson to E.W. Properties LLC**, 6469 Deermeade Drive, Florence 41042, property at 8301 Highway 42, Florence 41042, Dilcrest ID 062.00-00-057.04, \$524,000.

**County of Boone KY to Boone County Farm Bureau Inc.**, property at 2342 Burlington Pike, Burlington 41005, Burlington Pike

## LEADS

## ► SCENE AROUND TOWN



COURTESY OF THE COMMUNITY BUILDERS

*Tequisha Dukes, a resident of the revitalized Crescent Court Apartments, speaks at an event held by Avondale Choice and the Community Builders to celebrate the project's completion.*

**Donald F. and Karen S. Helton to Mueller Enterprises LLC**, 9858 Kittywood Drive, Cincinnati 45242, property at 5427 Southgate Blvd., Fairfield 45014, ID A070010000033, \$320,000.

**Marvin Flynn to Seth A. and Nicole C. Wolfe**, property at 6041 Golf Club Lane, Hamilton 45011, ID A030012800003, \$318,000.

**Stephanie Nicely to Gretchen C. and Nicholas J. Cook**, property at 4716 Sanibel Lane, Liberty Township 45011, Harbour Towne Park ID D202030000032, \$317,000.

**William and Christine Mueller Trustees to Charles L. Aydtlett Trustee et al.**, property at 2879 Stone Mill Way, Hamilton 45011, Walden Ponds ID A0300150000069, \$312,500.

## Campbell County

**Dale E. and Barbara J. Schweitzer to Daniel S. and Lauren M. Adams**, property at 6740 Talisman Trail Drive, Cold Spring 41076, Shadow Lake ID 999-99-36-934.00, \$550,000.

**Drees Co. to Idowu and Maryann Awosika**, property at 7717 Arcadia Blvd., Alexandria 41001, Arcadia ID 999-99-25-384.80, \$450,759.

**Fischer Single Family Homes III Ltd to Justin and Julie Dials**, property at 7786 Arcadia Blvd., Alexandria 41001, Arcadia ID 999-99-38-573.00, \$401,712.

**David W. and Joni R. Landwehr to Jerry B. Kremer Jr.**, property at 4 Harvard Drive, Alexandria 41001, Ridgeway Crossing ID 999-99-26-444.30, \$390,000.

**James M. and Martha S. Koetting to Koetting Apartments LLC**, property at 2735 9 Mile Road, Melbourne 41059, Tyler Acres ID 999-99-19-040.00, \$360,000.

**April Snedegar Est. of Janise A. Hudson and Randall J. Foltz to Michael and Cheryl V. Lynch**, property at 7 Glenridge Drive, Cold Spring 41076, Glenridge ID 999-99-18-158.08, \$320,000.

**Drees Co. to Daniel Bell**, property at 609 Talus Way, Alexandria 41001, Arcadia ID 999-99-25-384.13, \$306,860.

**Hamilton County**

**Katherine Haugh/John Haugh Trustees to Stephen J. Fish Revocable Trust Agreement/Stephen G. Fish/Kathleen B. Fish Trustee**, property at 2540 Handasyde Ave., Cincinnati 45208, ID 046-0008-0110-00, \$1,820,000.

**Kevin A. Shumrick/Kathryn K. Shumrick to Elsa Chi Abruzzo Trustee**, property at 3753 Vineyard Place, Cincinnati 45226, ID 026-0005-0019-00, \$1,500,000.

**Wesselman LLC to The Drees Co.**, 21 Grandview Drive, Fort

Mitchell, Ky. 41017, Lot 35 Greenshire ID 550-0310-0995-00, \$1,275,000.

**Kevin D. Ott/Elizabeth W. Ott to John Cornetet Trustee**, 123 Boggs Lane, Cincinnati 45246, property at 1136 Carney St., Cincinnati 45202, ID 072-0002-0099-00, \$1,250,000.

**Naomi C. Dallob/John E. Barnes to Elizabeth Weaver/Michael Marek**, property at 6 Corbin Drive, Cincinnati 45208, ID 046-0A01-0161-00, \$1,200,000.

**Eric C. Hagerstrand Trustee to Gerald F. Johnson/Beth Ann Johnson**, property at 11739 Grandstone Lane, Cincinnati 45249, ID 603-0023-0398-00, \$1,175,000.

**Donald L. Calvin/Rebecca L. Calvin to Kevin Frazier/Lorissa K. Frazier**, property at 7285 Tangleridge Drive, Cincinnati 45243, ID 619-0170-0057-00, \$1,005,000.

**MB Real Estate Inc. dba MB Real Estate Delaware Inc. to Smokey J. Clay**, property at 2145 Luray N. No. 10, Cincinnati 45206, ID 069-0003-0415-00, \$995,000.

**Norman James Ball/Virginia J. Ball to Gunning Family Properties LLC**, 1001 Ford Circle Drive, Milford 45140, property at 11767 Lebanon Road, Symmes Township 45140, ID 620-0070-0037-00, \$900,000.

**Stephen J. Fish/Kathleen B. Fish Co-Trustees to Robert D. Bosley/Pamela B. Bosley**, property at 7555 Cayuga Drive, Cincinnati 45243, ID 529-0150-0137-00, \$900,000.

**Mark B. Ripley/Aideen N. Ripley to Mark A. McAndrew/Christa P. McAndrew**, property at 1273 Michigan Ave., Cincinnati 45208, ID 046-0009-0008-00, \$885,000.

**Robert T. Bliss Co-Trustee/Janet L. Bliss Co-Trustee to Shawn M. Carson/Gaylyn J. Carson**, property at 6225 Park Road, Cincinnati 45243, ID 529-0031-0018-00, \$850,000.

**Robert Lucke Homes Inc. to Leonard W. Pearce/Catherine J. Soldano**, property at 7781 Campus Lane, Montgomery 45242, ID 603-0001-0239-00, \$818,280.

**John M. Lipp/Susan W. Lipp to John M. Whitcomb/Tiffany B. Whitcomb**, property at 581 Nordyke Road, Cincinnati 45255, ID 500-0102-0005-00, \$800,000.

**Diane L. Firsten to Michael Thompson/Dennis Giglio**, property at 2481 Grandin Road, Cincinnati 45208, ID 046-1A04-0006-00, \$775,000.

**Stephen P. Smith/Jill K. Smith to Timothy John McCarthy/Cynthia Jane McCarthy**, property at 5420 Drake Road, Cincinnati 45243, ID 529-0090-0069-00, \$755,000.

**Michael S. Bucher/Peggy**

**S. Bucher to William F. Denstedt/Martha Z. Denstedt**, property at 36 Reily Road, Wyoming 45215, ID 592-0008-0052-00, \$755,000.

**Loretta A. Estabrooks/John A. Bonini Trustees to Rebecca Calvin/Donald Calvin**, property at 7270 Algonquin Drive, Cincinnati 45243, ID 529-0151-0062-00, \$675,000.

**Eliseo Vizcaino/Clarissa E. Rosas Trustees to John M. Goetz/Mary Goetz**, property at 11104 Brookridge Drive, Cincinnati 45249, ID 600-0023-0318-00, \$650,000.

**Gerald R. Kitchens II Trustee/Jennifer A. Kitchens Trustee to Koji Sado/Naazil Sado**, property at 11241 Snider Road, Cincinnati 45249, ID 600-0023-0327-00, \$650,000.

**Brian Oeder/Sheila Oeder to Josh Masters/Heather Masters**, property at 3007 Alpine Terrace, Cincinnati 45208, ID 044-0001-0058-00, \$637,000.

**Marjorie G. Mendelsohn to Carl J. Wolford/Jasmine L. Wolford**, property at 349 Compton Hills Drive, Cincinnati 45215, ID 592-0015-0020-00, \$625,000.

**Mark A. McAndrew/Christa P. McAndrew to Nicholas Grahame Bohiker/Kristin Ann Simpson**, property at 3468 Principio Ave., Cincinnati 45208, ID 023-0002-0228-00, \$617,000.

**Karen S. Kelley/Dale E. Kelley to Randi Stock**, property at 2604 Observatory Ave., Cincinnati 45208, ID 041-0004-0145-00, \$592,500.

**David B. Anderson/Laura F. Anderson to Christopher Dale Mathias/Marie Purtell Mathias**, property at 102 Central Terrace, Wyoming 45215, ID 592-0004-0323-00, \$577,000.

**Sam Zingale/Amanda Zingale to Adrian J.H. Buitendacht/Sara Caitlin Buitendacht**, property at 10344 Stablehand Drive, Cincinnati 45242, ID 620-0161-0133-00, \$544,500.

**Leslie E. Sperl/Mary Jane Sperl to Manases Zarco/Jennelle Zarco**, property at 8626 Calumet Way, Cincinnati 45249, ID 620-0204-0131-00, \$540,000.

**Ronald C. Tudor to Eric C. Hagerstrand Trustee**, property at 8098 Carnaby Lane, Cincinnati 45249, ID 600-0012-0118-00, \$530,000.

**Charles M. Hertel/Wendy L. Hertel to Stephen S. Schmidt/Regan N. Schmidt**, property at 7070 Ravens Run Road, Cincinnati 45244, ID 500-0290-0622-00, \$525,000.

**Kellie A. Lawley to Bryan A. Wilson/Nancy Wilson**, property at 7270 Rita Lane, Cincinnati 45243, ID 525-0001-0212-00, \$520,000.

**Mona Mansour to Steven M. Udelhofen/Kelli M.**

**Udelhofen**, property at 134 Burns Ave., Cincinnati 45215, ID 592-0013-0087-00, \$484,000.

**Matthew S. Ball/Krista Mallette Ball to James W. Taylor III/Anne B. Badanes**, property at 3866 Drakewood Drive, Cincinnati 45209, ID 039-0004-0151-00, \$470,000.

**Prema Venkateswaran/Manna Y. Sankar to Michael D. Wigton/Julie C. Wigton**, property at 1204 Hidden Wood Place, Cincinnati 45208, ID 043-0004-0003-00, \$469,000.

**Marc D. Messer/Ann M. Messer to Clifford A. Roe/Mary J. Roe**, property at 5985 Countrymeadow Lane, Cincinnati 45233, ID 550-0161-0195-00, \$455,000.

**David M. Howard/Mary P. Howard to Adam Bloomfield/Tali Bloomfield**, property at 1129 Delta Ave., Cincinnati 45208, ID 044-0006-0023-00, \$449,500.

**T. Scott Tufts/Michelle L. Tufts to Shane Hoverman/Christina Hoverman**, property at 9296 Steeplechase Drive, Cincinnati 45242, ID 620-0161-0011-00, \$449,000.

**Carl D. Coleman to William H. Young Sr./Leslie Young**, property at 102 Michigan Drive, Terrace Park 45174, ID 521-0001-0121-00, \$448,000.

**Bernard L. McKay Trustee to John C. Krug Trustee**, 3300 Great American Tower 301 E. Fourth St., Cincinnati 45202, property at 5816 Miami Road, Cincinnati 45243, ID 529-0120-0034-00, \$446,500.

**Wendy J. Flacks to Shengyong Hu/Li Guo**, property at 5164 Elmcrest Lane, Cincinnati 45242, ID 600-0093-0027-00, \$445,000.

**Danny P. Counts II/Kone G. Counts to Bradley E. Slaven/Monique Nattin-Slaven**, property at 2941 Little Dry Run Road, Cincinnati 45244, ID 500-0220-0012-00, \$435,000.

**Mark B. Workman/Judith R. Workman to Ronald Mitchell/Tonya Mitchell**, property at 1215 Morts Pass, Cincinnati 45215, ID 592-0024-0022-00, \$430,000.

**Lindsey C. Ryan/Dan P. Ryan aka Daniel P. Ryan to Matthew T. Watkins**, property at 509 Missouri Ave., Cincinnati 45226, ID 026-0001-0170-00, \$428,000.

**Mary A. Glasser to William J. Boone/Rose Marie Wetterauer**, property at 3561 Outlook Ave., Cincinnati 45208, ID 039-0007-0071-00, \$425,674.

**Angela Rakis to Michael L. Britt**, property at 3255 Linwood Ave., Cincinnati 45226, ID 045-0001-0068-00, \$425,000.

**Diane Beyersdorfer to Craig W. Gauden**, property at 3307 Lambert Place, Cincinnati 45208, ID 019-0002-0143-00, \$420,000.

**William R. MacEachen/Catherine S. MacEachen to Bin Yang/Ziye Liu**, property at 2202 Riverside Drive, Cincinnati 45202, ID 032-0006-0162-00, \$413,500.

**Daniel Osborne to Eric F. Holmes/Jennifer B. Holmes**, property at 2266 Shimmering Bay Lane, Cincinnati 45244, ID 500-0131-0083-00, \$409,000.

**Mark A. Brunner/Melissa A. Brunner to Myron Reynolds/Dede L. Reynolds**, property at 2740 Lawyers Pointe Drive, Cincinnati 45244, ID 500-0220-0772-00, \$403,500.

**Kimberly K. Sohngren Trustee to Robert Orchard Jr./Denise Orchard**, property at 981 Streamridge Lane, Cincinnati 45255, ID 500-0204-0205-00, \$400,000.

**Pamela Fletcher/Debra Johnsen to Jon C. Hughes/Susan E. Hughes**, property at 1549 Pullman Ave., Cincinnati 45223, ID 196-0023-0049-00, \$399,000.

**Brian Kiley/Kimberly Kiley to Adam Coffaro/Meghan Coffaro**, property at 1963

Devils Backbone Road, Cincinnati 45233, ID 550-0260-0306-00, \$392,500.

**Chenzhe Deng/Haiping Luo to Kathryn J. Lee/Brian O. Lee**, property at 2251 Endovalley Drive, Cincinnati 45244, ID 500-0131-0094-00, \$392,500.

**Thomas M. Steele/Miriam L. Steele to Erica Bardeau/David Bardeau**, property at 7901 Jolain Drive, Cincinnati 45242, ID 603-0008-0338-00, \$390,000.

**Russell M. Schnurr/Sydney E. Schnurr to Jillian Darwish**, property at 1235 Martin Drive, Cincinnati 45202, ID 072-0002-0218-00, \$390,000.

**Andrew Dimitrijevic/Sanja Jasarevic to Jonathan B. Woodruff/Shannon M. Woodruff**, property at 3055 Springer Ave., Cincinnati 45208, ID 043-0002-0072-00, \$380,000.

**Randy Nice to Craig K. West/Jessica A. West**, property at 6974 Treeridge Drive, Cincinnati 45244, ID 500-0301-0014-00, \$379,900.

**Mark R. Burchall/Mallory A. Burchall to Nathan R. Crown/Emily Crown**, property at 1149 Cryer Ave., Cincinnati 45208, ID 046-0007-0076-00, \$377,500.

**Donald Ira Goepper Jr. Trustee to Mary C. Gaffey/David J. Gaffey**, property at 350 Hilltop Lane, Cincinnati 45215, ID 592-0015-0043-00, \$375,000.

**Mary Ellen Fages aka Mary E. Fages to Daniel Dipilla/Laura L. Dipilla**, property at 22 Dorino Place, Cincinnati 45215, ID 592-0008-0101-00, \$375,000.

**Adam Harding to Jefferson Joseph Terkhorn/Michaela Anna Terkhorn**, property at 603 Floral Ave., Terrace Park 45174, ID 521-0003-0320-00, \$362,000.

**Michael L. Andrews to Katherine Sylvester Fogarty/John R. Fogarty**, property at 1128 Paxton Ave., Cincinnati 45208, ID 043-0A01-0023-00, \$360,000.

**Emiliauwati Tauss fka Emiliauwati Kosemanto to Danielle Marie Weller**, property at 3431 Ault View Drive, Cincinnati 45208, ID 038-0006-0019-00, \$357,000.

**Ann Michelle Stephens to Michael J. Begenschutz**, property at 2091 Beech Grove Drive, Cincinnati 45233, ID 550-0152-0142-00, \$355,000.

**Jason M. Fisher to Graham Garrison/Laurel Garrison**, property at 1012 Omar Place, Cincinnati 45208, ID 044-0003-0098-00, \$349,900.

**US Bank Trust NA as Trustee to Chinedum Nidukwe**, property at 621 Main St. Unit 6-B, Cincinnati 45202, ID 078-0001-0118-00, \$348,500.

**Britton R. Riley/Christine E. Riley to Jeffrey T. Muntel/Julia M. Muntel**, property at 7979 Symphony Lane, Cincinnati 45242, ID 603-0017-0049-00, \$337,200.

**Bradley G. Haas to Lindsay R. and James Riegler/Francis X. Riegler Jr.**, property at 5940 Turpin Valley Lane, Cincinnati 45244, ID 500-0360-0369-00, \$335,000.

**Jenine S. Reuter/Steven D. Reuter to Nathaniel C. Finney**, property at 4220 Eileen Drive, Cincinnati 45209, ID 049-0004-0012-00, \$334,525.

**Belinda R. Hill nka Belinda R. Vanderyt/Colin M. Vanderyt to Mary D. Willhite**, property at 3361 Partridge Lake Court, Cincinnati 45248, ID 550-0251-0147-00, \$327,000.

**Mark A. Johnson/Marleen C. Johnson to Theresa Anne Settle/Katherine Christianberry**, property at 1670 Beechshire Drive, Cincinnati 45255, ID 500-0213-0342-00, \$325,000.

**Jason Allan Cowden to Qianyun Ge Kim/David Kim**, property at 1943 Auburn Ave., Cincinnati 45219, ID 087-0004-0081-00, \$319,000.

**Richard D. Orchard/Denise**

**K. Orchard to Nathaniel Wichard**, property at 8364 Benton Ridge Lane, Cincinnati 45255, ID 500-0123-0128-00, \$317,500.

**Tombragel Investments LLC to Bonnie Oulla**, 5284 Waterway Lane, Hollywood, S.C. 29449, property at 2636 Madison Road, Cincinnati 45208, ID 041-0005-0154-00, \$315,000.

**Aaron C. Seurkamp to John H. Mitchell III/Kathleen S. Mitchell**, property at 2223 Kemper Lane, Cincinnati 45206, ID 069-0002-0114-00, \$312,000.

**Robert T. Ostmann to Michelle Zoehmer**, property at 5907 Muddy Creek, Cincinnati 45233, ID 550-0152-0152-00, \$308,000.

**Gary T. McMullin/Joyce W. McMullin to Ronald A. Fenneman/Marilyn J. Fenneman**, property at 5433 Lake Front Drive, Cincinnati 45247, ID 550-0220-1098-00, \$307,500.

**Jonathan N. Weikert/Laura M. Weikert to Scott A. Burbrink/Christine M. Allgeyer**, property at 3069 Citation Lane, North Bend 45052, ID 570-0090-0166-00, \$305,000.

**Shelly Y. Olverson/Tyrone L. Olverson to Candy A. Rozier/Eric Rozier**, property at 10921 Fallstone Drive, Cincinnati 45246, ID 599-0071-0035-00, \$300,000.

**Kraig Beilharz/Zachary Beilharz/Breon Prescott Price to Georgia Barwick**, property at 421 Oregon St., Cincinnati 45202, ID 073-0002-0260-00, \$300,000.

**Warren County**

**Debbie Brady et al. to Jeffery and Annette Boyd**, property at 6020 N. Route 48, Lebanon 45036, (40 acres) ID 0929102003, \$1,500,000.

**Ida M. Doughman to Scott M. Doughman**, property at 358 Nixoncamp Road, Oregonia 45054, (8.9 acres) ID 132400004, \$1,450,000.

**Daniel J. and Lisa Wampler to Carl J. and Angela Y. Walden**, property at 8645 Stillwater Isle, Mason 45040, Lot 155 Long Cove ID 1633300036, \$1,262,500.

**Zicka Family Homes Ltd. to Michael and Lisa Filios**, property at 4709 Country Downs Drive, Mason 45040, Lot 72 Estates Chestnut Hill ID 1226180016, \$1,450,000.

**Matthew C. Burke et al. to Blake W. Vaughn et al.**, property at 6918 Roberts Park Drive, Mason 45040, Lot 12 Roberts Park ID 1102110012, \$684,900.

**M/I Homes of Cincinnati et al. to Christopher A. Elliott et al.**, property at 7502 Marshcreek Lane No. 130, Maineville 45039, Lot 130 Rivercrest ID 1610257024, \$585,074.

**Dwaine A. and Mary Jo Abbe to Desiree M. Buckner et al.**, property at 4823 Stone Lake Drive, Maineville 45039, Lot 47 Rivers Bend ID 1201355014, \$560,000.

**Robert H. Lucas et al. to Windfield Estates LLC**, property at Thomas Drive, Waynesville 45068, Lot 42 Haines Meadow ID 0503100024, \$550,000.

**M/I Homes of Cincinnati et al. to Cory W. Youngs et al.**, property at 6903 Roberts Park Drive, Mason 45040, Lot 49 Roberts Park ID 1102151009, \$540,275.

**Wieland Builders LLC to Adam and Beth Mele**, property at 6367 Greenfield Drive, Mason 45040, Lot 3 Greenfield Reserve ID 1504465025, \$530,068.

**Harry W. and Donna Garrett to William T. Patrick et al.**, property at 110 Aberdeen Circle, Springboro 45066, Lot 22 Greenleaf Woods ID 0402183012, \$515,000.

**Derek A. Griffiths et al. to Ashley Hoehn et al.**, property at 5161 Williams Ridge Drive, South Lebanon 45065, Lot 14 Homestead/River's Bend ID 1736129057, \$510,000.

Lassing Green ID 052.00-04-035.00, \$386,500.

**William M. and Barbara R. Miller to Chad J. and Julie L. Hartley**, property at 14850 Cool Springs Blvd., Union 41091, Cool Springs ID 064.00-16-167.00, \$385,000.

**Daniel C. and Teresa G. Jackson to Edward G. and Katharine M. Hubbard**, property at 10643 Aspen Place, Union 41091, Lassing Green 052.00-04-048.00, \$375,000.

**Fischer Single Family Homes III Ltd. to William L. and Karen A. Scheyer**, property at 2390 Ormond Drive, Union 41091, Orleans North ID 051.00-06-337.00, \$371,199.

**Andrew and Norma J. Lampers to Gary T. and Andrea L. Moore**, property at 9765 Cobalt Way, Union 41091, Harmony Place ID 063.00-27-018.00, \$365,000.

**Drees Co. to Thomas and Margaret Woodward**, property at 1638 Southcross Drive, Hebron 41048, Thornwild ID 035.00-07-705.00, \$359,900.

**Adam M. and Sarah Lane to Patricia and Brian M. McCoy**, property at 7509 Harvesthome Drive, Florence 41042, Heartstone ID 050.00-16-040.00, \$358,000.

**Roger W. and Jody L. Stever to Lesley R. and Charles A. Chamberlin**, property at 1859 St. James Place, Verona 41092, Stephenson Reserve ID

**PRESTIGIOUS HOMES / COMMERCIAL REAL ESTATE**

Classified close: 10 days prior to issue date

**OPEN HOUSE | Aug. 28 and Sept. 4 | 12 - 2 p.m.** **5925 ORCHARD HILLS LANE**

*Exquisite*

**CUSTOM FRENCH NORMANDY RANCH**  
 Located on Four Private Rolling Acres! - \$700,000  
 Designed by Mary Cassinelli, featuring 10-foot ceilings, stained glass, sparkling chandeliers, breathtaking study, gourmet kitchen with oversized granite island and two private courtyards with stone fireplace and outdoor shower. *Minutes to Ronald Reagan Highway, I-275 and I-74*



**Amy Moeller**  
 SALES VICE PRESIDENT  
 (513) 616-3528  
 amoeller@sibcycline.com  
 www.sibcycline.com/amoeller

Contact me today!



**COMMERCIAL LOANS**

Commercial Real Estate Loans (Purchase and Refinance), Construction Loans (Renovation and Rehab), SBA Loans (504 & 7a), Multi-family / Investment Property Loans, Hotel, C-store/Gas Station, and Strip Center Loans, Commercial Bridge Loans




**Randy Church**  
 Director of Business Development  
**SPRING VALLEY BANK**  
 1206 Springfield Pike, Cinti, OH 45215  
 (513) 761-6688 randyc@bankatsvb.com


We help businesses grow. **FDIC**

**#1 Agent in Cincinnati in 2015!**

TARGETED EXPOSURE AND NETWORKING GENERATE SALES!




**Julie K. Back**  
 THE PROVEN LEADER  
**513.607.3850**  
 jback@sibcycline.com  
 www.sibcycline.com/jback  
 #1 Agent at Sibcy Cline  
 #1 Agent in Cincinnati  
 #2 Agent in Ohio  
 Celebrating 22 Successful Years



*Voorhees Vineyard Estates*  
 INDIAN HILL

**ONLY FOUR LOTS REMAIN!**  
 From \$799,000 • 8-lot development  
 2 to 6-acre lots • All utilities complete.  
 Ready for your builder to start  
 (Just off Indian Hill Rd between Drake and Old Indian Hill.)



**BUILD YOUR DREAM HOME**

Source: MLS Greater Cincinnati compilation of broker members (01/01/15-06/08/16), Cincinnati Area Board of Realtors' 2015 Circle of Excellence Awards

**FOUNDATION BANK**  
 Commercial Real Estate Loans




- Multi-Family
- Investment
- Owner-Occupied
- SBA 504
- Construction
- Lines of Credit

**Michelle Hutson**  
 513-287-6877 Direct  
 513-253-4656 Cell

Equal Housing Lender, Member FDIC **FDIC**


*Sycamore Twp.* *Evendale* *Hyde Park*




**8528 Concord Hills Circle, Indian Hill Schools** • The best of Indian Hill living with no earnings tax! Enjoy 1.18 acres of park like grounds backing to a wonderful buffer of wooded privacy. The 1 floor plan has been lovingly maintained and features 3-4 bedrooms, 3.5 baths plus hardwood floors, cove moldings, and a full basement. *Asking \$529,900*

**3724 Monets Lane** • Updated and expanded 4 bdrm, 4.5 bath brick traditional in beautiful Park Hills! Gorgeous granite & SS island kitchen with wine bar, 2 sunny solariums, outdoor fireplace and more. All in a neighborhood featuring walking trails and green spaces + just minutes to the awesome Evendale Rec Center! *Asking \$429,900*

**2889 Erie Ave.** • Wonderfully updated 4-5 bedroom, 3 bath 3 story featuring an open plan layout, updated kitchen and baths, Master suite with LUX in suite bath, dressing room and private covered porch. All this in a walk to schools, library, Carl's Deli and Graeter's location! Buyer's representation. *Asking \$500,000*



**Doug Manzler**  
 513.766.0770 Dir  
 Doug.Manzler@kw.com  
 www.DougManzler.com  
 Licensed in Ohio & Kentucky



*Prestigious Home Collection*

**FAIRFIELD TWP**

Located on the 9th tee of Walden Ponds Golf Club you will find this sophisticated, transitional custom built home with so many special touches. The dramatic foyer opens to the vaulted great room that leads to a gorgeous sun rm over looking the pool. A room for everything you might want including a walkout LL media room & guest suite w/kitchen. Built for entertaining. Located just 5 minutes from Bridgewater Falls dining & retail center. MLS #1504413

6009CreeksideWay.com

**Joe Linz**  
 513.300.6663 direct / 513.791.2255 office  
 jlinz@starone.com



one goal. one passion.

*Fabulous Listings Across the City*

Two gorgeous homes available in the area's finest neighborhoods. Gourmet kitchens, luxury master suites, beautiful custom details, quality finishes and lovely outdoor spaces!



**SUSAN KESSLER**  
 (513) 518-5262  
 EXECUTIVE SALES VICE PRESIDENT  
 skessler@sibcycline.com  
 www.sibcycline.com/skessler




**CUSTOM RANCH ON 8.8 ACRES**

6073 Brewer • Deerfield Twp • \$1,475,000



**THE FINEST ON FIVE LUSH ACRES**

9175 Old Indian Hill Rd • Indian Hill • \$1,650,000

## LEADS

**M/I Homes of Cincinnati et al. to Roland R. Pansch et al.**, property at 7566 Marshcreek Lane No. 44, Maineville 45039, Lot 44 Rivercrest ID 1610265006, \$494,994.

**NVR Inc. to Yasir and Alina Khan**, property at 3992 Chatsworth Drive, Mason 45040, Lot 17 Willow Brooke ID 1213131010, \$482,080.

**M/I Homes of Cincinnati et al. to John M. and Simone Whyte**, property at 6760 Palmetto Drive, Mason 45040, Lot 52 Roberts Park ID 1102176005, \$475,000.

**Stacy C. and Brian Blomeke to Zhiwei Shi and Yin Liu**, property at 4839 Gemstone Court, Mason 45040, Lot 54 Weatherstone ID 1225490009, \$438,200.

**Ronald L. Mitchell et al. to Maurice Robiglio et al.**, property at 4571 Fringetree Glen, Mason 45040, Lot 28 White Blossom ID 1628380003, \$437,500.

**NVR Inc. to Vyas Raj Moda et al.**, property at 2805 Hartfield Lane, Mason 45040, Lot 27 Willow Brooke ID 1213132001, \$422,325.

**Matthew C. Dever et al. to Craig S. Hathaway et al.**, property at 9984 Mintwood Road, Centerville 45458, Lot 86 Soraya Farms ID 0527151008, \$400,000.

**Beverly J. Dollin et al. to Mark R. Burchinal et al.**, property at 9608 Old Village Drive, Loveland 45140, Lot 274 Heritage Green ID 1620301029, \$397,500.

**Mary J. Burns et al. to Sean M. Newlin et al.**, property at 29 Foliage Lane, Springboro 45066, Lot 34 Royal Tamarack ID 0414181004, \$360,000.

**David B. and Christy Gray to Todd A. Tedesco et al.**, property at 971 Locust Court, Mason 45040, Lot 120 Winding Creek Estates ID 1635252007, \$348,000.

**Nilesh M. and Vaishal Shah to Xueguang Sun et al.**, property at 8607 Charleston Creek Drive, Mason 45040, Lot 76 Charleston Park ID 1503345010, \$346,000.

**Desiree Blumenthal to Stephan J. Shaffer**, property at 9249 Elizabeth Lane, Mason 45040, Lot 9249 Woods/Wilkins ID 1632210184, \$345,000.

**Cynthia K. Dunn to Jon P. and Jill S. Parks**, property at 3403 Crooked Tree Drive, Mason 45040, Lot 55 Fairway Crooked Tree ID 1232176007, \$335,000.

**Camino D. Smith to Steven D. Villegas et al.**, property at 101 Decatur Lane, Loveland 44140, Lot 30 Butterworth Glen ID 1607225008, \$330,000.

**William A. Webb to Halina Orzel et al.**, property at 1737 Cedar Trace Drive, Lebanon 45036, Lot 67 Cedar Trace ID 1329451022, \$330,000.

**Nicholas E. Greene et al. to Donnie E. Tipton Jr. et al.**, property at 1116 Thorny Ridge Trail, Lebanon 45036, Lot 7039 Countryside ID 1204238017, \$318,000.

**Robert J. Shepperd et al. to Eugene Korostyshevsky et al.**, property at 5567 Bentwood Drive, Mason 45040, Lot 17 Fairways Crooked Tree ID 1232214021, \$315,000.

**Robert R. Jordan et al. to Daniel Behymer et al.**, property at 711 Eagle View Court, Mason 45040, Lot 8 Eagle View ID 1623128010, \$310,000.

**Leonard L. and Michel Boos to Lori Van Broekhoven et al.**, property at 211 Silver Fox Court, Loveland 45140, Lot 49 Brandywine Little Miami ID 1607185013, \$309,900.

**Jill M. Jennewine to Mark and Deborah Poling**, property at 1428 Chantilly Lane, Centerville 45458, Lot 14 Soraya Farms ID 0527177048, \$309,900.

**Carlos E. Parra Camacho to Dustin and Erica Hill**, property at 3627 Saddle Court, Mason 45040, Lot 153 Trailside Acres ID 1219379022, \$300,000.

**James M. Morning et al. to Christopher S. Morehouse et al.**, property at 4505 Picket Court, Mason 45040, Lot 76 Ashley Place ID 1231414013, \$300,000.

### ▶ Vendors Licenses

#### Butler County

**Planet Caravan**, 8097 Beckett Center Drive, West Chester 45069, tobacco.

**Central Swap Shop**, 2018 Central Ave., Middletown 45042, used merchandise.

### ▶ Transfer Liquor Applications

#### Butler County

**From: Erie BP Inc. dba Erie Food Mart (change of name); To: Om Sai Enterprises LLC dba Erie Food Mart**, 20 N. Erie Ave. & Gas Pumps, Hamilton 45011; C1; C2; D6.

#### Hamilton County

**From: 5555 Glenway Ave.**, Cincinnati, OH 45238 (change of address); **To: Aldi Inc. Ohio dba Aldi**, 5740 Harrison Ave., Cincinnati 45248; C1; C2; D6.

**From: Siri Inc. dba Spring Grove Sunoco (change of name); To: Awash Valley LLC dba Camp Washington Sunoco**, 2740 Spring Grove Ave., Cincinnati 45225; C1; C2; D6.

#### Warren County

**From: Great Lakes Services LLC dba Great Wolf Lodge (change of name); To: Mason Family Resorts LLC dba Great Wolf Lodge**, 2501 Great Wolf Drive & Patio, Mason 45040; D5AD6.

### ▶ New Liquor Applications

#### Butler County

**Milfield Restaurant Management LLC dba Buffalo Wings and Rings**, 6963 S. Liberty Drive, Middletown 45044; D5.

#### Clermont County

**Kaleshwari Inc. dba JPS Food Mart**, 6380 Branch Hill Guinea Park, Loveland 45140; D1.

#### Hamilton County

**DSWDWK LLC**, 4831 Spring Grove, Cincinnati 45232; A1C.

**March First Manufacturing LLC**, 7885 E. Kemper Road, Cincinnati 45249; A1CA2; A3AB2A.

**Birch In Terrace Park Inc.**, 702 Indian Hill Road, Terrace Park 45174; D3.

**112 E. 6th Street LLC**, 112 E. Sixth St. & Patio, Cincinnati 45202; D5J.

**Jai Arman LLC dba Jai India Restaurant**, 11482 Springfield Pike, Springdale 45246; D2.

### ▶ New Liquor Permits

#### Butler County

**Lisa Grocery Store LLC**, 5080 Pleasant Ave. Unit C, Fairfield 45014; C1; C2; D6.

**Gloria M. Allen dba Allens Market 1st Floor & Basement**, 905 Shuler Ave., Hamilton 45011; C1; C2.

**Coopers Hawk Liberty LLC dba Coopers Hawk Winery & Restaurant**, 7490 Bales St. 1st Floor & Patio, Liberty 45069; DSJ; D6.

**OM Oil Hamilton LLC dba OM Oil Hamilton**, 1144 S. Erie Highway, Hamilton 45011; C1; C2.

**Incept 16 Inc. dba Fine Wine & Spirits**, 9153 Cincinnati Columbus Road, West Chester

45069; C1; C2; D6.

**TAFI LLC dba HACHI Grill**, 7334 Tylers Corner Road Suite 1200, West Chester 45069; D1.

#### Clermont County

**Stephen Dale Pearce dba Ohio River Vista Vineyard Winery and Research Station**, 27 Locust Hill Road, Cincinnati 45245; A2.

#### Hamilton County

**Kenwood Gasoline Inc. dba Kenwood Marathon**, 7268 Kenwood Road, Cincinnati 45236; C1; C2.

**Steven Toleski dba Stor Dor Beverage**, 1725 Blue Rock St., Cincinnati 45223; C1; C2; D6.

**Habesha Restaurant & Cafe LLC**, 5070 Crookshank Road, Cincinnati 45238; D3.

**Meritage Restaurant LLC**, 40 Village Square & Patio, Glendale 45246; D2; D2X; D3; D6.

**Calle Bar LLC**, 950 Pavillion St., Cincinnati 45202; D5; D6.

**Lakes Ventures LLC dba Fresh Thyme Farmers Market**, 7910 Beechmont Ave., Cincinnati 45255; C1; C2; C6; D8.

**Sycamore Hills LLC dba Hampton Inn & Suites Kenwood**, 2000 Ronald Reagan Drive 1st Floor, Cincinnati 45236; C1; C2.

**Aramark American Food Services LLC dba Paul Brown Stadium North Bar 17 Field Level Club**, 200 W. Mehring Way, Cincinnati 45202; D2; D3; D6.

**Y&W International LLC**, 204 W. McMillan St., Cincinnati 45219; D3.

**Paulette Denise Hise dba MS PS Mini Market**, 2541 Gilbert Ave., Cincinnati 45206; C1; C2.

**Dolgen Midwest LLC dba Dollar General Store 16393**, 7685 Reading Road, Cincinnati 45237; C1; C2.

**Marlene Sellers dba California Deli 1st Floor**, 5935 Kellogg Ave., Cincinnati 45230; C1; C2.

**Beerworks LLC**, 2800 Woodburn Ave., Cincinnati 45206; A1C.

#### Warren County

**Dylan Hospitality LLC dba Hampton Inn & Suites 1st Floor Counter Area Only**, 5232 Bardes Road, Mason 45040; C1; C2; D6.

**PL Restaurant Holdings LLC dba Pizzeria Locale**, 9540 S. Mason Montgomery Road Suite E, Mason 45040; D1; D2; D6.

**SMS Hospitality LLC dba Twenty Mile Tavern**, 3221 W. Route 22 & 3, Loveland 45140; D5.

### ▶ DEAL OF THE WEEK



COURTESY OF EVEREST GROUP

## LEASE SIGNED FOR ANDERSON TWP. OFFICE, WAREHOUSE

**Property name:** 8485 Broadwell Road

**Tenant:** Picture It Wholesale LLC

**Estimated lease length/value:** Five years/\$1.9 million

**Landlord:** BEE Holdings

**Listing broker, firm:** Frank Torbeck, Everest Group Inc.

**Tenant's broker, firm:** Roddy MacEachen and Rod MacEachen, Sqft Commercial

**Deal signed:** May 2016

**Description of property:** A more than 432,400-square-foot office and warehouse building

**Address:** 8485 Broadwell Road, Cincinnati 45244

**Behind the deal:** The tenant leased 132,000 square feet of office and warehouse space for administration and storage of auction items.



Torbeck

— Tom Demeropolis

*Deal of the week examines a recent noteworthy lease or sale of local commercial property and/or a residential sale; the transaction must exceed a minimum of \$1 million.*

## What's the Deal?

CINCINNATI BUSINESS COURIER

For local real estate brokers, the **Deal of the Week** is a great opportunity to showcase in the Courier a recent noteworthy sale or lease of a commercial or residential property in the Tri-State. Each week, the Courier selects one deal to be featured.

To be considered, the transaction must exceed \$1 million. It's easy to get started. You simply fill out a form that the Courier provides.

For more information, contact Tom Demeropolis at (513) 337-9435, or [tdemeropolis@bizjournals.com](mailto:tdemeropolis@bizjournals.com).

Classified close: 10 days prior to issue date

## PROFESSIONAL DIRECTORY

**PAULA NORTON  
PHOTOGRAPHY**

1203 Central Ave.  
Cincinnati, Ohio 45214

advertising • events  
portraits • stock

**PH 513 241 2999**

[www.paulanortonphoto.com](http://www.paulanortonphoto.com)

**Your source for Isuzu trucks.**

**Featuring an industry leading LCF design.**

Rush Truck Center – Cincinnati has a wide selection of trucks in stock in a variety of applications and specifications, including the Isuzu N-Series. And if we don't have what you want in stock, our sales experts will help you spec a truck to support your business requirements.

**Come see why no other dealership network offers you more.**

**Rush Truck Center – Cincinnati**

11775 Highway Drive  
Cincinnati, Ohio 45241  
**513-372-8800**

**Tom Cloud**  
Commercial Sales

513-932-6010 - Office  
513-535-4736 - Cell  
[tcloud@hsabh.com](mailto:tcloud@hsabh.com)  
[schuelergroup.com](http://schuelergroup.com)

Tom has a background of 30+ years in sales and operations management, and senior leadership roles.

Tom's tenured background in all aspects of Commercial Real Estate assures his clients that he is their advocate to meet their sale, search and leasing objectives.

Real Estate Services | Development | Construction

# OPINION

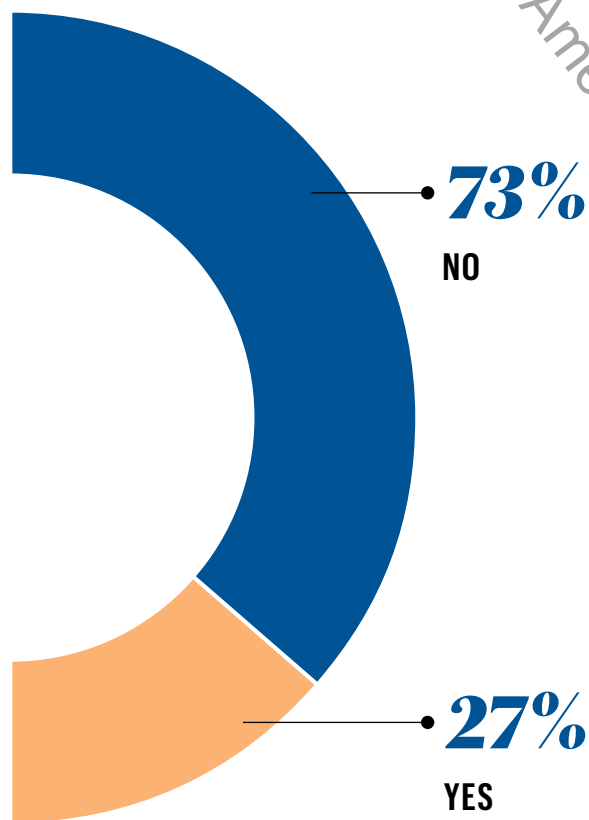
The Business Courier welcomes letters to the editor

Send letters to the Cincinnati Business Courier  
120 E. Fourth St., Suite 230, Cincinnati, Ohio 45202  
cincinnati@bizjournals.com

## BUSINESS PULSE

### IS 'BAN THE BOX' A GOOD IDEA FOR EMPLOYERS?

"Ban the box" is a movement to get employers to stop asking job applicants about their criminal histories on their initial application that has gained traction from people who think it's a powerful way to address prejudice against minorities in hiring. However, there's mounting evidence that it may actually allow more prejudicial decisions in hiring when employers "Ban the box."



More than 460 responded. This is not a scientific sampling. It offers a quick view of what readers are thinking. Percents are rounded.



Nationwide, more than 100 cities have elected to "ban the box" in an effort to hinder discrimination.

#### ▶ WHAT DO YOU THINK?

We want to hear your opinion on the issues you read about in the Business Courier. Submit letters to the editor at [cincinnati.businesscourier.com](http://cincinnati.businesscourier.com) or call Managing Editor Bill Cieslewicz at 513-337-9436 with questions.

A few guidelines: Keep it brief and civil and remember to mention which news story you're writing about. No anonymous letters will be printed. All submissions become the property of the Business Courier and will not be returned. Submissions may be edited and may be published or otherwise used in any medium.



## MY VIEW

### Our father-son journey to Israel

This op-ed is authored by Steve and Brad Coppel, son and grandson, respectively, of Auschwitz survivor Werner Coppel. It's the second in a four-part series profiling the recent 2016 Cincinnati Congregation and Community Israel Mission. Visit [bizjournals.com/cincinnati](http://bizjournals.com/cincinnati) for the rest of the series.



Brad Coppel

Thanks to the generosity of the Jewish Foundation of Cincinnati, the Jewish Federation of Cincinnati, Rockdale Temple and their dedicated staffs, we traveled to Israel together, a father and adult son, as part of a trip including 500 Jewish Cincinnatians. Both of us are permanently altered by this transformative experience – not just because this was an excellent bonding experience for a father and son, but also because of the unique place Israel holds in the history and culture of, and as a moral compass for, Western civilization. That place has particular meaning in our family, as the progeny of Holocaust survivors.

Together we visited shrines of Judaism, Christianity and Islam, literally and figuratively tracing the very same steps where our people have walked for over 2,000 years.

Beyond religion, the history is astounding. From singing "Hatikva," Israel's national anthem, in the

room in which the modern state of Israel was founded, to touring a fortress built by crusaders in the 12th century, history came alive for us. Walking the Mediterranean beaches, gazing into neighboring countries from the Golan Heights, floating in the Dead Sea and being overwhelmed by the fortress Masada's desert view are experiences that will stick with us forever. The Israeli people, inspiring with their passion and spirit, are also unique. Our visit to the tombs of Israeli heroes at Mount Herzl national cemetery caused chills despite the 90-degree temperature.

Nothing encapsulates the dichotomy of modern Israel and the quality of our father-son bonding as well as when we shared food and drinks on a trendy hotel's posh rooftop, overlooking the walls of Old Jerusalem while FaceTime-ing the youngest Coppels, under the age of 3, back in Cincinnati.

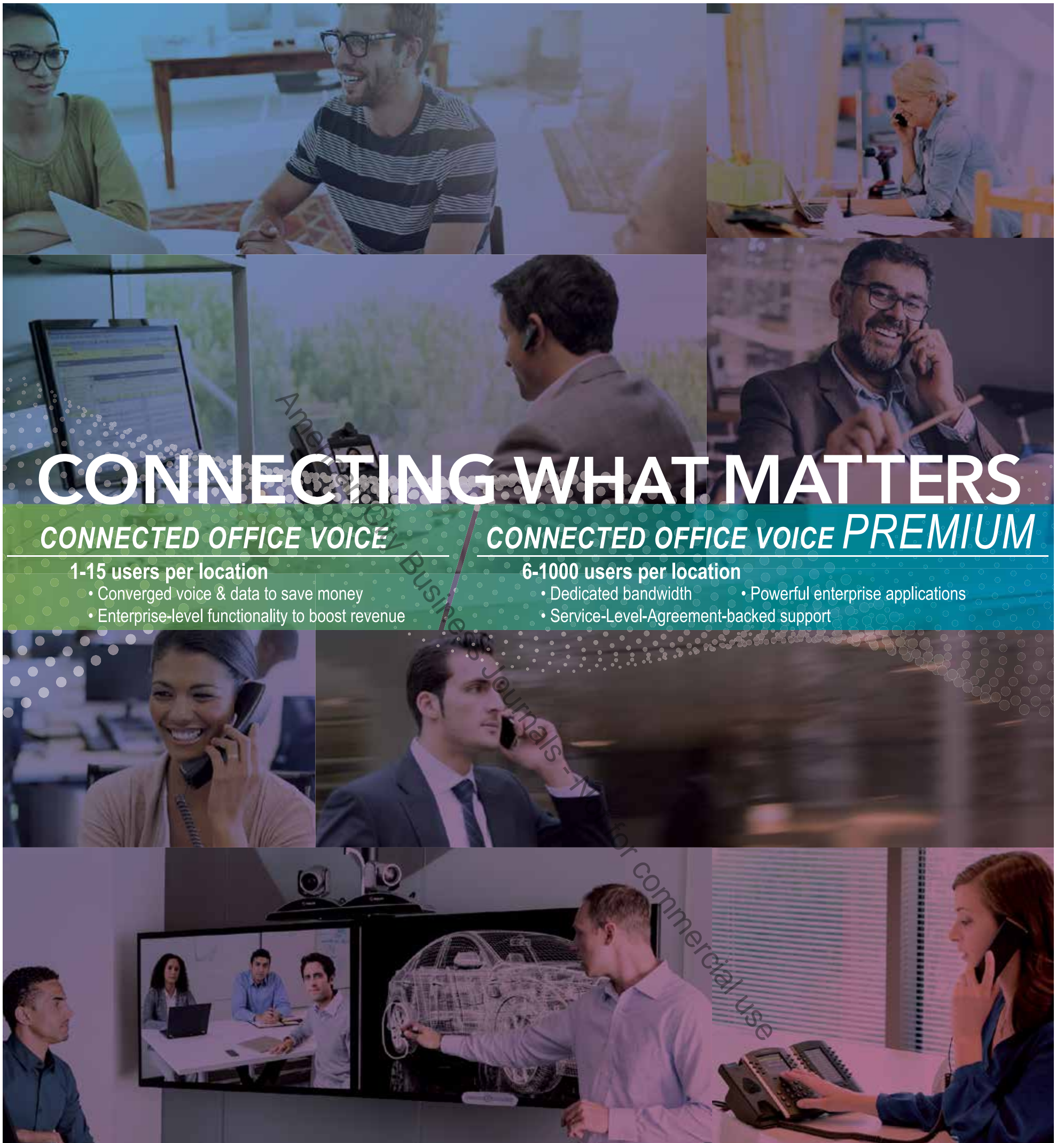
Our Jewish identity extends well beyond religion. Our father

and grandfather Werner Coppel, a Holocaust survivor who dedicated decades of his life combatting bigotry and hatred by educating Cincinnati youth, died a few months prior to our trip. Our identity and recent loss made the visit to Yad Vashem, the World Holocaust Remembrance Center in Jerusalem, an emotional challenge.

As we toured the museum, we carried the names of our family members killed in the Holocaust with us, both figuratively in our hearts and literally written on a piece of paper inches from Steve's heart. We stood together in the Hall of Names exhibit, surrounded by shelf after shelf, row upon row of books containing names of the murdered 6 million Jewish victims. As our gazes rose, we realized we were surrounded by hundreds of photographs of men, women and children – lives callously cut short.

It was by far the most poignant moment of a spiritually moving 10 days, and we leaned on each other to get through it.

To the people of Israel: we wish health, happiness, prosperity and peace. To our fellow Cincinnatians, some advice: If you are presented with an opportunity to visit Israel or undertake a father-son trip, do so without hesitation! You will be forever appreciative of the journey.



# CONNECTING WHAT MATTERS

## CONNECTED OFFICE VOICE

1-15 users per location

- Converged voice & data to save money
- Enterprise-level functionality to boost revenue

## CONNECTED OFFICE VOICE PREMIUM

6-1000 users per location

- Dedicated bandwidth
- Powerful enterprise applications
- Service-Level-Agreement-backed support



### Next-Generation, Cloud-Based VoIP Solution

Whether you're a start-up business or a 1,000 employee enterprise, Cincinnati Bell Business has a cloud-based voice solution to help your business succeed. Our Connected Office Voice supports up to 15 users per location with applications to keep you connected anytime, anywhere. As your communication needs increase, requiring support, installation and quality of service agreements, the Connected Office Voice Premium option provides a dedicated support team as well as powerful enterprise applications you'll need to keep a competitive edge.

**CBC**

SECTION B  
AUGUST 26, 2016

# OSUITE AWARDS

SUPPLEMENT TO THE BUSINESS COURIER

PRESENTING SPONSOR



GOLD SPONSOR



SILVER SPONSORS





## C-SUITE AWARDS

## Contents

**HONOREES**, List of finalists..... 4-5B

## WINNERS

## CHIEF EXECUTIVE OFFICER

**Garren Colvin**,  
St. Elizabeth Healthcare.....7B

**R. Mukund**,  
Gensuite LLC.....7B

**Mark Ruehlmann**,  
Square Patton Boggs..... 9B

**Doug Spitler**,  
Episcopal Retirement Services..... 9B

**Dennis Wells**,  
LSI Industries Inc..... 11B

## CHIEF FINANCIAL OFFICER

**Paul Helton**,  
RelaDyne LLC.....11B

## CHIEF LEGAL OFFICER

**Matthew Shuler**,  
Christ Hospital Health Network.....13B

## CHIEF MARKETING OFFICER

**Tammy Nelson**,  
American Modern Insurance Group.....13B

## CHIEF OPERATING OFFICER

**Michael Stich**,  
Rockfish Digital.....15B

Profiles of the winners were compiled by  
Courier Contributor **Amy Howell Hirt**.



COVER DESIGN BY CORRIE SCHAFFELD

C-Suite is a supplement to the

**CINCINNATI  
BUSINESS COURIER**

The Business Courier is a publication of

*American City*  
**BUSINESS JOURNALS**

128 S. Tryon Street, Suite 2300,  
Charlotte, N.C. 28202

Whitney Shaw, President & CEO  
Ray Shaw, Chairman (1989 to 2009)

## Letter to the reader

The *Business Courier* congratulates the finalists and winners of our second annual C-Suite Awards. The program recognizes the top leaders at some of the Tri-State's most successful organizations – chief executive officers, chief operating officers, chief financial officers, chief legal officers and chief marketing officers.

These awards are designed to provide insight about the people who shape our business community. Inside this

publication you'll find Q&A-style profiles of each of the winners, with questions that relate to their business approach, leadership style and personal experience.

The *Courier* accepted nominations for executives at public, private and nonprofit companies in a range of revenue sizes. A group of judges then determined the 36 finalists, of which nine were chosen as winners.

The CFO category was decided

by three judges from the Cincinnati chapter of the Financial Executives International; all other categories were decided by the deans of the business colleges at three local universities.



*Nikki Kingery*

Nikki Kingery  
Special Projects Editor

Smart. Flexible. Customizable.



Our team at First Financial is dedicated to providing personalized service and customized solutions to our clients. That's why we created the **Smart Business Checking** core account, which includes complimentary services that make banking for your small business flexible and easy.

✓ **START with Smart Business Checking\***:

Our everyday business banking solution

- Only \$100 minimum balance to open
- Includes up to 200 monthly transactions
- Visa® Business Debit Card
- Online banking and Bill Pay
- No monthly fee\*\*

As your business grows, so can the Smart Business Checking account. Enjoy the option to continue customizing your account by changing or adding services based on the current needs of your business.

Get started today! Visit [www.bankatfirst.com/smartbusiness](http://www.bankatfirst.com/smartbusiness) or contact your local team:

**Paul Silva**  
Market President  
[Paul.Silva@bankatfirst.com](mailto:Paul.Silva@bankatfirst.com)  
513.979.5878

**first**  
first financial bank

Another step on  
the path to success

\*\$100 minimum balance to open. A per transaction fee of \$.35 may apply for each transaction exceeding 200 per month.  
\*\*If not enrolled in e-statements, a \$4.00 monthly paper statement fee applies.



## C-SUITE AWARDS



## ABOUT THE JUDGES

These members of FEI – Cincinnati Chapter judged the CFO category:

**CASSIE BELMONTE**

Cassie Belmonte is senior vice president and chief financial officer of the Cincinnati USA

Regional Chamber. Previously, Belmonte was vice president of finance with Al Neyer Inc. and audit senior manager with KPMG. She graduated from Miami University with a bachelor's in accountancy and is a CPA. Cassie is a past president of the Cincinnati Chapter of Financial Executives International.

**MONO BHATTACHARYA**

Mono Bhattacharya is a partner at RKCA, a middle-market investment bank in

Cincinnati. RKCA specializes in advising and executing mergers and acquisitions, financing and restructuring transactions. Prior to joining RKCA in 2015, Bhattacharya was the director of strategy and M&A at Convergys Corp. Bhattacharya is a graduate of the University of Cincinnati and serves on the Alumni Board of Governors for the College of Business. He is also the president-elect of Financial Executive International (FEI) – Cincinnati Chapter.

Bhattacharya resides in Hyde Park with his wife, Deepa, and daughter Anjali.

**JEFFREY MEEK**

Jeffrey Meek is vice president and chief financial officer of Fort Washington Investment Advisors Inc., a

wholly owned subsidiary of the Western & Southern Financial Group. Prior to joining Fort Washington, Meek held various positions at Formica Corp., Western & Southern Financial Group, Chiquita Brands International and PNC Bank. Meek received a bachelor's in accounting and finance from Miami University and an MBA from the University of Cincinnati. He is president of the Cincinnati chapter of Financial Executives International and also serves on the Scripps Howard Foundation's Finance Committee. Meek holds CPA, ARM and CGMA designations.

## Honorees

The 2016 C-Suite Awards recognized 36 finalists in five different leadership categories.

## CHIEF EXECUTIVE OFFICER

Finalist	Company	Address	Nomination excerpts
<b>Garren Colvin</b>	St. Elizabeth Healthcare	1 Medical Village Drive, Edgewood	"In one short year, Garren's transformational leadership has helped lead all of St. Elizabeth toward a common goal; he has been an intricate part of the collective force of St. Elizabeth's significant internal engagement increases, robust community partnerships, exceptional patient experience, and he has brought a new level of innovation, growth and bottom-line results to the system."
<b>Gary Conley</b>	TechSolve	6705 Steger Drive, Cincinnati	Conley "has provided leadership for the implementation of hundreds of public/private development projects representing billions of dollars of investment. He has frequently participated in the development of technology and economic development strategies and programs at the national and state levels as a consultant."
<b>Rick Hulefeld</b>	Children Inc.	333 Madison Ave., Covington	"Children Inc. was created in 1977 by Rick and his wife, Mary. ... Rick's continued dedication to provide the highest quality care to the lowest income families for the past nearly 40 years has created an incredibly successful business."
<b>David Main</b>	HCDC Inc.	1776 Mentor Ave., Cincinnati	"Main's strategic vision, attention to detail and working knowledge in all three of HCDC's program areas has enabled him to help the staff cultivate growth for the not-for-profit organization both internally and organically with the addition of programs, revenues and contracts for services."
<b>Brian Phillips</b>	Cincinnati Shakespeare Company	719 Race St., Cincinnati	"During his tenure, Brian has grown the company 150 percent to \$1.5 million and grown audience attendance by 65 percent to 25,000. ... Brian is actively building the creative class of Cincinnati, providing 15 to 20 actors each season with long-term contracts through CSC's Resident Ensemble."
<b>Doug Spittler</b>	Episcopal Retirement Services	3870 Virginia Ave., Cincinnati	"What is unique about Doug is his ability to mentor leaders within the ERS by weaving leadership development into the fabric of our culture. He created our Next Generation Leadership Program, which was developed to intentionally identify, develop and support future leaders within ERS's staff."
<b>David Arends</b>	CR Architecture + Design	600 Vine Street, Suite 2210 Cincinnati	"David has created a top-down culture of growth and employee care. This approach to building genuine relationships, rooted in long-term goals, has extended to our clients and is a major component in client satisfaction and retention."
<b>James Browning Jr.</b>	Marsh Brand Partners	333 E. Eighth St., Cincinnati	"James Browning has spearheaded dramatic year-over-year annual revenue growth since joining Marsh Brand Partners in early 2014. Under his leadership, a two-year downward slide in revenue was halted; the agency was repositioned and new business was acquired. This resulted in an 84 percent increase in revenue over the two years of his leadership and 49 percent growth in over five years."
<b>Matt Fischer</b>	Curiosity Advertising	35 E. Seventh St., Cincinnati	"Matt's personal philosophy is to always be accessible ... So it's no surprise that Matt has been instrumental in developing existing client relationships and expanding associated agency assignments, ensuring year-over-year company growth and stability. In addition, Matt consistently generates new account leads for the agency."
<b>Greg Harmeyer</b>	Tier1 Performance Solutions	100 E. Rivercenter Blvd., Cincinnati	"Greg's impact on Tier1's growth and profitability is exponential. As a leader he's engaged, present, available and completely transparent. Greg assumed the company leadership role as managing partner well before he became our official CEO and has led the company through the startup phase where we had little revenue, few clients and worked what seemed to be 24-hour days through our current phase of strategic growth and acquisition."
<b>Bradford Hood</b>	Tente Casters Inc.	2266 Southpark Drive, Cincinnati	"Brad's leadership style and dedication to continuous improvement has pushed each of his leaders on the management team to further their education and certifications. He promotes a culture of openness, trust and teamwork which has proven to drive performance to a new level within Tente. ... Revenue and profitability have more than doubled during his tenure at Tente."
<b>Matt Kornau</b>	Kaleidoscope	205 W. Fourth St., Suite 1140, Cincinnati	"Matt has high standards, demonstrates perseverance in the face of adversity, overcomes obstacles and is an independent thinker who is willing to take risks. He takes a personal approach to business."
<b>Tom McGuinness</b>	PatientPoint	8230 Montgomery Road, Suite 300, Cincinnati	"Tom's leadership has led to partnerships with nearly 100 brands, including two of the top three pharmaceutical companies in the country. In addition, the company boasts a 93 percent renewal rate by its clients and works with the majority of large pharmaceutical brands nationwide. Under Tom's leadership, PatientPoint has programs in more than 31,000 physician offices nationwide."
<b>R. Mukund</b>	GenSuite LLC	4680 Parkway Drive, Suite 400, Mason	"Under Mukund's leadership, GenSuite has achieved immense success, and his passion and drive has enabled the company to exceed a 20 percent growth rate - year after year. ... With his leadership, GenSuite has been able to expand its subscriber base by more than 1,000 times in the last five years."
<b>Michael Sacher</b>	Innova Financial Group	3825 Edwards Road, Suite 210, Cincinnati	"Michael is constantly looking to grow his business and make it the best it can be. He does that by motivating his employees, being present both in the office and in the community, and striving for success. ... I can honestly say that every person in our agency has a drive to be better every day because of how Michael has built this agency."
<b>Jim Tippmann</b>	FRCH Design Worldwide	311 Elm St., Cincinnati	"Jim's personal and business success is in his daily investment in people and relationships. He believes his greatest achievement is providing careers for people while promoting from within ... Most recently Jim has helped lead the firm to grow more than 34 percent this past year, making 2015 its strongest calendar year to date."
<b>Ry Walker</b>	Astronomer Inc.	1417 Main St., Cincinnati	"Ry's early vision, leadership and drive were the catalyst for the business getting off the ground and getting quickly on an amazing trajectory. His persistence and resourcefulness helped make Astronomer the first startup from the Midwest to ever be accepted into Angel Pad, the No. 1 ranked startup accelerator in the world."
<b>Earl Walz</b>	Urology Group	2000 Joseph E. Sanker Blvd., Norwood	"Earl Walz has spent the last 20 years contributing to the organization's growth and profitability as well as its ongoing commitment to community. Under his guidance, the Urology Group has become the largest urologic surgery center in the country and a true asset to the Greater Cincinnati community by offering technology and services not available anywhere else in the region."
<b>Michael Woods</b>	Schulman IRB	4445 Lake Forest Dr., Suite 300, Blue Ash	"Woods ensures the company's focus is on the employees and the culture of the organization. He empathizes with his colleagues and customers and works to bring out the best in every individual in every situation ... His thoughtful, approachable leadership style creates a supportive working environment that values transparency and collaboration."
<b>Stuart Aiken</b>	84.51	100 W. Fifth St., Cincinnati	"Under Stuart Aiken's leadership, 84.51 has rewritten best practices and improved customer experiences to ultimately drive loyalty and sales for some of the world's leading consumer packaged goods companies. His commitment to putting the customer at the center of every decision has changed the retail landscape and positioned 84.51 as a leader in personalization and customer loyalty."
<b>Mark Ruehlmann</b>	Squire Patton Boggs	221 E. Fourth St., Suite 2900, Cincinnati	"Under Mark's guiding hand, Squire Patton Boggs has continued its steady and carefully crafted growth strategy ... As the firm has grown, Mark has embraced the importance of the firm's local markets and relationships, which serve as our bedrock by maintaining a 'big firm that acts like a small firm' mantra."

## C-SUITE AWARDS



## ABOUT THE JUDGES

These members of FEI – Cincinnati Chapter judged the CFO category:

**CASSIE BELMONTE**

Cassie Belmonte is senior vice president and chief financial officer of the Cincinnati USA

Regional Chamber. Previously, Belmonte was vice president of finance with Al Neyer Inc. and audit senior manager with KPMG. She graduated from Miami University with a bachelor's in accountancy and is a CPA. Cassie is a past president of the Cincinnati Chapter of Financial Executives International.

**MONO BHATTACHARYA**

Mono Bhattacharya is a partner at RKCA, a middle-market investment bank in

Cincinnati. RKCA specializes in advising and executing mergers and acquisitions, financing and restructuring transactions. Prior to joining RKCA in 2015, Bhattacharya was the director of strategy and M&A at Convergys Corp. Bhattacharya is a graduate of the University of Cincinnati and serves on the Alumni Board of Governors for the College of Business. He is also the president-elect of Financial Executive International (FEI) – Cincinnati Chapter.

Bhattacharya resides in Hyde Park with his wife, Deepa, and daughter Anjali.

**JEFFREY MEEK**

Jeffrey Meek is vice president and chief financial officer of Fort Washington Investment Advisors Inc., a

wholly owned subsidiary of the Western & Southern Financial Group. Prior to joining Fort Washington, Meek held various positions at Formica Corp., Western & Southern Financial Group, Chiquita Brands International and PNC Bank. Meek received a bachelor's in accounting and finance from Miami University and an MBA from the University of Cincinnati. He is president of the Cincinnati chapter of Financial Executives International and also serves on the Scripps Howard Foundation's Finance Committee. Meek holds CPA, ARM and CGMA designations.

## Honorees

The 2016 C-Suite Awards recognized 36 finalists in five different leadership categories.

## CHIEF EXECUTIVE OFFICER

Finalist	Company	Address	Nomination excerpts
<b>Garren Colvin</b>	St. Elizabeth Healthcare	1 Medical Village Drive, Edgewood	"In one short year, Garren's transformational leadership has helped lead all of St. Elizabeth toward a common goal; he has been an intricate part of the collective force of St. Elizabeth's significant internal engagement increases, robust community partnerships, exceptional patient experience, and he has brought a new level of innovation, growth and bottom-line results to the system."
<b>Gary Conley</b>	TechSolve	6705 Steger Drive, Cincinnati	Conley "has provided leadership for the implementation of hundreds of public/private development projects representing billions of dollars of investment. He has frequently participated in the development of technology and economic development strategies and programs at the national and state levels as a consultant."
<b>Rick Hulefeld</b>	Children Inc.	333 Madison Ave., Covington	"Children Inc. was created in 1977 by Rick and his wife, Mary. ... Rick's continued dedication to provide the highest quality care to the lowest income families for the past nearly 40 years has created an incredibly successful business."
<b>David Main</b>	HCDC Inc.	1776 Mentor Ave., Cincinnati	"Main's strategic vision, attention to detail and working knowledge in all three of HCDC's program areas has enabled him to help the staff cultivate growth for the not-for-profit organization both internally and organically with the addition of programs, revenues and contracts for services."
<b>Brian Phillips</b>	Cincinnati Shakespeare Company	719 Race St., Cincinnati	"During his tenure, Brian has grown the company 150 percent to \$1.5 million and grown audience attendance by 65 percent to 25,000. ... Brian is actively building the creative class of Cincinnati, providing 15 to 20 actors each season with long-term contracts through CSC's Resident Ensemble."
<b>Doug Spittler</b>	Episcopal Retirement Services	3870 Virginia Ave., Cincinnati	"What is unique about Doug is his ability to mentor leaders within the ERS by weaving leadership development into the fabric of our culture. He created our Next Generation Leadership Program, which was developed to intentionally identify, develop and support future leaders within ERS's staff."
<b>David Arends</b>	CR Architecture + Design	600 Vine Street, Suite 2210 Cincinnati	"David has created a top-down culture of growth and employee care. This approach to building genuine relationships, rooted in long-term goals, has extended to our clients and is a major component in client satisfaction and retention."
<b>James Browning Jr.</b>	Marsh Brand Partners	333 E. Eighth St., Cincinnati	"James Browning has spearheaded dramatic year-over-year annual revenue growth since joining Marsh Brand Partners in early 2014. Under his leadership, a two-year downward slide in revenue was halted; the agency was repositioned and new business was acquired. This resulted in an 84 percent increase in revenue over the two years of his leadership and 49 percent growth in over five years."
<b>Matt Fischer</b>	Curiosity Advertising	35 E. Seventh St., Cincinnati	"Matt's personal philosophy is to always be accessible ... So it's no surprise that Matt has been instrumental in developing existing client relationships and expanding associated agency assignments, ensuring year-over-year company growth and stability. In addition, Matt consistently generates new account leads for the agency."
<b>Greg Harmeyer</b>	Tier1 Performance Solutions	100 E. Rivercenter Blvd., Cincinnati	"Greg's impact on Tier1's growth and profitability is exponential. As a leader he's engaged, present, available and completely transparent. Greg assumed the company leadership role as managing partner well before he became our official CEO and has led the company through the startup phase where we had little revenue, few clients and worked what seemed to be 24-hour days through our current phase of strategic growth and acquisition."
<b>Bradford Hood</b>	Tente Casters Inc.	2266 Southpark Drive, Cincinnati	"Brad's leadership style and dedication to continuous improvement has pushed each of his leaders on the management team to further their education and certifications. He promotes a culture of openness, trust and teamwork which has proven to drive performance to a new level within Tente. ... Revenue and profitability have more than doubled during his tenure at Tente."
<b>Matt Kornau</b>	Kaleidoscope	205 W. Fourth St., Suite 1140, Cincinnati	"Matt has high standards, demonstrates perseverance in the face of adversity, overcomes obstacles and is an independent thinker who is willing to take risks. He takes a personal approach to business."
<b>Tom McGuinness</b>	PatientPoint	8230 Montgomery Road, Suite 300, Cincinnati	"Tom's leadership has led to partnerships with nearly 100 brands, including two of the top three pharmaceutical companies in the country. In addition, the company boasts a 93 percent renewal rate by its clients and works with the majority of large pharmaceutical brands nationwide. Under Tom's leadership, PatientPoint has programs in more than 31,000 physician offices nationwide."
<b>R. Mukund</b>	GenSuite LLC	4680 Parkway Drive, Suite 400, Mason	"Under Mukund's leadership, GenSuite has achieved immense success, and his passion and drive has enabled the company to exceed a 20 percent growth rate - year after year. ... With his leadership, GenSuite has been able to expand its subscriber base by more than 1,000 times in the last five years."
<b>Michael Sacher</b>	Innova Financial Group	3825 Edwards Road, Suite 210, Cincinnati	"Michael is constantly looking to grow his business and make it the best it can be. He does that by motivating his employees, being present both in the office and in the community, and striving for success. ... I can honestly say that every person in our agency has a drive to be better every day because of how Michael has built this agency."
<b>Jim Tippmann</b>	FRCH Design Worldwide	311 Elm St., Cincinnati	"Jim's personal and business success is in his daily investment in people and relationships. He believes his greatest achievement is providing careers for people while promoting from within ... Most recently Jim has helped lead the firm to grow more than 34 percent this past year, making 2015 its strongest calendar year to date."
<b>Ry Walker</b>	Astronomer Inc.	1417 Main St., Cincinnati	"Ry's early vision, leadership and drive were the catalyst for the business getting off the ground and getting quickly on an amazing trajectory. His persistence and resourcefulness helped make Astronomer the first startup from the Midwest to ever be accepted into Angel Pad, the No. 1 ranked startup accelerator in the world."
<b>Earl Walz</b>	Urology Group	2000 Joseph E. Sanker Blvd., Norwood	"Earl Walz has spent the last 20 years contributing to the organization's growth and profitability as well as its ongoing commitment to community. Under his guidance, the Urology Group has become the largest urologic surgery center in the country and a true asset to the Greater Cincinnati community by offering technology and services not available anywhere else in the region."
<b>Michael Woods</b>	Schulman IRB	4445 Lake Forest Dr., Suite 300, Blue Ash	"Woods ensures the company's focus is on the employees and the culture of the organization. He empathizes with his colleagues and customers and works to bring out the best in every individual in every situation ... His thoughtful, approachable leadership style creates a supportive working environment that values transparency and collaboration."
<b>Stuart Aiken</b>	84.51	100 W. Fifth St., Cincinnati	"Under Stuart Aiken's leadership, 84.51 has rewritten best practices and improved customer experiences to ultimately drive loyalty and sales for some of the world's leading consumer packaged goods companies. His commitment to putting the customer at the center of every decision has changed the retail landscape and positioned 84.51 as a leader in personalization and customer loyalty."
<b>Mark Ruehlmann</b>	Squire Patton Boggs	221 E. Fourth St., Suite 2900, Cincinnati	"Under Mark's guiding hand, Squire Patton Boggs has continued its steady and carefully crafted growth strategy ... As the firm has grown, Mark has embraced the importance of the firm's local markets and relationships, which serve as our bedrock by maintaining a 'big firm that acts like a small firm' mantra."

# CONGRATULATIONS

C-SUITE AWARD WINNERS!



---

WE KNOW GREAT LEADERS ARE AN  
IMPORTANT PART OF ANY SUCCESSFUL  
COMPANY. THANK YOU FOR THE MANY  
HOURS YOU SPEND HELPING YOUR BUSINESS  
- AND GREATER CINCINNATI - GROW.  
WE'RE PROUD TO BE YOUR PARTNER.

---

The Regional Economic Development Initiative (REDI) Cincinnati is the leading economic development organization and the first point-of-contact for businesses looking to locate or expand in Greater Cincinnati's 15 counties.

---

## C-SUITE AWARDS



## CHIEF EXECUTIVE OFFICER

## GARREN COLVIN

**Title/company:** President and chief executive officer, St. Elizabeth Healthcare

**Tenure:** One year in current role; 33 years with St. Elizabeth Healthcare

**Education:** Bachelor's in accounting and business administration, Thomas More College; MBA, Northern Kentucky University

**Hometown:** Ludlow

**Resides in:** Villa Hills

**Family:** Wife of 26 years, Susan; daughters Kylie and Hannah

**Biggest challenge?** I've always aspired to be a person who challenges himself

to see what others cannot see. In the fast-paced and ever-changing world of health care, it is sometimes difficult to see ahead as far as I would like to.

**Little-known fact about yourself?** I am in four sports hall of fames.

**Preferred stress release?** Boating on the lake with my family and friends.

**Who was your mentor?** My father. 100 percent.

**Who do you admire in business?** Sisters of Notre Dame.

**Biggest goal yet to achieve?** Helping to make Northern Kentucky one of the healthiest communities in the nation.

**Best compliment someone could pay you?** That they felt valued by me and that I helped bring out the best in them.

**What do you look for in a new hire?** I look to hire qualified associates who have a generosity of spirit and a will to put our patients first, at all costs.

**Favorite business book?** "Dreamland" by Sam Quinones.

**First choice for a new career?** Racecar driver.



## CHIEF EXECUTIVE OFFICER

## R. MUKUND

**Title/company:** Chief executive officer, Gensuite LLC

**Tenure:** Since inception in 2008

**Education:** Ph.D. in environmental science, University of Illinois

**Hometown:** Cincinnati

**Resides in:** Cincinnati

**Family:** Married 30 years; one daughter, 22

**Biggest challenge?** Avoiding the urge to do everything as quickly as possible.

**Guiding business philosophy?** Speed,

quality and customer-centricity with absolute integrity.

**Advice for an aspiring executive?** Talk to your champions and take action on their feedback so they feel the impact personally.

**Your most distinguishing characteristic?** Curiosity and willingness to experiment with new things to find practical applications.

**Little-known fact about yourself?** I started college when I was 15.

**Preferred stress release?** Watching sci-fi or the History Channel.

**Favorite cause or charity?** UNICEF and charities that enhance underprivileged children's education and lives.

**Headline for the story of your life?** The accidental entrepreneur.

**Word that best describes you?** Tenacious.

**Biggest goal yet to achieve?** IPO my company to make a bigger difference.

**First choice for a new career?** Distilling single-malt scotch.

**Biggest pet peeve?** Poorly constructed emails.

**GET PROFITS FLYING**

We don't do what you do. We take what you do to a **higher level**.

Let's do what you do, better.  
Win more often. Let's win together.

RDI  
Winning Smart.

Call Us.  
rdicorp.com

## CALL CENTERS



Help Desk + Support  
Customer Care  
Lead Generation  
Bilingual & Near Shore

## TECH SOLUTIONS



Cloud Solutions  
Network Design & Monitoring  
Mobile Device Management  
Security Assessments

## MARKET RESEARCH



Research Solutions  
Focus Group Testing  
B2B + B2C  
Online, phone, or F2F

## DIGITAL AGENCY



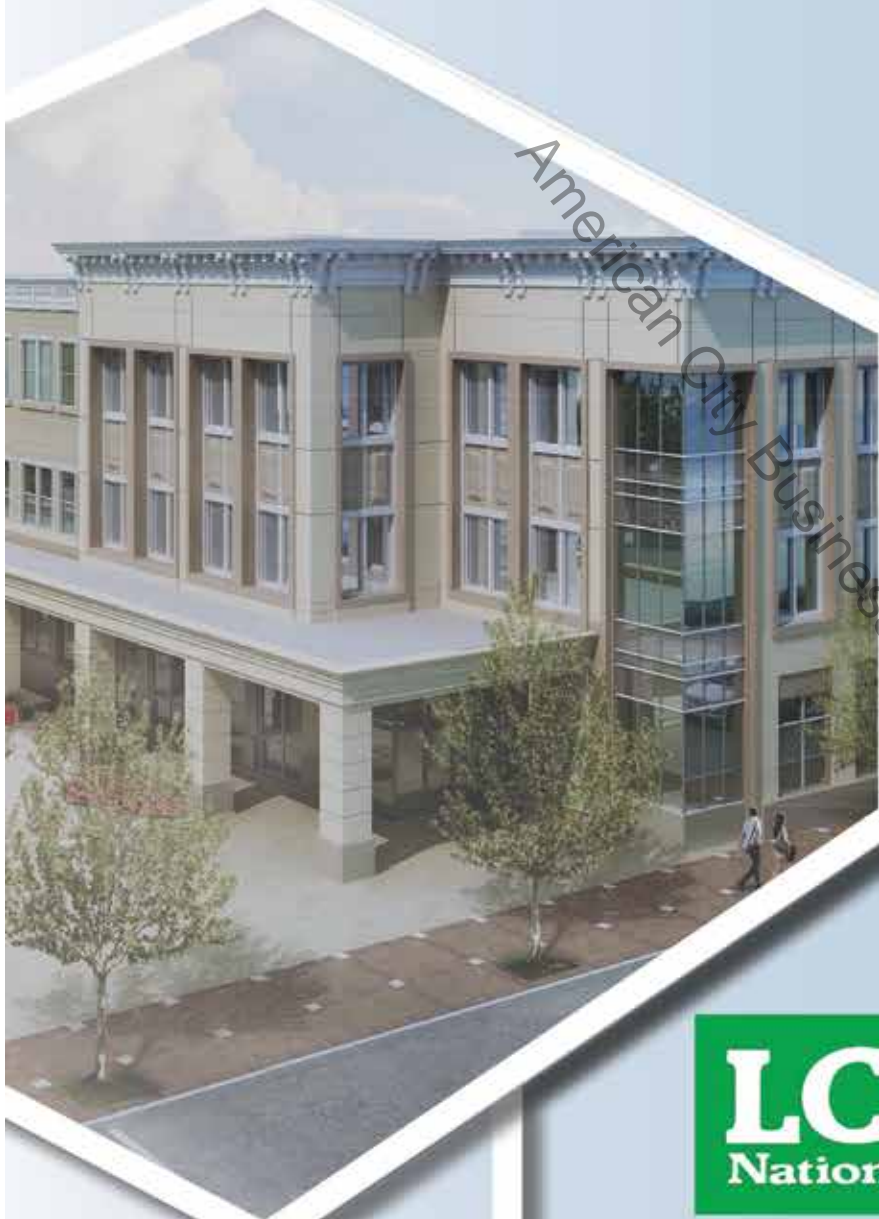
Custom Websites + Mobile Apps  
User Experience Design  
Creative Strategy  
Digital Marketing

Brokered, Developed, and Constructed by:



# Schueeler Group

Real Estate Services | Development | Construction



*American City Business Journals - Not for commercial use*

One Team  
to Build Your  
Future.



LCNB National Bank  
Operations Center  
Lebanon, OH



513-932-6010  
[schuelergroup.com](http://schuelergroup.com)

## C-SUITE AWARDS



## CHIEF EXECUTIVE OFFICER

## MARK RUEHLMANN

**Title/company:** Chairman and global chief executive officer, Squire Patton Boggs

**Tenure:** Managing partner of the Cincinnati office for 10 years; in current position since January 2015

**Education:** Bachelor's, University of Notre Dame; juris doctor, Vanderbilt University

**Resides in:** Cincinnati

**Favorite part of your job?** Every day is different. With 46 offices in 21 countries, the challenges and opportunities presented each day are unique.

**Biggest challenge?** Modulating my type A personality to allow for more delegation. It is critical.

**Guiding business philosophy?** Do not micromanage. Share credit for all successes and instead of pointing fingers at others for unsuccessful ventures, point your finger at yourself.

**Favorite cause or charity?** As the former chairman of the Cincinnati Zoo & Botanical Garden board, it continues to be one of my local favorite charitable causes.

**How do you measure success?** By the number of nasty voicemails or emails I get from my partners.



## CHIEF EXECUTIVE OFFICER

## DOUG SPITLER

**Title/company:** President and chief executive officer, Episcopal Retirement Services

**Tenure:** 34 years at ERS; 29 years as president and CEO

**Education:** Bachelor's in sociology and gerontological studies, Miami University

**Hometown:** Xenia

**Resides in:** Newtown

**Family:** Wife, Kathy

**Guiding business philosophy?** I'm a big fan of Ken Blanchard's "servant leadership" and "situational leadership" (models).

**Advice for an aspiring executive?** Seek out the counsel of a mentor you admire and trust.

**Your most distinguishing characteristic?** I believe that many times, more can be achieved through collaborative partnerships and have actively promoted this thinking in the nonprofit senior living profession.

**Little-known fact about yourself?** I am a rock 'n' roll guitarist and played professionally for two years after college.

**Preferred stress release?** Cardio and free-weight workouts in the gym.

**First job?** Newspaper delivery for the *Xenia Daily Gazette*.

**How do you measure success?** At the end of the day, have we improved the lives of elders and are the staff engaged in this mission and energized by their work experience?

**Word that best describes you?** Entrepreneur.

**First choice in a new career?** Merger and acquisition consulting.

**Favorite business book?** "Good to Great" by Jim Collins.

## Payments are evolving and we are too.

As payments continue to evolve, a reliable partner can make all the difference. Whether virtual face-to-face, or through mobile devices, Vantiv offers the tools you need to help streamline payments acceptance.

Learn how we can create a comprehensive payments solution that is tailored to every aspect of your business. Let's talk.

**vantiv**

smarter / faster / easier / payments.

## Congratulations Garren on being named a finalist in the C-Suite Awards.



Your leadership skills, commitment and contributions to the community have made St. Elizabeth Healthcare and Northern Kentucky extraordinary.



**St. Elizabeth**  
HEALTHCARE

# EMPOWER RESULTS

American City Business Journals - Not for commercial use

Congratulations to the C-Suite Award honorees in the greater Cincinnati community. On behalf of Aon's 72,000 colleagues around the world, thank you for the privilege to partner with you in your success.

Learn how Aon can support your organization at [aon.com/cincinnati](http://aon.com/cincinnati)

C-SUITE AWARDS



CHIEF EXECUTIVE OFFICER

DENNIS WELLS

**Title/company:** President and chief executive officer, LSI Industries Inc.

**Tenure:** Two years at LSI; 33 years in the electrical industry

**Education:** Bachelor's in accounting, Eastern Kentucky University

**Hometown:** Lexington, Ky.

**Resides in:** Covington

**Family:** Wife, Terri; five children; three grandchildren

**Biggest challenge?** Convincing people that we can change the culture of a 40-year-old company.

**Little-known fact about yourself?** I am a farmer wannabe.

**Preferred stress release?** A visit to the beach with my wonderful wife. If we can't make it to the beach, dinner together or a Reds game is almost as good.

**Favorite cause?** The Roebling Bridge.

**Headline for the story of your life?** Our horse wins the Kentucky Derby.

**First job?** Laundry room worker and pool cleaner at the Catalina Motel in Lexington, Ky.

**How do you measure success?** When I end my career, I would like to look back and count hundreds of jobs that were created under my leadership. I would like to hear people talk about their ability to buy a house and put their kids through college because of the jobs that were created.

**Word that best describes you?** Focused.

**Favorite business book?** "The Lean Turnaround" by Art Byrne.

**First choice for a new career?** Racehorse breeder.



CHIEF FINANCIAL OFFICER

PAUL HELTON

**Title/company:** Chief financial officer, RelaDyne LLC

**Tenure:** July 2012 to present

**Education:** Bachelor's in accounting, University of Kentucky

**Hometown:** Flatwoods, Ky.

**Resides in:** Villa Hills

**Family:** Sons David, 20; and Grant, 18

**Guiding business philosophy?** Remain positive despite the circumstances, because the only person that places limits on is ourselves.

**Little-known fact about yourself?** My

mother insisted I take piano lessons for seven years, and I hated every minute of it.

**Preferred stress release?** I am an exercise junkie. I enjoy a good cardio workout after a long day. I feel totally revived afterward and like a new person who can sleep well at night.

**Favorite cause or charity?** Red Cross.

**Headline for the story of your life?** Small-town boy who nearly flunked high school turned it around.

**First job?** Working in a furniture warehouse, moving furniture by hand.

**How do you measure success?** By leaving something in better shape than it was before.

**Word that best describes you?** Persistent.

**Who do you admire in business?** My sister Sandra Helton.

**Biggest goal yet to achieve?** Be CFO of a company going public.

**Best compliment someone could pay you?** Someone telling me I have two amazing and terrific sons.

**S**TRATEGIZE

Performance excellence in today's emerging Smart Factories begin with innovative ideas, clear objectives, and precise implementation. Our experts help clients determine the right blend of competitive strategies to balance new technologies with corporate tradition.

For more information, please visit us at [www.TechSolve.org](http://www.TechSolve.org)



Reliable, responsive lenders. Experienced advisors.

**IT'S WHO WE ARE.**

**PARK NATIONAL BANK**  
Southwest Ohio & Northern Kentucky

Consistency, capability, and expertise, with a customized loan that fits your business. Count on it when you bank with Park National Bank.

Contact Jay Hyson today at 513.718.6042, or visit [BankWithPark.com](http://BankWithPark.com).

Member FDIC Disclosures are available by calling the telephone number listed in this ad for details about credit costs and terms.



# CONNECTIONS EVENTS & NOMINATIONS

## SEPTEMBER 2016

### 9/9 - BIZWOMEN

Breakfast series for business women.

### 9/22 - FORTY UNDER 40

Recognizing rising local leaders under the age of 40.

### 9/22 - SECOND ACT

Honoring Cincinnatians who have found success after a first career.

## OCTOBER 2016

### 10/6 - BUSINESS OWNER INSIGHT

Panel discussions with CEOs.

### 10/20 - OUTSTANDING DIRECTORS

Honoring successful board members.

## NOVEMBER 2016

### 11/11 - BIZWOMEN

Breakfast series for business women.

### 11/15 - BEST PLACES TO WORK

Celebrating employee satisfaction at Cincinnati's top companies.

## JANUARY 2017

### BOOK OF LISTS GALA

Celebrating the year's list makers.

### BUSINESS OWNER INSIGHT

Panel discussions with CEOs.

## FEBRUARY 2017

### HEALTH CARE HEROES

Honoring health care leaders.

### BIZWOMEN

Breakfast series for business women.

**bizwomen**  
CINCINNATI BUSINESS COURIER

Sponsored by



Media partner



### Bizwomen

@ Receptions Loveland

Participate in discussions, network with your peers, and hear from our keynote speaker, Gina Drosos, president and chief executive officer at Assurex Health. Gina will discuss different aspects of personal and career growth. Enjoy a wonderful breakfast, walk away with new connections, and a boxed lunch!

**REGISTER TODAY >>** <http://bizj.us/1jkk4s>



### Forty Under 40 & Second Act Awards

@ Hyatt Regency Cincinnati

Join the Business Courier as we recognize our 2016 Forty Under 40 class. This special awards luncheon celebrates our community's next generation of leaders and innovators. At this luncheon, we will also recognize our Second Act honorees, celebrating Cincinnatians who have found success after a first career, as either an owner or manager.

**REGISTER TODAY >>** <http://bizj.us/1n2n9o>

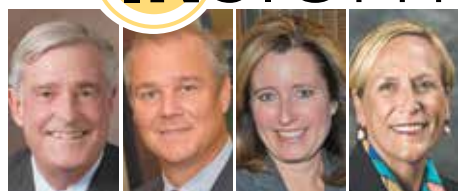
Presenting sponsors



Gold sponsor



Silver sponsors



Horan Marrocco McPartlin Perez

Presenting Sponsor



### Business Owner Insight

@ The Taft Center at Fountain Square

Come hear first-hand experiences and take away tips, ideas and strategies from our panel of local business leaders including; Terry Horan, president and CEO of HORAN, John Marrocco, Cincinnati market president of Key Bank, Susan McPartlin, partner, market managing partner of Ohio, Kentucky, and Indiana for PwC and Barbara Perez, president and CEO of the YWCA.

**REGISTER TODAY >>** <http://bizj.us/1lsst0>



### Forty Minutes with Meghan Cummings

@ The Taft Center at Fountain Square

Join us for our next session in our Forty Under 40 Alumni Speaker series, this time featuring Meghan Cummings, executive director of The Women's Fund of the Greater Cincinnati Foundation and a 2014 Forty Under 40 honoree. Meghan will share examples from her career where, by finding common ground, she was able to craft solutions that had social AND business benefits.

**REGISTER TODAY >>** <http://bizj.us/1nvaqg>

Presenting sponsors



Gold sponsor



Silver sponsor



**REGISTER TODAY AT** [CincinnatiBusinessCourier.com](http://CincinnatiBusinessCourier.com)



@BizCourierEvent

Technology Partner



C-SUITE AWARDS



CHIEF LEGAL OFFICER

**MATTHEW SHULER**

**Title/company:** General counsel, Christ Hospital Health Network

**Tenure:** Five years

**Education:** Bachelor's in business administration in finance/accounting, Ohio State University; juris doctor, Cleveland—Marshall College of Law

**Hometown:** Lexington, Ohio

**Resides in:** Maineville

**Family:** Wife of 18 years, Jackie; children Matthew, 12; Andrew, 11; Sammy, 9; and Anna Kate, 7

**Guiding business philosophy?** Strive for excellence and to be the best.

**Little-known fact about yourself?** I was raised on a dairy farm.

**Preferred stress release?** Playing and coaching sports and using a chainsaw.

**Favorite cause or charity?** St. Margaret of York Catholic Church.

**Headline for the story of your life?** According to my mom: Farm mouse makes it as a city mouse.

**First job?** Baling hay.

**Word that best describes you?** Dependable.

**Who was your mentor?** My father.

**Who do you admire in business?** George Vincent.

**Biggest goal yet to achieve?** Getting four kids through Catholic school and college.

**Best compliment someone could pay you?** He is a loving husband and father.

**What do you look for in a new hire?** Character.

**First choice for a new career?** Athletic director at Ohio State University.



CHIEF MARKETING OFFICER

**TAMMY NELSON**

**Title/company:** Chief marketing officer, American Modern Insurance Group

**Tenure:** Two years, three months

**Education:** Bachelor's in economics and advertising, University of Wisconsin-Eau Claire; MBA, Carlson School of Management at the University of Minnesota

**Hometown:** Wausau, Wis.

**Resides in:** Mason

**Family:** Husband of 21 years; three children, ages 8, 13 and 17

**Guiding business philosophy?** Borrowed from Facebook headquarters, it sits on my desk as a reminder to

myself: "Done is better than perfect." More than ever, with today's customer-driven, fast-paced economy, we need to get comfortable with a new approach that involves a lot of iteration.

**Little-known fact about yourself?** I have six patents and two trademarks relating to a book I wrote, "Pick Your Page 1 - Dance Auditions." Separately, (I have) a line of novelty products I developed, manufacture and sell.

**Preferred stress release?** The one place I truly relax is on the boat and going boating is one of my family's favorite things to do together.

**Favorite cause or charity?** My whole family is into the arts in one way or another and I feel strongly about the many benefits the arts provide young people and communities.

**Headline for your life story?** No one ever looks back on their life and remembers the nights they had plenty of sleep.

**Who was your mentor?** My mom. I'll never forget what one of my mom's best friends said to me when she passed away from cancer: "Your mom lived more in her 59 years than most people do in 90." Her influence, as captured in this quote, led to my personal motto: "All out, no regrets."

**Cincinnati Chapter**  
**Congratulates all C-Suite Nominees**

**CONGRATULATIONS**  
 to TENTE's own, Bradford Hood,  
 on his C-Suite Awards nomination  
 for CEO of the Year.

**What a great achievement!**

**TENTE team members  
 are celebrating with you.**

**Better Mobility. Better Life.**

*Make an Investment in Your Organization and Career*  
 Join your peers today and become our newest member.

Since 1931, FEI has served as the choice association for senior-level financial executives and the leading organization dedicated to advancing ethical, responsible financial management.

- PEER NETWORKING • PROFESSIONAL DEVELOPMENT / CPE OPPORTUNITIES
- TIMELY RESEARCH REPORTS • ADVOCACY EFFORTS • CAREER MANAGEMENT SERVICES

**Upcoming Financial Executives International Cincinnati Chapter Events**

**2016**

- 9/20 John Barrett, CEO, Western & Southern Financial Group
- 10/13 Joe Sprengard, President and CEO, Co-Founder, General Nano, LLC | Veelo
- 11/9 Jonathan Keyser, Author of Disruptive
- 12/15 Alecia Kintner, CEO, ArtsWave

**2017**

- 1/24 Tom Stewart, Executive Director, National Center for the Middle Market
- 2/21 Tony Malagari, Partner, McGohan Brabender
- 3/10 Annual Social Night "Mamma Mia" @ Aronoff
- 4/18 Scholarship Night
- 5/9 Chris Mack, Xavier Basketball Head Coach

Questions? Contact Jill Claire, Chapter Administrator • 513.939.2652 • cincy@financialexecutives.org

• [www.financialexecutives.org/join](http://www.financialexecutives.org/join) •

CINCINNATI  
BUSINESS COURIER



Source: Cincinnati Business Courier Book of Lists Study, 2015

Who **STOLE** my **BOOK OF LISTS**?

**70%**

of Cincinnati Business Courier readers find the Book of Lists valuable to their business and refer to it an average of **14 times per year**, so it's no surprise that it tends to vanish from the CEO's desk on a regular basis.

**RESERVE YOUR ADVERTISING SPACE** IN THE CINCINNATI BUSINESS COMMUNITY'S **MOST COVETED RESOURCE** BEFORE THE OPPORTUNITY DISAPPEARS.

Contact Bill Schneider at [bschneider@bizjournals.com](mailto:bschneider@bizjournals.com) or 513-337-9451 to learn more.

**C-SUITE AWARDS**



**CHIEF OPERATING OFFICER**

**MICHAEL STICH**

**Title/company:** Chief information officer/chief operating officer, Rockfish Digital

**Tenure:** Six years

**Education:** Bachelor's in electrical engineering, Tufts University; MBA, MIT Sloan School of Management

**Hometown:** Hong Kong

**Resides in:** Union, Ky.

**Family:** Wife, Elaine; children Natalie, 12; Ava, 11; Jack, 9; and Audra, 7

**Guiding business philosophy?** Servant leadership. Hire smart people, help them stand up early or in times of

trouble, then get out of their way and support them.

**Little-known fact about yourself?** I've played guitar for bands that opened for Village People, Guster, Primus and Jimmy Cliff.

**Preferred stress release?** Working out. A close second is communicating using Barbara Minto's Pyramid Principle (technique).

**Favorite cause or charity?** The Multiple Sclerosis Society, in honor of my grandmother, Betty Stich.

**Headline for the story of your life?** Overly blessed man tries to give back.

**First job?** At 14, as a towel boy at the American Club pool in Tai Tam, Hong Kong.

**Word that best describes you?** A dear, departed friend, Ray Seguin, once told me that the top of my equity pyramid was the word "smart." I'm not sure that I agree, but it stuck with me.

**First choice for a new career?** Professional guitarist in a jam rock band.

**Biggest pet peeve?** Ego. A little is good. Too much is disastrous for everybody.

**Solve your barcode label printing issues with the worldwide leader of Thermal Transfer ribbons**

Contacts: armor-usa@armor-group.com • WWW.armor-tt.com

**84.51°**

**WE BELIEVE IN MAKING PEOPLE'S LIVES EASIER**

8451.com

**BALANCED STATE BUDGET**  
SINCE 2007

---

**AAA BOND RATING**  
SINCE 2008

---

**CUTTING TAXES**  
THROUGH 2021

AStateThatWorks.com

**CINCINNATI BUSINESS COURIER**

**NEWS & BREWS**  
CBC

**Come meet the CBC News Team!**

Join us for food, drink, networking and conversation with the Cincinnati Business Courier news team at the Moerlein Lager House. We'll also have a special tapping of the CBC Beer, the Business Courier's very own recipe, brewed exclusively by the Christian Moerlein Brewing Company.

**THURSDAY, OCTOBER 27, 2016**  
**4:00-6:00 p.m.**  
Moerlein Lager House | 115 Joe Nuxhall Way

**REGISTER TODAY:** <http://bizj.us/1mh8vi>

**\$35 per person**

**\$125 JOIN THE NEWS & BREWS CLUB**  
You'll receive FREE admission to this and 2 future News & Brews events, a one year CBC subscription, plus a commemorative pint glass and growler!

*Cincinnati Bell congratulates Matt Fischer, CEO of Curiosity Advertising, on being named a finalist for the 2016 Cincinnati Business Courier's C-Suite Awards.*

Thank you for the years of creativity, collaboration, and inspiration with you and your talented team at Curiosity.



**Cincinnati Bell**  
connecting what matters

[CincinnatiBell.com](http://CincinnatiBell.com)

# GOERING CENTER

*Family & Private Business Awards*

SEMI-FINALISTS  
2016 EDITION



Journals - Not for commercial use

UNIVERSITY OF   
**Cincinnati**<sup>®</sup>  
Carl H. Lindner  
College of Business

*Presenting Sponsors*

*Media Sponsor*





Keating Muething & Klekamp is proud to join  
The Goering Center for Family & Private Business  
In honoring the 17th Annual Family & Private  
Business Awards Finalists

**KMK Law**

STRATEGIC. PROACTIVE. ENTREPRENEURIAL. DETERMINED.

[www.kmklaw.com](http://www.kmklaw.com)

One East Fourth Street, Suite 1400 • Cincinnati, OH 45202  
tel 513.579.6400 • fax 513.579.6457 • [info@kmklaw.com](mailto:info@kmklaw.com)

©2016 Keating Muething & Klekamp PLL. All Rights Reserved. ADVERTISING MATERIAL.

## Digital Manufacturing Innovations TechSolve's MLS: Digital Manufacturing Forum

- Discover the latest trends in Digital Manufacturing and Industry 4.0 Technologies.
- Learn how to leverage the power of data to grow your business.

Join us at our October 20th event.  
Visit [www.techsolve.org](http://www.techsolve.org) for more details.

**TechSolve**  
SMARTER PROCESSES  
MEASURABLY BETTER RESULTS

**Ohio** Manufacturing  
Extension Partnership  
Affiliate

1-800-345-4482  
[www.techsolve.org](http://www.techsolve.org)



## Table of Contents

- 3B**      **President's Greeting and  
Congratulations**  
Larry Grypp, President,  
Goering Center for Family & Private Business
- 4B**      **2016 Family Business Division Finalists**
- 13B**     **2016 Private Business Division Finalists**
- 19B**     **Greater Cincinnati Family Business  
Hall of Fame Award**
- 20B**     **Next Generation Institute**
- 21B**     **Goering Center: Challenging Family  
and Private Businesses to Evolve**
- 22B**     **From the Judges**

## WE EXTEND OUR SINCERE APPRECIATION TO ALL OUR CORPORATE PARTNERS

Event Sponsors:



Aileron • Ascent Private Capital Management

Cassady, Schiller CPA & Advisors • Cincinnati Business Courier

Cincinnati Commercial Contracting • Cincinnati Growth Partners LLC

Clark, Schaefer, Hackett & Company • Cors & Bassett, LLC • DBL Law

Dinsmore & Shohl LLP • Frost Brown Todd, LLC • Full Service Networking

Graydon, Head & Ritchey • HORAN • Johnson Investment Counsel

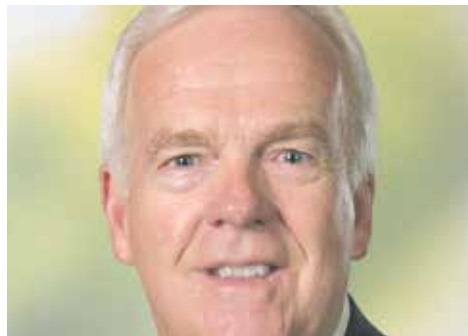
Katz Teller • KeyBank • Keating Muething & Klekamp PLL

Mellott & Mellott, P.L.L. • MCM CPAs & Advisors • Office Furniture Source

Plante Moran • PNC Bank • TechSolve • U.S. Bank • Wood & Lamping LLC

## Goering Center For Family & Private Business **2016 Family & Private Business Awards**

# President's Greetings and Congratulations



Larry Grypp,  
Goering Center President

Each year the Goering Center honors the family and private businesses that are the backbone of this region's economy; the companies that employ many of our colleagues, our neighbors, our friends and family members. Please join the Goering Center team, our corporate sponsors, advisors and volunteers, for the 17th Annual Family & Private Business Awards, September 13, 2016 at Jack Cincinnati Casino.

Seventy-five semi-finalists will be recognized this year, with a special award to an individual whose efforts exemplify the hundreds of volunteers who make our Goering Center work possible.

How did we get to this point? More than 570 family and private businesses in the Tri-State area were nominated by friends, advisors, and families to participate in this competition. Our panel of independent judges evaluated all of the submitted applications and identified the 75 semi-finalists featured in this supplement. These semi-finalists were honored at a private reception at the Lexus RiverCenter in July where they gathered to share their stories and connect with their peers in an exclusive environment.

We chose an independent panel of four judges for the awards selection, all business leaders in their own right. They recognized that family and private businesses come in various industries and sizes. There are those whose histories are almost as old as our city, and those that are not a decade old.

Taking that into account, the judges chose the top companies in two divisions; family businesses owned by two or more family members, and privately held firms owned by an individual or non-related persons. Each division, then, has three categories: those that have 1-25 employees, those that have 26-100 employees, and those with

101 or more employees.

It is well known that family and private businesses are the epicenter of our national economy, providing over 70 percent of new jobs. After over 25 years of providing education and training to our members, we have seen some of our region's finest business and community leaders in action. Yet, until the creation of the Greater Cincinnati Family Business Hall of Fame award, there was no special community recognition for the most outstanding contributors.

This year we are inducting The Drees Company into the Greater Cincinnati Family Business Hall of Fame. Known for their long-term and far-reaching community impact, their philanthropy stretches far and wide across Northern Kentucky. We hope you can join us as we share their story and many accomplishments.

This community celebration could not take place without the support of our corporate sponsors, board of advisors, committee members and my peers at the Goering Center. In particular, the Business Courier team provided hours of research and resources to make the upcoming celebration possible.

Personally, this ends my eighth year of

service with the Goering Center. It has been an invigorating time as the Center has nurtured and educated family and private businesses to drive a robust economy. I have observed families come together, learn, address and resolve issues at our university center that exists solely to support them. It has been both stimulating and rewarding.

We believe that family and private firm success has particular importance and that these awards have unique significance this year. Family and private businesses ensure our country is economically viable. They make a true difference!

We wish all of our semi-finalists continued success and look forward to seeing you at our community awards celebration on September 13.

Please feel free to call on me for any reason. My calendar, and mind, are open for business.

Sincerely,

Lawrence L. Grypp  
President

## 186 Greater Cincinnati Companies Moved their Businesses to USI in 2015



USI Insurance Services has the #1 Market Share in the Greater Cincinnati area



USI Insurance Services has over 140 US Office Locations serving every state



USI is ranked as the #1 Employee Benefits broker in Ohio and Kentucky by *Employee Benefits Advisor*



USI Insurance Services has a 96% Client Retention Rate



USI Insurance Services has the #1 P&C *Business Courier* Ranking



THE USI ONE ADVANTAGE®  
Our Approach to  
Delivering Client Solutions

877-778-7469 • www.usi.com

USI Congratulates the Goering Center's  
Family and Private Business Award Semi-Finalists!

## Goering Center For Family & Private Business

## SEMI-FINALISTS 2016 Family Business Division



### AfidenceIT

**Bryan & Barbara Hogan**

Owners/CEO

**Founded:** 2010

**No. of employees:** 38

**Address:** 309 Reading Road, Mason, OH 45040

**Phone:** (513) 234-5822

**Web:** www.afidence.com

**Fun fact:** "Afidence" is Latin for "joining in trust."

At technology consulting and services firm AfidenceIT, everything revolves around a culture of honor built on trust. When AfidenceIT hires new team members, managers ask a lot of character and behavior based questions, even before they look at a candidate's technical expertise. Much time is spent ensuring new team members have those key characteristics. When working with clients, Afidence is transparent. There are no contracts. Instead the Afidence team believes in keeping things simple. "We know IT and we want to get to know our clients," the Hogans say. At the same time, Afidence makes a point to improve the quality of life for all team members, whether it be work-life balance initiatives such as working remotely, using emotional intelligence tools to grow individuals and teams or supporting more than 2 dozen ministries and nonprofits with time, talent and material donations.

### Appro-Rx

**Ken & Kyle Fields**

Owner & CEO/Owner & President

**Founded:** 2000

**No. of employees:** 24

**Address:** 415 S. Main St., Waynesville, OH 45068

**Phone:** (513) 897-1476

**Web:** www.apporrx.com

**Fun fact:** The Fields brothers started working in the family business at age 8.

The key to success at pharmacy benefit manager Appro-Rx is listening. Whether it's learning what clients hope to achieve or how interns want to change the world, leaders at Appro-Rx like to truly hear what others are saying before making recommendations. The Fields brothers and their team harness technology and creativity to keep evolving their business. One way they accomplish this is through a robust pharmacy internship program with six universities. The effort brings youth and fresh education to the firm. "The motivation of our students motivates our employees," Kyle Fields says. And the interns make an excellent pool for future employees. Appro-Rx designed a web-based, access anywhere portal for real-time claim processing that can be accessed from smart devices, tablets and PCs. This reduces overhead and brings a competitive advantage.

### Aveda Fredric's Institute

**Fredric Holzberger**

Founder & CEO

**Founded:** 1987

**No. of employees:** 20

**Address:** 7664 Voice of America Centre Drive, West Chester Township, OH 45069

**Phone:** (513) 533-0700

**Web:** www.avedafi.edu

**Fun Fact:** The founder's children work in family-owned salons and keep a pulse on the next generation of employees.

At Aveda Fredric's Institute, students are learning how to be the future leaders in the world of beauty and wellness. Owners Julie and Fredric Holzberger say job fair events are their best hiring practice. Potential employees spend time with current employees and share real conversations. "When you respect your employees, their loyalty comes as a direct result of being empowered, educated, included and respected," Fredric Holzberger says. Students experience all sides of the industry: education, customer service, retail, stylist, manager and instructor. They decide which position is best suited for them. There are several checkpoints for evaluation and feedback and guest feedback is shared too. Students also experience learning in remote environments such as on movie sets, photo shoots, editorial work, stage work and fashion show work including New York's Fashion Week and university fashion shows at Purdue University, Miami University and the University of Cincinnati DAAP fashion program.



Frost Brown Todd congratulates the Family & Private Business Award 2016 Semi-Finalists who continue to drive our beloved city's growth and prosperity.

**Frost  
Brown Todd** LLC  
ATTORNEYS

[frostbrowntodd.com](http://frostbrowntodd.com)

3300 Great American Tower | 301 East Fourth Street | Cincinnati | 513.651.6800  
THIS IS AN ADVERTISEMENT. ©2016 Frost Brown Todd LLC. All rights reserved.

Do you know the value of your business?  
\$ \_\_\_\_\_  
How much confidence do you have in your valuation firm?

Rely on VRC's proven valuation process and over 40 years of experience providing independent valuations on a domestic and international basis.

**VRC**  
Strong values.

LEARN MORE ABOUT OUR EXPERTISE  
Lawrence Van Kirk • 513-579-3511 • [LVanKirk@ValuationResearch.com](mailto:LVanKirk@ValuationResearch.com)

Goering Center For Family & Private Business

SEMI-FINALISTS 2016 Family Business Division



**Bobcat Enterprises, Inc.**

**Thomas Trapp**  
President & CEO  
Founded: 1975

**No. of employees:** 125  
**Address:** 9605 Princeton-Glendale Road, Hamilton, OH 45011  
**Phone:** (513) 874-8945  
**Web:** www.bobcat-ent.com  
**What's new?** The Trapp family is in the process of transitioning ownership from Generation One to Generation Two.

At Bobcat Enterprises, satisfied customers are everything. CEO Thomas Trapp believes without them, the company would not exist. Bobcat Enterprises goes the extra mile to ensure clients get the right industrial and construction equipment for the right job and prompt service and training when it's needed. The family firm knows that every minute a machine is down is lost revenue for the client. The basics of good customer service is a daily goal at Bobcat Enterprises. The Trapps maintain a family atmosphere at work. Thomas Trapp has kept an "open door" policy for his more than 41 years in business. Employees can walk in and talk to any executive, including the CEO, on any day, and at nearly any time. The Trapps believe in a simple but powerful tenet: That when employees understand they are free to speak and voice their concerns, an environment of trust is created.

**Chard Snyder**

**Joy Snyder**  
President  
Founded: 1988

**No. of employees:** 130  
**Address:** 3510 Irwin Simpson Road, Mason, OH 45040  
**Phone:** (513) 754-3142  
**Web:** www.chard-snyder.com  
**What's New?** A key initiative this year is the launch of transformational leadership development workshops and ongoing rollout of the concepts.

Chard Snyder cares just as much about providing opportunities for his staff to improve their lives, as it does in offering benefit plans and services that let employers deliver choices to employees that help them manage their money in more productive ways. Internally, the firm offers flexible and part-time schedules and is evaluating the addition of flexible work arrangements such as models for working remotely. Within each practice, Chard Snyder centralizes, standardizes and enhances processes related to sourcing, recruiting, hiring and onboarding to ensure similar experiences across the board. Executives consider best practices whenever possible. A recently established leadership role focuses on human resources and organizational development. Chard Snyder is a family owned business with one generation of ownership during nearly three decades. Owners Joy Snyder and Ken Chard are planning for succession challenges. They continue to work on an evolving strategic organizational plan.

**City Wide Maintenance**

**Brent Degenhardt**  
President  
Founded: 2003

**No. of employees:** 15  
**Address:** 2169 Chamber Center Drive, Fort Mitchell, KY 41017  
**Phone:** (859) 331-6500  
**Web:** www.gocitywide.com  
**Fun Fact:** City Wide performs building maintenance in more than 100 facilities throughout the region every night.

City Wide Maintenance of Cincinnati/Dayton is a full-service firm that provides janitorial and building maintenance services. The company is a mobile business that performs services onsite at client facilities. Technology lets the team perform sales, product and work orders from the field. Given the amount of time employees spend working remotely, management puts great emphasis on creating open dialogue, a team-focused environment and a culture of ownership. Leaders also found a unique way to engage the Baby Boomer, Gen X and Millennial generations in prospecting. Here's how: Each has their own approach: in person cold calls for Baby Boomers, phone calls for efficiency for the Gen Xers, and social media/email for the Millennials. Each prospecting effort has its own merits and allows the team to be flexible for customers and prospects. By combining all three, City Wide is able to substantially increase conversion rates.



**We proudly support the Goering Center's 17th Annual Family & Private Business Awards.**

Chase and J.P. Morgan congratulate the Tri-State's best family and private businesses on their success as a family business as well as a business family.

**Toby Rau**  
Market Executive  
Chase Commercial Banking

**Tracy Stringer**  
Area Manager  
Chase for Business

**Virginia Kuertz**  
Managing Director  
J.P. Morgan Private Bank



© 2016 JPMorgan Chase Bank, N.A. Member FDIC. "Chase" is a marketing name for certain businesses of JPMorgan Chase & Co. and its subsidiaries (collectively, "JPMC"). 249519

CONGRATULATIONS TO ALL OUR FELLOW 2016 SEMI-FINALISTS

**BUILDING PILLARS OF STRENGTH:**  
CORPORATE, REAL ESTATE, ESTATE PLANNING

**NAVIGATING TURBULENT WATERS:**  
LITIGATION, ARBITRATION, BANKRUPTCY, APPELLATE PRACTICE

**ADVOCATING IN THE HALLS OF GOVERNMENT:**  
LEGISLATION, REGULATION, LICENSING, ZONING AND LAND USE

**FINNEY LAW FIRM**  
*Making a difference.*  
FINNEYLAWFIRM.COM

## Goering Center For Family & Private Business

## SEMI-FINALISTS 2016 Family Business Division



### Clarke Contractors, Inc.

**Matt Clarke**  
President

**Founded:** 1997

**No. of employees:** 30

**Address:** 4475 Muhlhauer Road, West Chester, OH 45011

**Phone:** (513) 817-0159

**Web:** www.clarkecontractors.com

**Philosophy:** "Every job is a self portrait of those who did the work."

A Clarke Contractor team member is often the first responder to a damaged property. They meet customers in their weakest moments. Many are in distress at the loss of property caused by fire, water damage, wind or mold. Clarke Contractors helps pick up the pieces and start the rebuilding process for clients' property and lives. As a general contractor for insurance restoration claims, Clarke Contractors puts a premium on top-quality work and customer satisfaction. It strives to hire skilled craftsman and experts. Employees enjoy job training and continuing educational training. The Clarke brothers work with social media, referrals and trade schools for recruiting purposes. Field technicians also come from competitors, who want to work with a firm that has the latest technologies (toys) for the industry. Tools such as dry ice blasting machines, and drone technology make a technician's job easier and safer to perform.



### Clubessential, LLC

**William Ivers Sr.**  
CEO

**Founded:** 2002

**No. of employees:** 180

**Address:** 455 Delta Ave., 3rd Floor, Cincinnati, OH 45226

**Phone:** (800) 448-1475

**Web:** www.clubessential.com

**Fun Fact:** The Unified Suite of products powers the technology of more than 1,300 private clubs worldwide.

Clubessential provides website, member and back office management solutions for the private club and resort industry. It is known for being a high tech, fast-paced, rapidly growing company with a performance-based culture. Clubessential's relationships with leading universities are a primary source for entry-level talent. The firm looks to hire top graduates with the ability to climb a minimum of two levels within the organization. It also relies on employee referrals and finds that top talent consistently refers strong candidates. Clubessential's unusual industry focus means no employee joins with all the skills and knowledge needed to succeed. Clubessential "engineers" the careers of its employees, helping them map out a long term path and grow at a pace that keeps up with company growth. Clubessential's products are cloudbased, which means employees can work remotely.



### COBCO Enterprises LLC

**Cynthia Booth**  
President & CEO/Owner

**Founded:** 2000

**No. of employees:** 400

**Address:** 10250 Alliance Road, Suite 223, Cincinnati, OH 45242

**Phone:** (513) 841-2555

**Web:** www.cobco-ent.com

**Fun Fact:** The retention rate for employees referred by their high school is 90%.

COBCO Enterprises, LLC is a family-owned company that operates six McDonald's franchises. The company's goals include offering a menu that meets any taste profile customers may have and attracting and retaining top talent - all while helping them grow personally and professionally. COBCO targets different groups of employees: high school students, Millennials and Baby Boomers, seniors and veterans. COBCO understands the need to offer benefits that make work enjoyable and flexible for these different groups. Millennials and Baby Boomer job candidates are asked what hours they are available to work. COBCO changed its vacation day policy to provide a certain number of paid days off based on tenure. Employees can use them for vacation, sick days, personal days, or family days. This "family friendly benefit" is particularly attractive to female workers who comprise 75% of the COBCO workforce, because it gives employees the opportunity to work around their children's school schedule.



### Conger Construction Group

**Larry Conger**  
President & CEO

**Founded:** 1992

**No. of employees:** 30

**Address:** 2020 McKinley Blvd., Lebanon, OH 45036

**Phone:** (513) 932-1206

**Web:** www.congerbuilt.com

**Fun Fact:** The company boasts 99.06% of projects delivered on time.

At Conger Construction Group leadership works to develop opportunities for the company and its individual team members. Every position and job is interconnected, which makes it important that new hires are a cultural fit. To keep the team motivated, leaders believe they must know their employees. Management believes that "knowing your team fully means investing the time to understand how they are wired and what motivates them to excel." Monthly meetings with employees and managers serve to review performance and measure success. At the same time, Conger Construction embraces technology and strives to stay ahead of advancements. Each project site operates as a satellite office, which makes cloud-based technologies essential. The company also is planning for the future as it takes up the internal challenge of bringing onboard son Justin Conger as president.



### Crescent/Crescent Park

**Chris Taylor**  
President & CEO

**Founded:** 1986

**No. of employees:** 486

**Address:** 9817 Crescent Park Drive, West Chester, OH 45069

**Phone:** (513) 759-7000

**Web:** www.crescentpark.com

**Philosophy:** Crescent uses the following mantra: I think and act: Customer, Company and my Team, in that order.

Crescent is a supply chain service provider that offers contract packaging, project management and integrated logistics to clients in the food and health & beauty packaged goods industry. When recruiting new employees and working to retain top talent, Crescent provides benefits that include a comprehensive wellness program with year-round opportunities. Crescent works to better the whole person, including employees' personal wellness. Offerings include biometric screening, health coaching and wellness challenges, plus incentives such as cash and a reduction in healthcare premiums. A Leadership Development Program includes a Seminar for Success series to train future leaders. Employees also receive an Individual Development Plan to support their Crescent careers. Management knows it benefits by going beyond formal leadership training. Real learning happens on the job. Available development opportunities include moving employees around to ensure they understand how the enterprise works as a whole.



### Donnellon McCarthy Enterprises, an ABS Technology Company

**James Donnellon**  
CEO

**Founded:** 1957

**No. of employees:** 116

**Address:** 10855 Medallion Drive, Cincinnati, OH 45241

**Phone:** (513) 769-7800

**Web:** www.donnellonmccarthy.com

**Fun fact:** Supports more than 10,000 pieces of office equipment

At Donnellon McCarthy Enterprises, more than 70% of staff hold positions focusing on customer service. From the hiring process through to training employees to take on senior-level positions, customer service is a key attribute for this provider of printing systems and managed services. Job candidates take part in multiple interviews, including a ride along on a sales or service call to experience how Donnellon McCarthy Enterprises works one on one with its customers. Customer service can be face-to-face or fully automated, and DME serves clients in both ways. Senior staff demonstrates and shares knowledge of how a customer prefers to be treated and how to go the extra step to care for clients. Supervisors perform random "field Audits" after a unit is serviced to ensure quality control. DME believes "every business must inspect what they expect?"

# Goering Center For Family & Private Business **SEMI-FINALISTS** 2016 Family Business Division

## FURNITURE Fair

For Style and Flair

### Furniture Fair

**Rick Daniels**  
CEO

**Founded:** 1963

**No. of employees:** 350

**Address:** 7200 Dixie Highway, Fairfield, OH 45014

**Phone:** (513) 874-5553

**Web:** www.furniturefair.net

**Fun Fact:** The company's first store opened in Erlanger, Ky., and is still used today as a clearance center.

When Furniture Fair looks for new employees, it seeks people who can adapt to the learning environment no matter the age. A technologically advanced sales system allows employees to conduct the entire sales process using an iPad, as well as track personal goals. Management continually processes feedback for employees and monthly trainings and recognitions help keep everyone engaged. Leaders travel to each location, rather than requiring employees to visit headquarters. Furniture Fair operates on a decentralized organizational structure. The layers for decision-making are removed and replaced with continuous guidance from other managers, senior personnel, and owners. Weekly manager meetings brainstorm on ideas of the previous week's opportunities and challenges. Learning from mistakes is part of growing the business.



### Heat and Sensor Technology

**Michele Shackelford**  
President & CEO

**Founded:** 2002

**No. of employees:** 55

**Address:** 627 Norgal Drive, Lebanon, OH 45036

**Phone:** (513) 228-0481

**Web:** www.heatandsensortech.com

**Fun Fact:** The company's spider web logo is for good luck.

Heat and Sensor Technology makes the industrial heating elements needed for plastic injection mold machines. The company relies on referrals from current employees for leads on new hires, as well as using a temp-to-hire service. Management uses a transparent leadership style and keeps employees up to date on profits, losses and new product lines. An open door policy encourages workers to ask questions and raise concerns. Employees are frequently rewarded for their work. Weekly and monthly meetings are used to provide feedback and discuss issues. Each lead employee works to train new employees. Each lead must also designate a second in command to carry the load if they are not there. Employees take the lead in making suggestions for the best way to build an order for the first time or improve upon an existing order for a client.

## HCM Hengehold Capital Management LLC

### Hengehold Capital Management

**Mike Hengehold**  
Founder & President

**Founded:** 1990

**No. of employees:** 15

**Address:** 6116 Harrison Ave., Cincinnati, OH 45247

**Phone:** (513) 598-5120

**Web:** www.hengeholdcapital.com

**Fun Fact:** Employee feedback helps improve the office environment, like the addition of new stand-up desks.

This financial and retirement planning firm is clearly focused on helping clients plan for their futures. Hengehold Capital hires for attitude and potential and does not bypass the overqualified candidate. That person "may just be the person to help us grow and think outside the box," Mike Hengehold says. He and his team have learned to trust their gut and sometimes break the "fire fast and hire slow" rule. The entire team is involved in the hiring process, as some people may pick up on things other people miss. This takes more time, but employees appreciate being involved to meet the next potential team member. Employee feedback helps shape the continued development of the firm, from its culture to employee engagement efforts. A volunteer committee keeps people engaged with the company culture.



### Holland Advertising: Interactive

**Bryan Holland**  
CEO

**Founded:** 1937

**No. of employees:** 7

**Address:** 8040 Hosbrook Road, #400, Cincinnati, OH 45236

**Phone:** (513) 744-3001

**Web:** www.hollandadvertising.com

**What's New:** With no fourth generation family member to take the reins, firm executives have identified a non-family member to lead and own the business.

Holland Advertising: Interactive may be old, but it is far from old-fashioned. The full service ad agency specializes in digital and traditional marketing strategies, tactics and implementation. It has adapted to workplace trends, including adopting an increasingly flexible work environment. This helps attract job candidates that belong to a generation that has grown to expect these characteristics from an employer. Holland Advertising boasts a workspace that is modern and open, allowing for an exchange of ideas and quick collaboration, which current and prospective employees love. The firm is conveniently located near a variety of restaurants, coffee shops and other interesting places that allow employees to get out and work elsewhere during the day. The firm believes in collaboration and readily listens to ideas from new and senior employees. Leaders consider the workplace to be a learning opportunity. "As much as we have to teach them, we have that much to learn," Bryan Holland says.



### Hydrotech

**Peter Jones**  
CEO

**Founded:** 1967

**No. of employees:** 118

**Address:** 10052 Commerce Park Drive, Cincinnati, OH 45246

**Phone:** (513) 881-7010

**Web:** www.hydrotech.com

**What's New?** The annual review process is being replaced with continuous coaching.

Hydrotech makes and services engineered motion control solutions for manufacturing clients. The company is developing co-op and internship programs with local colleges and trade schools to attract younger employees. Hydrotech believes in hiring slow and firing fast to ensure a proper cultural fit. Leaders understand that hard skills are teachable and soft skills are inherent. To put a stronger focus on retention, management and supervisors receive ongoing training in coaching and leadership skills. A complete open door policy swings both ways. Upper management seeks out the task performer for advice and clarification as often as knowledge and assistance is requested of them. An in-house mentoring program is key to leveraging the wisdom of more senior workers. The flat organizational structure is a critical factor, too. All skill levels work together and share knowledge.



### Integrity Express Logistics

**Matt Ventura, Pete Ventura, James Steger**  
Owners

**Founded:** 2007

**No. of employees:** 180

**Address:** 4370 Malsbary Road, Suite 200, Cincinnati, OH 45242

**Phone:** (888) 374-5138

**Web:** www.intxlog.com

**Fun Fact:** Integrity's goal is to grow 75% to 100% year-to-year for the next five years.

At Integrity Express Logistics, management gives back to employees, which results in employees investing in the firm. Recruitment efforts include marketing on social media, job fairs, happy hours and employee referrals. Employees are rewarded for exceeding sales goals, recognized at monthly events and encouraged to get to know one another at frequent social events. As Integrity grows, it expands its use of technology. The company uses a Bring Your Own Device policy, which lets employees access company systems on their smart phones or from home. New hires go through an extensive, hands-on onboarding process, which includes daily meetings with their managers. Integrity now has three offices with a fourth to open later this year. Growth presents challenges, which management is prepared to handle with a detailed timeline.

## Goering Center For Family & Private Business **SEMI-FINALISTS 2016 Family Business Division**



### Kingsgate Transportation, LLC

**Amy Barnett**  
Partner

**Founded:** 1986

**No. of employees:** 47

**Address:** 9100 West Chester Towne Centre, Suite 300, Cincinnati, OH 45069

**Phone:** (513) 874-SHIP

**Web:** www.kingsgatetrans.com

**Philosophy:** Integrity, respect, passion, consistency, creative solutions.

Kingsgate Transportation provides third party logistics for clients and a work environment filled with growth opportunities for employees. The company is enjoying a doubling in size and rapidly increasing revenue. New office space was designed to create an environment employees enjoy. A game room with Nintendo and Wii games offers a way to take a mental break when needed. When job candidates see the office, they see a company that invests in its people. The culture at Kingsgate is one of teamwork and that is made clear at initial meetings with hire prospects. Kingsgate strives to go above and beyond for every customer. Extensive training helps team members accomplish these goals. Employees receive constant feedback from managers and within their teams. An open door policy all the way to the C-suite allows for issues to be addressed immediately. The family business is focusing succession planning beyond the third generation to build and identify the next generation of leaders.



### Mike's Carwash

**Mike Dahm**  
President

**Founded:** 1948

**No. of employees:** 371

**Address:** 100 Northeast Drive, Loveland, OH 45140

**Phone:** (513) 310-4000

**Web:** www.mikescarwash.com

**Fun Fact:** Mike's Carwash only promotes from within for senior level operational positions, to leverage knowledge of the tenured workforce. Area directors claim 80 years of combined experience with the company.

Since a reorganization in 2014, Mike's Carwash has invested more than \$1.5 million in its people, to maintain a total compensation level above the industry standard. The family-owned carwash chain offers benefits like tuition reimbursement, merit-based promotions and pay, growth potential and a fun work environment. A Fast Track management program allows team members to go from little to no carwash experience to Assistant Manager in about a year. The company is also investing in technology to improve operations and internal communications, as well as the client experience. Employees carry Portable Touchscreen Terminals and personal, portable printers to ring up sales and print receipts on the spot. Screens installed in FastPass lanes allow employees to see the customer's name and basic information so they can personalize their interactions with the customer. An online-based training program promotes self study and further education.



### Korrekt Plumbing Heating & Air Conditioning

**Martha Logan**  
President

**Founded:** 1950

**No. of employees:** 57

**Address:** 7970 West Third St., Dayton, OH 45217

**Phone:** (937) 837-2333

**Web:** www.korrektplumbing.com

**Philosophy:** All employees sign a social covenant that addresses how everyone on the Korrekt team treats one another.

Korrekt Plumbing Heating & Air Conditioning serves residential, commercial and industrial clients. It attracts new and experienced workers because of its core values of being hardworking and honest, making a positive impact and showing loyalty and commitment. New employees spend time with top leaders to learn the company culture and learn more about the business. Everyone also attends a two-day seminar on Transformational Leadership to gain knowledge about decision making and other useful business strategies. New employees may be in training for four years to learn all the skills they need at Korrekt. Feedback is formal and informal. As employees train, co-workers complete evaluations on their technical, work ethic and areas to work on that is reviewed with each employee during quarterly reviews. While employees train on the job, they also work collaboratively. When employees find themselves in a situation they cannot handle, they seek guidance from a senior worker.



### Miller-Miller Enterprises

**Jessica Miller**  
Owner

**Founded:** 2009

**No. of employees:** 5

**Address:** 3473 Firethorn Drive, Whitestown, OH 46075

**Phone:** (765) 404-3865

**Web:** www.millermillerllc.org

**Fun Fact:** Miller-Miller Enterprises is a "one-person" business: the same person cleans the same job site every single time.

Jessica Miller attracts new employees to her professional cleaning business by keeping her doors open to all types of candidates, no experience necessary. She integrates all employees by letting them know she is right there with them. She wants her team to know that she understands their bad days and their good ones. She lets them know what the company is all about and how they can move up within it. Miller keeps employees motivated by showing them respect. She uses a model of explaining instead of telling her team ways they can improve. She often works along side her team and provides frequent praise. She uses online technology to remain in contact with her team in the field and to touch base with clients about their service. Employees receive frequent feedback about their work and they also get the chance to make suggestions. Often new ideas are tested out and implemented and the employee who made the suggestion is recognized.



### LOTH

**JB Buse Jr.**

Managing Principal

**Founded:** 1891

**No. of employees:** 175

**Address:** 3574 East Kemper Road, Cincinnati, OH 45241

**Phone:** (513) 554-4900

**Web:** www.lothinc.com

**Key Question:** "Does your current work environment provide spaces that will drive optimal business results for the future?"

LOTH is an office furniture and workplace design company that helps clients improve their productivity by creating smart spaces that engage employees. LOTH's culture is fast paced and the business is complex. When a new hire starts, he or she meets with each person in the department and with company leaders. This gives new employees a sense of comfort and allows them to understand who they can utilize as a resource while they continue to train. A big part of the LOTH culture is providing the best customer experience – something associates take pride in. Employees are motivated by the success of completed projects. Each associate's use of, and access to, reliable technology is an essential motivating factor. Much design and sales work takes place on location. LOTH invested in technology to create reliable remote solutions that allow for efficiencies in delivering sophisticated solutions to customers. At LOTH, technology is flexible, adaptable, reliable and portable.



### Modern Office Methods

**Kevin McCarthy**  
President & CEO

**Founded:** 1957

**No. of employees:** 186

**Address:** 4747 Lake Forest Drive, Cincinnati, OH 45242

**Phone:** (800) 345-3888

**Web:** www.momnet.com

**What's New?** The company recently started an IT Service Group to manage client IT departments.

Modern Office Methods is a technology company with a tenured staff, but to keep pace with an ever-changing industry it is "hiring some young blood," who seek jobs in the tech field. A wellness program called Live Well – Work Well is boosting employee morale and is used as a recruiting tool. The program provides healthy snacks, monthly wellness seminars, onsite yoga, community involvement activities and wellness related contests. The Cincinnati and Columbus offices feature onsite workout rooms. MOM also provides employees with the technology they need to work remotely and from the field, allowing for quicker and easier client service. One of the most important aspects of employee satisfaction at MOM is the open door policy for all executive team members. The Management Team at MOM makes an effort to get to know every employee.

# Goering Center For Family & Private Business SEMI-FINALISTS 2016 Family Business Division



## Neyer Properties

**Dan Neyer**  
President & CEO

**Founded:** 1995

**No. of employees:** 29

**Address:** 2135 Dana Ave., Suite 200, Cincinnati, OH 45207

**Phone:** (513) 563-7555

**Web:** www.neyer1.com

**Quote:** "If you think that you are above criticism and constructive feedback to improve, you cannot become an effective leader."

Neyer Properties is a fullservice commercial real estate developer putting a big focus on attracting Millennials to work at the firm. The Millennial philosophy meshes well with what CEO Dan Neyer believes: that the gateways through Cincinnati can be greatly improved by properly developing sites along the I71 and I75 corridors. Enhancing views through these areas is important because they are often the first impression for visitors to the Tri-State. It's no coincidence that many Neyer Property projects are located along these corridors. The company believes Millennials like to feel they are making a difference and able to see an impact in their work. Neyer Property developments do just that by fostering reinvestments in communities through streetscaping, additional development, or bringing people to the area. Along these lines, Dan Neyer also believes a business has a responsibility to give back to the community. He says, "It is the only way to ensure the continued success of our city and community to benefit our children and grandchildren. Receiving without sharing is very unfulfilling."



## Nieman Plumbing, Inc.

**Drew Nieman**  
CEO

**Founded:** 1975

**No. of employees:** 63

**Address:** 2030 Stapleton Court, Cincinnati, OH 45240

**Phone:** (513) 851-5588

**Web:** www.niemanplumbing.com

**Fun fact:** Warehouse workers wash, gas up and stock each truck with the day's necessary supplies, allowing plumbers to get a prompt start each day.

Nieman Plumbing is a company committed to quality service and employee and customer appreciation. Drew Nieman instilled these values in his family firm and Brian Nieman, vice president, and A.J. Nieman, president, work to carry out that philosophy every day. A.J. Nieman has introduced many innovations in the business including video pipe line inspections, no dig sewer lining and the application of any new technology, tools or processes that become available to provide employees with the advantage of accomplishing their jobs in a professional and accurate manner. Wireless technology allows greater precision in terms of labor hours and travel time, often resulting in the most economical and efficient billing practices for the customer and greater speed of service. Finally cell phones and tablets keep employees in constant communication with the office and supervisors to answer questions and provide solutions in a timely manner.

## PCI Services

**Clem Fennell IV**  
Owner/Business Development Manager

**Founded:** 1985

**No. of employees:** 100 – 150

**Address:** 1421 Queen City Ave., Cincinnati, OH 45214

**Phone:** (513) 251-2211

**Web:** www.processconstruction.com

**Fun fact:** Over time, PCI has successfully transitioned top management responsibilities across five generations by having the younger and older generations work together.

PCI Services is a mechanical contractor specializing in process piping, HVAC and plumbing. The company empowers employees to handle their day-to-day duties as if they were self-employed and running their own company. Processes, procedures and rules are in place, but PCI allows employees to do things in the way that is most comfortable for them. When employees bring suggestions to the table, management explores those options together with them and often adopts the new ideas into its procedures and processes. This really allows people to feel a sense of contribution and it is what makes a small family business work. PCI created a company first culture by focusing on hiring unselfish people who want to make the business a success and spend time with "the next generation." There is a healthy mix of employees at all levels and in all divisions so that the younger workforce can get firsthand experience with the more senior workers.



## PFI Precision Inc.

**Colleen Janek**  
President

**Founded:** 1966

**No. of employees:** 34

**Address:** 2011 N. Dayton-Lakeview Road, New Carlisle, OH 45344

**Phone:** (800) 248-4734

**Web:** www.pfiprecision.com

**What's new?** PFI recently worked with a team of graduate students from Wright State University to come up with up-to-date performance evaluation metrics.

While PFI Precision uses many different methods to recruit new employees, the most successful recruitment tool to date is the old-fashioned sign board in the front of the building. The firm manufactures precision metal parts. Colleen Janek took over as CEO more than two years ago, after the death of her husband. The culture at PFI underwent a period of transition when the ownership changed, but the changes led to improved attendance, attitude, production, and quality. These changes resulted in the highest sales in PFI's history last year. PFI is working on improvements to increase workplace efficiency by enabling operators to run several machines simultaneously. Key employees within the company are equipped with the capability to work remotely. In the future, PFI hopes to utilize additional technology to achieve greater automation of its manufacturing processes.



## Phototype

**David & Stephen Olberding**

Co-CEOs

**Founded:** 1919

**No. of employees:** 276

**Address:** 2141 Gilbert Ave., Cincinnati, OH 45206

**Phone:** (513) 281-0999

**Web:** www.phototype.com

**What's new?** The family is creating an advisory board of people from outside its industry.

The third and fourth generations of the Olberding family now operate and work at Phototype, which provides design, production and pre-press management services for consumer packaging companies. Part of the company's 'people first' culture involves ensuring employees have the tools they need to be successful. Phototype invests regularly in the latest technologies and its physical environment. Management wants learning and curiosity to be a part of the culture, because it believes this will increase knowledge, competence, engagement and ultimately performance of the individual and the organization. All new employees go through an orientation in their first two weeks at Phototype. This involves spending time with each department. This creates a deeper engagement and understanding of the purpose of the organization as a whole.

**PM/PC Direct, Inc.**  
Managing Projects to Success

## PM/PC Direct, Inc.

**Tracy Nichols**  
President & CEO

**Founded:** 2003

**No. of employees:** 17

**Address:** 5633 Tylersville Road, Suite D, Mason, OH 45040

**Phone:** (513) 492-9250

**Web:** www.pmpcdirect.com

**Fun fact:** Upper level staff host Lunch n' Learn sessions on Fridays to expand work practices.

This project management firm helps clients manage the scope, time, and cost of large projects by performing fundamental project execution strategies. Hiring best practices provide onboarding with a clear set of standards, work practices, training plan and an individualized career development path. Younger staff provide PM/PC with access to relationships that provide connections to young professionals. College acquaintances, social groups, and members of past sports teams have uncovered an excellent pool of candidates for PM/PC when the company is looking to hire younger talent. The firm has also found that hiring trainable personalities is sometimes more beneficial to the team than seeking individuals educated in PM/PC's area of expertise. Because its processes and practices are so specialized it is part of the firm's core strategy to train staff accordingly.

## Goering Center For Family & Private Business

## SEMI-FINALISTS 2016 Family Business Division



### Quality Mechanical, Inc.

**Richard Doll**  
President

**Founded:** 1985

**No. of employees:** 30

**Address:** 1255 Streng St., Cincinnati, OH 45223

**Phone:** (513) 559-0998

**Web:** www.qualitymechanicals.com

**What's New?** QMI is in the process of developing an onsite training program for team members who are certified welders but need to enhance their pipefitting capabilities.

Quality Mechanicals Inc. identified early on that there is a gap in the number of craftsmen entering the trade and that many community, technical, and vocational colleges were not offering programs to develop the specialized pipefitting and welding skills unique to the process piping industry. To combat the worker shortage, Quality Mechanical maintains its workforce for the continued success of the company. The company developed numerous training programs, such as "Weld School" for employees interested in "fine tuning" or developing their skills in pipe welding. Management is focused on planning well for the future. Toward that goal, the company is creating a plan to manage an evaporating pool of skilled labor within the region. Higher employment costs, constricted project delivery costs, and schedule limitations, a recovering economy, and the expense to maintain stringent safety policies, procedures, and training are all factors the company will address throughout its strategic planning process.

### Restylers Choice/ SignTech Wholesale

**Doug Jacobs**  
President

**Founded:** 1990

**No. of employees:** 30

**Address:** 59 Tech View Drive, Cincinnati, OH 45215

**Phone:** (800) 733-3316

**Web:** www.restylerschoice.com

**What's new?** The automotive restyling company recently added a 104 inch HP latex printer for short-run graphics, including full vehicle wraps.

Restylers Choice is a full-service, stocking distributor and manufacturer of pinstriping, graphics and accessories for automotive restyling. The company culture is laid back and casual and a frequent recruiting method is to hire family and friends of current employees. While it can be difficult to determine what motivates people, offering the best technology is a great retention tool. To date, four employees work from home offices. Internal work order systems also help to provide customized solutions to minimize problems, maximize efficiency, and keep employees focused. Technology also plays a key role in tracking employee and company performance. A daily sales report is e-mailed to all employees, which outlines per person performance, departmental performance, and sales trends. This keeps everyone 'in the loop' on where the business is trending, and how they stack up against their fellow employees.



### RiskSOURCE Clark Theders

**Jonathan Theders**  
CEO

**Founded:** 1977

**No. of employees:** 22

**Address:** 9938 Crescent Park Drive, West Chester, OH 45069

**Phone:** (513) 779-2800

**Web:** www.risksource.com

**What's new?** The firm is actively working on an additional flexible work option that will provide more job satisfaction, increase work-life balance, increase productivity, provide cost savings and build more trust within the team.

At RiskSOURCE Clark Theders, finding a cultural fit is key to hiring the right employees. The CARES Program provides resources to help improve the health, well-being and quality of life of the team and empower them to promote and model positive attitudes and behaviors. The program focuses on four areas: personal and professional growth, financial wellbeing, physical and spiritual health and community and social initiatives, which encourages team interaction and promotes positivity and fellowship. RiskSOURCE is always looking for candidates, even when there are no openings. The firm uses benchmark data to stay ahead of competitive compensation, flexible schedules and other benefits which management feels are important. Multiple generations work at RiskSOURCE. The mix is 30% Baby Boomers, 40% Gen Xers and 30% Millennials. An understanding of the varying perspectives helps build collaborative relationships.



### Robbins, Inc.

**James Stoehr III**  
President & CEO

**Founded:** 1894

**No. of employees:** 200

**Address:** 4777 Eastern Ave., Cincinnati, OH 45226

**Phone:** (513) 871-8988

**Web:** www.robbsfloor.com

**Fun fact:** More NBA teams compete and train on a Robbins court than all other competitors combined – and in the past four years alone, almost 50% of the teams in the Men's NCAA tournament played their home games on a Robbins' court.

Robbins, Inc. manufactures and distributes athletic and residential flooring. Robbins floors are used by NBA and NCAA teams, among many other clients. The company invests in a full-time research and development staff and its understanding of the biomechanical interaction between an athlete and the floor recently led to new designs that reduce vibration and increase uniformity, both of which improve performance, comfort and safety. A core value at Robbins is "You Matter". For employees, their satisfaction, growth, performance and development all matter to the company. It has been a joke for many years that Robbins does not hire employees, we adopt them. This mentality and culture can have both positive and negative effects. The seniority, tenure and loyalty of long term employees make the business successful but the lack of turnover does not make room for new or younger employees. The management team discusses succession planning regularly to work on this issue.



### Scherzinger Drilling, Inc.

**Ken Scherzinger**  
President

**Founded:** 1956

**No. of employees:** 31

**Address:** 9629 State Route 128, Harrison, OH 45030

**Phone:** (513) 738-2000

**Web:** www.scherzingerdrilling.com

**What's New?** President Ken Scherzinger is training son Stephen, who currently works as equipment manager, to eventually become the third generation leader.

Scherzinger Drilling specializes in foundation drilling/drilled piers and earth retention systems for industrial and residential projects. The company strives to build a workforce modeled around teamwork and longevity. It participates in co-op programs with the University of Cincinnati and has hired students after graduation. It enjoys high employee retention rates, with more than half having worked for Scherzinger for more than 10 years. The culture is based on a team atmosphere with an open door policy to allow for anyone to express any questions or concerns with senior management. Technology allows the firm to improve work methods to make certain tasks easier for workers to accomplish in more efficient ways while increasing overall safety. A new high tech grabbing extension replaces the need for workers to repeatedly lift and hold in place each 100 to 200 pound rods.



### Solica Construction

**Ami Kulkarni**  
President

**Founded:** 2007

**No. of employees:** 18

**Address:** 9545 Kenwood Road, Suite 303, Cincinnati, OH 45242

**Phone:** (513) 869-2006

**Web:** www.solicaconstruction.com

**Philosophy:** Management personally knows each employee and what motivates him or her.

Solica Construction provides construction management and general construction services for the commercial market. The firm works hard to make its environment a fun place to be with a focus on mentorship vs. traditional boss relationships. This helps to attract the younger generation, as well as foster ambition and drive among its employees. Solica uses open communication and embraces transparency. Solica understands the value that senior employees bring to the work place. In its first three years of operation, the firm struggled without having senior staff. After hiring more senior candidates, it immediately saw improvements in creating a culture of respect, hard work and team work. Senior employees set a tone of accountability and are proactive with follow through and they demonstrate and teach these traits to younger employees. Employees often work offsite at project sites and are equipped with smartphones and laptops that allow them to stay connected to the office and with the client at all times.

# Goering Center For Family & Private Business **SEMI-FINALISTS** 2016 Family Business Division



## SpringDot

**Josh Deutsch**  
CEO

**Founded:** 1904

**No. of employees:** 50

**Address:** 2611 Colerain Ave., Cincinnati, OH 45214

**Phone:** (513) 542-4000

**Web:** www.springdot.com

**Fun Fact:** The four related family members who work at SpringDot hold a combined 111 years of experience. Among nonfamily employees, the average tenure is 20 years.

Commercial printer SpringDot strives to make every employee a family member. The firm provides financial peace of mind and a means toward a better life for employees, while enabling them to become masters of their craft. SpringDot operates as a family, trust and communication are the keys to success. Managers often seek out their next bright and promising family members through word of mouth and personal recommendations. When new employees start, they meet not just the staff they are working with but the family members that work throughout the production pipeline. By doing this, they get to know all of the members who put forth their best efforts for the success of the company, and it also creates a transparent environment. SpringDot is focused on succession plans that maximum knowledge transfer well before employees hit retirement age. This allows plenty of time for senior employees to train others and share what they know while gradually stepping back their involvement in daily operations.



## Steffen's Rental

**Arden Steffen**  
President

**Founded:** 1947

**No. of employees:** 15

**Address:** 121 West Pike St., Covington, KY 41011

**Phone:** (859) 261-1989

**Web:** www.steffensrental.com

**Fun Fact:** Steffen's Rental is a longtime supporter of the Alzheimer's Association and even painted some of their construction equipment purple to bring attention to the cause.

Equipment and party rental company Steffen's Rental is a candid company. It seeks candidates that can bring a fresh perspective to the team and move it forward in a new way. During the interview process, managers simulate what an actual day on the job for a candidate would be. Candidates also shadow individuals with similar jobs. Managers are frank with candidates about current challenges and pointedly ask interviewees how they can assist Steffen's Rental in overcoming said challenges. This allows hiring managers to be very upfront about the industry and a potential employee's potential role within it. Also, it allows interviewers to judge how a candidate responds to issues and proposes a potential solution. Arden Steffen, a practicing nurse, took over management of the company in 2013 when early onset Alzheimer's disease prevented her father from continuing to work. With no succession plan in place, she struggled to learn the business and modernize it. She created a board of advisors and now has a sustainability plan in place.



## Stigler Supply Co.

**John Tenhundfeld, Tim Rohling, Tricia Rohling**  
Owners

**Founded:** 1969

**No. of employees:** 20

**Address:** 11158 Adwood Drive, Cincinnati, OH 45240

**Phone:** (513) 825-4500

**Web:** www.stiglersupply.com

**Philosophy:** Making reputations shine.

Stigler Supply operates under a flexible structure. The sales based company distributes janitorial and maintenance supplies to its clients. Inside sales staff feed appointments to our Outside Sales staff. We then work the opportunities through our sales pipeline. Employees receive flexibility in their day as needed. This work model fits well with Stigler's Big Hairy Audacious Goal: By 2017, achieve 20% sales growth per month with increased target accounts. Stigler works to simplify life for its clients by providing solutions, systems and management. The company attracts new employees on social media and retains them by providing lots of opportunities for growth. Managers leverage the experience of senior workers by placing them in more complex situations that require more knowledge and patience. Open communication and collaboration is encouraged. Stigler also schedules periodic work days with multiple generations working with each other.



## Team Fitz Graphics, LLC

**Amy Fitzgibbons**

Majority owner

**Founded:** 2007

**No. of employees:** 14

**Address:** 11320 Mosteller Road, Cincinnati, OH 45241

**Phone:** (513) 771-5112

**Web:** www.teamfitzgraphics.com

**Philosophy:** It is the goal of employees to contribute to growing the company, rather than just doing their job.

Team Fitz Graphics provides custom graphics for college, university, high school and athletic programs across the country. When seeking new hires, it often finds the best success through the personal networks of existing employees. The best hires are typically recent high school and college graduates. This meshes well with the Team Fitz culture, as 95% of the business is with schools. Team Fitz is a very open company. Every employee has access to the financial status of the company, and managers consistently share the direction of the company. Every employee has access to Team Fitz's Salesforce CRM. All employees can pull up different reports so they can see the progress of the company compared to the goals. Each employee homepage features multiple reports showing progress towards short-term goals. Employees can also see individual performances as well as the collective performance. The company often meets to share how each job affects the company's performance.



## The Lyon Group

**Bill Lyon**

President

**Founded:** 1950

**No. of employees:** 10

**Address:** 4357 Ferguson Drive, Cincinnati, OH 45245

**Phone:** (513) 753-9966

**Web:** www.thelyongroup.net

**Fun Fact:** After every monthly meeting, the entire staff takes part in a fun activity or deep dive into a company project.

The Lyon Group provides estate and succession planning for individuals and small businesses. It is a company goal to keep employees engaged with each other in order to foster the company culture of family, respect and servant leadership. Technology is a huge motivating factor with Millennials and The Lyon Group strives to stay as up-to-date as possible on the technology available to the financial industry. One example of this is financial planning software the firm uses that allows for advisers to interface with clients on a regular or daily basis. Clients are able to log on and see an up-to-date snapshot for all of their accounts, whether supported by The Lyon Group or not. Clients regularly visit this site and contact the office to address anything they are concerned about. It's a phenomenal technological tool that allows advisers to interface with clients regularly. And because it's web based, advisers and clients can access the tool remotely.



## The Myers Y. Cooper Company

**Raymond Cooper**

President

**Founded:** 1895

**No. of employees:** 9

**Address:** 5050 E. Galbraith Road, Suite B, Cincinnati, OH 45236

**Phone:** (513) 248-8350

**Web:** www.cooper-co.com

**Quote:** "A problem shared is half a problem."

The Myers Y. Cooper Company is a commercial real estate developer, property manager, and real estate broker. Employees tend to stay here, so hiring is not a regular activity, but management is always engaging people from the industry at trade shows, events and social functions and inquiring about their interest. Candidates are measured based on their enthusiasm, work ethic and capacity to speak well and tackle tough questions with honesty. New hires are integrated to the company culture by shadowing various co-workers in other departments and business areas. With knowledge of what others do, new hires have a better picture of how they fit in. From time to time, informal lunch gatherings, after five events and community service projects help new hires and all employees bond around a common purpose or social activity. Technology supports everyone's work. Software packages assist with property research, building design and cost analysis. Property maintenance utilizes smart phones to visually document building and property issues.

## Goering Center For Family & Private Business **SEMI-FINALISTS 2016 Family Business Division**



### The Rug Gallery Cincinnati

**Sam Presnell**  
Owner

**Founded:** 1972

**No. of employees:** 13

**Address:** 9350 Kenwood Road, Cincinnati, OH 45242

**Phone:** (513) 793-9505

**Web:** www.ruggallerycincy.com

**Fun Fact:** The Rug Gallery team has fun together and has been known to throw "puppy showers" and/or "kitten showers" for associates getting a new pet.

The Rug Gallery is a retail seller of rugs and carpets. It rarely has an open position, but when it does, management uses all available sources to find the right candidate, including LinkedIn, employment agencies and word of mouth. Presnell says his staff is very eclectic. "Any person we hire will need to adapt to our diverse staff and its idiosyncrasies. We have found that people either come here and stay for years, or leave before their probationary period of 90 days is up." Most of the staff has been in their job for at least 10 years. The Rug Gallery uses peer-to-peer training, which enables a new associate to bond with those they will be working with most closely. Managers are always available and use an open-door policy. Managers believe in explaining not only how something should be done in a certain way, but why it is done that way. Within the sales department, each salesperson is challenged to run their "own" business within the very flexible framework of the policies and procedures in place. Senior staff and middle management are very active in helping new associates determine the best practices that work optimally with their unique talents and personalities.



### United Tool Supply

**Jeff Young**

President

**Founded:** 1973

**No. of employees:** 7

**Address:** 851 Ohio Pike, Cincinnati, OH 45245

**Phone:** (513) 752-6000

**Web:** www.united-tool.com

**What's New?** Sales have doubled in the past 30 months and are projected to continue growing at the same rate.

United Tool Supply makes precision gauges and distributes Mitutoyo parts. Most hires come by way of a referral or direct association with the business. Employees must possess a high level of attention to detail. The hiring and onboarding process has led to a tight knit working environment that encourages employees to create a career at United Tool Supply. New employees are immediately submerged into the business. Ever-changing technology means customers demand technological and mechanical advancements. United Tool works hard to keep its line of products ahead of these changes and to provide the latest and most up-to-date information for data-hungry Gen Y and Millennials moving into management and decision-making positions. Senior and younger employees work together, bringing two different thought processes to the table. This develops a unique environment that fosters creative problem solving.



### The Wolf Group

**Mona Wolf**

President & Founder

**Founded:** 1988

**No. of employees:** 38

**Address:** 10860 Kenwood Road, Cincinnati, OH 45242

**Phone:** (513) 891-9100

**Web:** www.wolfgrp.com

**Philosophy:** Provide jobs you can flex around your family not force you to flex your family around your job.

The Wolf Group provides product testing based on consumer opinions as well as on key sensory attributes including taste, touch, appearance, auditory and aroma. The small technical firm promotes from within and looks to its professional organizations for help in filling openings. The company works to provide flexible hours that are compatible with each employee's personal and family goals while maintaining the highest quality of service to its clients. Flexibility is key to providing a good work/life balance and employees have the ability to work remotely as the need arises. The Wolf Group encourages giving back to the community and donates 10% of their net profit to local charitable organizations. Employees are recognized and valued through employee appreciation days, bonuses, catered lunches, summer picnics and Christmas parties. The Wolf Group encourages each employee to attend training meetings and conferences related to their personal job function. Mona Wolf personally mentors new employees and attends various meetings with the employees, introducing them to key people in the industry.



### Verst Group Logistics

**Paul Verst**

President & CEO

**Founded:** 1966

**No. of employees:** 17

**Address:** 300 Shorland Drive, Walton, KY 41094

**Phone:** (859) 780-5009

**Web:** www.verstgroup.com

**Philosophy:** Simplifying our customer's world.

Verst Group Logistics provides third party logistics and supply chain services including warehousing, transportation, and packaging. Hiring best practices revolve around matching the right person to the right job. Management actively participates in getting to know candidates through multiple interactive interviews and assessment testing of technical skills and soft skills appropriate to the position. A one-year onboarding process prepares new employees to sign up for a Future Leaders program to prepare for advancement opportunities as they arise. Technology is integrated throughout processes and operations at Verst Group. Trucks are equipped with the Smart Drive recording system providing assurance to drivers that they can drive with confidence knowing that any issues that arise are backed up by the impartial evidence of a video recording. Touch screen data collection systems eliminate the need to hand write multiple entries in production paperwork, making data immediately available within the operation.



### Total Wealth Planning

**Rob Siegmann, Dave Wilder, Rob Lemmons**  
Owners

**Founded:** 1989

**No. of employees:** 11

**Address:** 4665 Cornell Road, Suite 160, Cincinnati, OH 45241

**Phone:** (513) 984-6696

**Web:** www.twpteam.com

**What's New?** The second generation of ownership is working to create a formal written succession plan for an eventual third generation succession.

Total Wealth Planning offers clients comprehensive wealth management including investment management and financial planning. The company operates with a family-like culture and teamwork environment, with ability for anyone who proves themselves and meets certain criteria to rise through the ranks and become a future partner. Management promotes a flexible and balanced work schedule that is conducive for a respectful culture and promoting a good work/family balance. Communication is key. At weekly Monday morning huddles the team discusses new client status, upcoming client meeting prep, and recognizes team members who went the extra-mile for clients or coworkers. This forum is also used to address any mistakes that may have taken place. Management feels strongly about the entire team learning from mistakes when they occur.



### Wegman Company

**Scott Wegman**

President

**Founded:** 1967

**No. of employees:** 60

**Address:** 1101 York St., Cincinnati, OH 45214

**Phone:** (513) 381-1111

**Web:** www.wegmancompany.com

**Fun Fact:** Not only does the family of four siblings and father work together; they vacation together too!

Joe and the late Sallie Ruff-Wegman started this family office furniture, relocation, asset management and warehousing business in 1967. Ownership is now with the second generation. Family members in the business include founder (and Dad) Joe Wegman, his brother-in-law Peter Ruff, senior account manager; and Wegman children: Jennifer Smith, accounts receivable; Scott Wegman, president; Krissy Onorato, office manager; and Melissa Wegman, vice president. The company is in the midst of a hiring blitz. It looks for people who like to build things, or who come highly recommended by existing employees and clients. The firm is building technology into its processes for project management, employee evaluation and employee engagement. Leaders also are planning for the future. For the Wegman siblings, it's hard to say where the employee/family line starts and stops as they grew up with many of the employees.

2016 Family Business Division

SEMI-FINALISTS 2016 Private Business Division



## Wetzel Flooring

**Deborah Wetzel**  
**Senior Vice President**  
**Founded:** 1972  
**No. of employees:** 5  
**Address:** 614 Wooster Pike, Terrace Park, OH 45174  
**Phone:** (513) 793-2411  
**Web:** www.wetzelflooring.publishpath.com.  
**Fun Fact:** Retail stores (Mens Warehouse, Toys R Us, US Cellular, etc.) make up about 90% of Wetzel Flooring's work.

Wetzel Flooring is a small office that hires subcontractors on a job-by-job basis. It provides commercial and retail flooring installation, painting, carpentry, light electrical and plumbing services. Wetzel looks for crew leaders who are experienced at managing a team. These teams are the face of Wetzel Flooring on the job site, so Wetzel management ensures that the subcontractor understands the Wetzel culture is about open communication between the office team, crews and clients. Wetzel prides itself on delivering quality products and services on budget and on schedule with no surprises. Managers meet regularly by phone and in person with crew leaders to understand the progress on the job site, to look for additional opportunities and to discuss any issues. Founder Lou Wetzel passed away earlier this year and now two senior staff members are filling his role as they learn all aspects of the business.



## Axis Interior Systems, Inc.

**Michael Ansari**  
**CEO**  
**Founded:** 2002  
**No. of employees:** 78  
**Address:** 12 Kiesland Court, Hamilton, OH 45015  
**Phone:** (513) 645-1110  
**Web:** www.axisinteriorsystems.com  
**What's new?** The company is implementing an Employee Stock Ownership Program.

Axis Interior Systems designs and installs commercial floor coverings from intricate terrazzo patterns to carpeting for small offices. The firm works with local universities, military placement systems and business development programs to find skilled professionals. Axis Interiors provides many benefits, including the ability to work remotely. Ansari says this option provides flexible work hours and maximizes the time team members have to take care of personal matters. Senior and new talent work closely together. The teamwork pays off: young recruits are adept at helping more experienced members incorporate the power of technology into the business to improve productivity. Going forward, Axis Interior plans to grow by strategic acquisitions to develop a workforce of 150 to 200 craftsmen who can be secure in an environment with stable employment and valuable health and welfare benefits.



## Barnes Dennig

**Steve Hube**  
**Managing Director**  
**Founded:** 1965  
**No. of employees:** 147  
**Address:** 150 East 4th St., Cincinnati, OH 45202  
**Phone:** (513) 241-8313  
**Web:** www.barnesdennig.com  
**Quote:** "Business leaders should choose their advisors with much the same diligence that people choose doctors. There must be confidence that if a challenge arises, you have invested your trust with the right people."

Barnes Dennig uses a holistic approach to serve its professionals and its clients. This philosophy rewards employees for their work and supports their growth while enveloping clients with an all-in type of engagement. Barnes strives to continuously motivate its teams by challenging them with more intricate and innovative work, involving them in client relationship development, rewarding them monetarily and with career growth opportunities. At Barnes, client relationships are not viewed as between just the Director and the client, but rather a relationship a client has with the firm. Client engagements begin with a planning meeting that includes everyone involved, from interns to the firm director. The issues the client faces and how that may impact Barnes' engagement is discussed collectively. These meetings allow the next generation to learn about client service and what is most important to clients.

Congratulations to all Goering Center Family Business Award Finalists!

Helping build businesses for five generations

**The Myers Y. Cooper Company**  
 A family-owned company • Real estate development, management, construction and investment  
 513-248-8350 • www.cooper-co.com

Not for commercial use

# Insights from the HR Experts!

## Solutions for your HR business challenges.

Call Robin today for a free consultation

**strategic HR inc.**  
 Your Strategic Partner for HR Solutions

(513) 697.9855 www.strategicHRinc.com

# Goering Center For Family & Private Business SEMI-FINALISTS 2016 Private Business Division



## Big Ass Solutions

**Carey Smith**  
**Managing Director**

**Founded:** 1999

**No. of employees:** 920

**Address:** 2348 Innovation Drive, Lexington, Ky. 40511

**Phone:** (844) 624-8237

**Web:** www.bigassolutions.com

**Fun fact:** Originally named the HVLS Fan Co. (that's High Volume, Low Speed) the name changed after customers kept calling and asking if they made "those big-ass fans."

Big Ass Solutions manufactures and installs industrial and residential ceiling fans and lights, all under a "work hard, play hard culture." The international firm counts locations in Canada, Australia, Singapore and Hong Kong and continues to grow. It puts a big emphasis on attracting and retaining the best employees through an intensive internship and scholarship program, as well as community events designed to attract working professionals. CEO Smith prizes collaboration and creates outlets for employees to get to know one another on and off the job, through a variety of outings such as canoe trips, drive-in movies and fine dining experiences. Smith promotes a flat corporate structure with open communication. This approach ensures that all ideas are heard and allows for the constant give-and-take of feedback, so that employees and supervisors are always tweaking their performance.



## BRG Realty Group LLC

**Jeffrey March**  
**President & CEO**

**Founded:** 2005

**No. of employees:** 160

**Address:** 7265 Kenwood Road, Suite 111, Cincinnati, OH 45236

**Phone:** (513) 936-5960

**Web:** www.brgapartments.com

**Fun fact:** Secret shoppers" witness BRG's leasing personnel in action and report their findings.

BRG Realty Group manages apartment communities while working to develop leaders who care about and give back to the same communities in which they work. The company embraces technology, but is focused on communicating personally with and among its team members. BRG recognizes that younger employees enjoy using tech on the job, so it uses apps and devices to make work more efficient. For example, check scanners for each site to eliminate unnecessary trips to the bank. This all fits into the culture of caring at BRG. The company wants employees who not only care about their work but who also want to make an impact on society. BRG provides opportunities for team members to give back by volunteering their time and taking part in events to benefit a variety of local nonprofits. The firm offers specific growth tracks for management and operational staff.



## Centric Consulting

**Dave Rosevelt**  
**CEO**

**Founded:** 1999

**No. of employees:** 600

**Address:** 9380 Montgomery Rd., Ste. 207, Cincinnati, OH 45242

**Phone:** (888) 781-7567

**Web:** www.centricconsulting.com

**Fun Fact:** The office is a founding partner of Flywheel Cincinnati, which helps nonprofits become self-sustaining through alternative business models.

At business and IT consulting firm Centric Consulting, much emphasis is placed on cultural fit and it begins with the hiring process. The approach to hiring is to create unmatched employee experiences. Centric deliberately uses a slow hiring process to let candidates get to know the company and vice versa. Candidates meet with a partner and at least four team members in different job functions, levels, and industry verticals. This process gives candidates insight into the company's history, values, future vision and emphasis on work/life balance. Centric's hiring practices deliver retention levels that exceed the industry average. Consultants often work in a small team onsite with a client. Every employee is paired with a coach to help them achieve personal and professional goals. To maintain the Centric culture across the company, management brings the entire business unit together on a regular basis.



## Change Guides LLC

**Kate Nelson & Stacy Aaron**

**Owners**

**Founded:** 2005

**No. of employees:** 9

**Address:** 8044 Montgomery Rd., Ste. 700, Cincinnati, OH 45236

**Phone:** (513) 354-9503

**Web:** www.changeguidesllc.com

**Fun Fact:** The Change Management Pocket Guide includes 31 actionable tools.

Change Guides LLC helps companies navigate through organizational change. Founders Kate Nelson and Stacy Aaron and their team use tools, templates and apps to assist companies as they strategically plan, prepare, organize, execute and monitor all phases of change. Change Guides consultants get people and processes ready, willing, and able to work in new ways. They do this by managing the people elements of change: minimizing resistance, building alignment, engaging broadly, enabling adoption, and ensuring sustainability of changes within organizations. Change Guides values responsiveness to its clients, flexibility for its staff, and excellence in its service. The firm strives to find the right fit between client and staff to ensure that client needs are met while allowing staff to meet their own personal needs.



## Clark Schaefer Hackett

**Carl Coburn**

**President**

**Founded:** 1938

**No. of employees:** 400

**Address:** 1 East Fourth St., Suite 1200, Cincinnati, OH 45202

**Phone:** (513) 241-3111

**Web:** www.cshco.com

**Fun Fact:** Accounting Today recognized the CSH career life cycle program as a model that other firms should follow.

For CPA firm Clark Schaefer Hackett, the goal is to hire great employees, give them the tools and resources to realize their potential and promote from within as much as possible. This comprehensive career life cycle program is called CSH MAX. It encompasses recruiting, on-boarding, performance management, professional development, employee retention, and succession planning in the form of a distinct career progression model for CPA and non-CPA employees. When new hires join the firm, they take part in a multi-day onboarding program that incorporates technical training and an introduction to the CSH values of Respect, Excellence, Accountability and Leadership. Leadership development begins on Day 1 by developing employees as professionals, taking a look at their personal brand and how that is communicated to the firm and clients. Employees receive formal reviews as well as informal support and guidance from coaches and mentors.



## Dimalanta Design Group

**Ernie Dimalanta**

**Founder & CEO**

**Founded:** 2008

**No. of employees:** 12

**Address:** 4555 Lake Forest Drive, Cincinnati, OH 45242

**Phone:** (513) 588-2802

**Web:** www.dimalantadesigngroup.com

**Fun Fact:** Dimalanta Design Group is a virtual firm, which gives team members flexibility in choosing their work environment and leads to efficiency.

Dimalanta Design Group finds new employees through word of mouth; referrals from connections; and online through social media, email updates and the DDG website. DDG looks for hires that fit the firm's culture of open communication and collaboration. Experience matters, but personality matters more. DDG wants employees who are willing to learn new things, are open to change and have a sense of humility. Someone who is willing to expand his or her skill set, stretch their experience beyond their comfort zone and commit to lifelong learning demonstrates a dedication to doing the best possible work. Dimalanta says the biggest room for growth at his company is a gap between employees who have long-term experience and those who do not. There is a need to fill the gap with experienced professionals who can act as a bridge between the two groups. To get there, DDG is following a plan to train, equip and provide learning opportunities for the younger work force to eventually fill those gaps.

# Goering Center For Family & Private Business SEMI-FINALISTS 2016 Private Business Division



## Finney Law Firm LLC

**Christopher Finney**  
CEO

**Founded:** 2014

**No. of employees:** 14

**Address:** 4270 Ivy Pointe Blvd, Suite 225 Cincinnati, OH 45245

**Phone:** (513) 943-6650

**Web:** www.finneylawfirm.com

**Fun Fact:** The firm's Constitutional Law Team notched three wins at the U.S. Supreme Court in 18 months.

The brand at Finney Law Firm is "Making a Difference." To make that happen, the firm focuses on impacting its employees, clients and the larger community. The company uses online resources and social media for recruiting and to broadcast the company culture. Candidates meet with several employees. Finney Law Firm recognizes that it can only succeed with engaged and motivated employees. Leaders foster an environment of personal buy-in and employee development. Job descriptions are not "one size fits all." Executives look at employee strengths and passions and grow the role to better suit the employee. This allows for skill development that fits an individual's personal and professional development. Finney Law Firm embraces a flexible work environment and equips workers with the tools they need to work remotely. Employees and managers continuously work on measurable outcomes and goals, providing frequent feedback.



## Full Service Networking

**Rick Maxwell**  
President & CEO

**Founded:** 1987

**No. of employees:** 24

**Address:** 9987 Carver Road, Suite 130, Cincinnati, OH 45242

**Phone:** (513) 782-4200

**Web:** www.fullservice.net

**Fun Fact:** Monthly lunch meetings to discuss changes or a client upgrade with the entire service team allow for shared learning.

FSN operates in a competitive market, especially when it comes to attracting entry-level IT network engineers. To remain in the forefront, it utilizes traditional, social media, job fair and referral recruitment models. The company provides managed IT Services for small and medium Cincinnati-area businesses. Big emphasis is placed on company culture, which is addressed in the Team Member handbook. This guide provides emotional and behavioral expectations for the team. Being a technology solutions company, FSN is on the leading edge of utilizing mobility tools to increase business productivity. Based on circumstances, team members can work remotely at home or at a client site to provide the best outcomes for clients, while accommodating employees' personal situations. This is a plus as communicated by team members who need work-life flexibility. With a solid Internet connection and a secure VPN, team members working remotely are just as productive as sitting in the office.



## HiFive Development Services

**Mark Davis**  
CEO

**Founded:** 2001

**No. of employees:** 27

**Address:** 202 West Main St., Mason, OH 45040

**Phone:** (513) 336-9208

**Web:** www.hifive1.com

**What's New:** HiFive will start a \$34 million hotel project in 2017: Building a Holiday Inn and a Hyatt House in West Chester Township.

HiFive provides design/build services for churches, hotels, office and industrial, and retail and special use construction. The firm's positive reputation leads to many job inquiries. The firm also uses traditional and modern recruiting practices. And while the decision to hire lies with the top executives, input from team members is encouraged. Leaders strive to make all employees feel welcome. Weekly design and construction meetings include lunch. Group lunches take place regularly just for fun. HiFive also provides trips to expos and seminars to encourage continuous learning and exposure to the industry. To integrate employees into the company, HiFive displays street signs. There are lampposts in the office and each is mounted with the last names of employees. It's a fun reminder that HiFive values each employee's presence in the company. Technology is at the forefront and many employees use laptops and tablets in the field, to help them stay connected with the main office.



## Industrial Tube & Steel Corporation

**Richard Siess**  
Owner & President

**Founded:** 1956

**No. of employees:** 80

**Address:** 4658 Crystal Parkway, Kent, OH 44240

**Phone:** (800) 332-9567

**Web:** www.industrialtube.com

**Fun Fact:** New facilities include glass-fronted offices and wood floors in an effort to help the younger talent pool feel "at home."

Industrial Tube and Steel is headquartered in Kent with a branch in West Chester. The firm supplies metal products for industrial clients. It continuously works to find the best recruiting avenues, including working with the University of Cincinnati and Xavier University. Technology is driving the company's growth. Two new facilities are equipped with modern amenities. Employees are outfitted with devices that allow them to work from the field or from home when needed. A fully integrated CRM system gives the sales team real time access to the customer database. Leaders lead by using the "True View of Company Health." For decades, Industrial Tube and Steel firmly believed that if employees know the intricacies of the business as a whole, they will work even harder because they feel more responsible and involved. On a daily basis, management shares: total sales dollars, gross profit dollars, and total pounds shipped. This allows employees to feel a sense of responsibility for the success of the company.



## Intelligrated

**Chris Cole**  
CEO

**Founded:** 2001

**No. of employees:** 3,100

**Address:** 7901 Innovation Way, Mason, OH 45040

**Phone:** (866) 936-7300

**Web:** www.intelligrated.com

**What's New?** Intelligrated has agreed to be acquired by Honeywell in a \$1.5 billion deal.

Intelligrated is a single source provider of intelligent automated material handling solutions that just keeps growing. The firm is transparent about what it's like to work for the company on the careers page of its website, so that candidates know what to expect. Recruiting also takes place through a robust co-op program with many regional universities. Technology is a key factor in Intelligrated's ability to work remotely while continuing to engage its workforce at remote sites. This capability and supporting systems provide leaders the opportunity to "touch" their associates while giving them the flexibility to allow for remote work. Many associates travel on a regular basis and communicate to those around the U.S. and the world with laptops and smart phone technology, which all professional associates receive on their first day on the job.



## Intrust IT

**Timothy Rettig**  
President & CEO

**Founded:** 1992

**No. of employees:** 20

**Address:** 4675 Cornell Road, Suite 162, Cincinnati, OH 45241

**Phone:** (513) 469-6500

**Web:** www.intrust-it.com

**Fun Fact:** Every employee gets week-long use of a vacation home on Norris Lake, TN – rent free!

At IT consulting, management, hardware and software sales company Intrust IT, firm values of empathy, integrity and happiness drive management decisions. During the hiring process, each prospect must give a presentation to the executive team or deciding group about why they should be hired. The team then evaluates and decides together if the new recruit gets hired. Leaders look at technical skills, but also at integrity, honesty and compassion – which coincide with the company's values. Intrust places a high premium on building relationships among its employees. There are numerous team building and social activities, including a weekend long whitewater rafting trip. In beginning to lay the groundwork for transitioning to an ESOP, Intrust now uses an open book management strategy for complete transparency of all accounting and management for all aspects of the business.

## Goering Center For Family & Private Business **SEMI-FINALISTS** 2016 Private Business Division



### John D. Dovich & Associates, LLC

**John Dovich**  
President

**Founded:** 1987

**No. of employees:** 13

**Address:** 625 Eden Park Drive, Cincinnati, OH 45202

**Phone:** (513) 579-9400

**Web:** www.jdovich.com

**Fun Fact:** These succession planning experts turned the mirror on themselves three years ago and began adding partners.

The team at John D. Dovich & Associates provides strategic life planning to clients, which includes financial, retirement and succession planning and exit strategies for business owners. The company is relatively young, with a quarter of staff in their 20s and half age 45 or younger. The client base of doctors, surgeons and other medical specialists, as well as attorneys, CPAs, and high net worth individuals, gives younger staff members early experience with high level financial planning and investment management that's not as readily available at other wealth management firms. To stay ahead of industry changes, the firm is in the midst of undertaking the most extensive technology upgrade in its history. The initiative is led by a young financial analyst in his 20s and will increase efficiencies and access for employees and clients. Much of the technology at Dovich & Associates is cloud based, which allows for all staff to work remotely, as needed.



### Legacy Financial Advisors

**Michael Maisel**  
Managing Principal

**Founded:** 2006

**No. of employees:** 15

**Address:** 117 East Fourth St., Covington 41011

**Phone:** (859) 655-5225

**Web:** www.legacyfinancialadvisors.com

**Fun Fact:** The office kitchen resembles a space you'd find at home and serves as a gathering place for frequent all-staff meetings and meals.

Legacy Financial has invested a great deal of resources and energy in its facilities (an 1850's structure), its culture and its company mission. This creates a magnetic pull for talent. Leaders develop key relationships and keep them close until the time is right for the next hiring. To keep the company culture alive, Legacy Financial caters lunches every Tuesday and Thursday, creating a built-in rhythm of sharing a meal together. The office includes exercise facilities and locker rooms. The office manager leads a walking club two to three days a week. Employees enjoy flexible work schedules powered by mobile technology and a paperless environment. An open-door culture promotes discussions among all employees and managers, and serves to address issues, offer mentoring and share knowledge on a daily basis. Up and coming employees are expressing interest in ownership and participation in the growth of the firm. A profit sharing strategy that gives each person direct benefit when the company is profitable.

**KALEIDOSCOPE®**  
Purpose Driven Innovation

### Kaleidoscope

**Matt Kornau**  
CEO

**Founded:** 1989

**No. of employees:** 86

**Address:** 205 West Fourth St., Suite 1140, Cincinnati, OH 45202

**Phone:** (800) 930-5793

**Web:** www.kascope.com

**What's New?** Kaleidoscope recently expanded its executive team with the addition of a general manager who will lead cross-functional design teams.

Innovation and product design firm Kaleidoscope is growing. Leaders appreciate and respect the talent and potential in both younger and more experienced professionals, and they seek to hire and retain people across all age and experience spectrums. Veteran creatives mentor younger team members and both groups learn from one another. The Kaleidoscope culture is collaborative, authentic and highly creative. New employees are integrated into the culture through a number of means, including activities and events intended to spur creative thinking and problem solving. For example, each month a 30-minute creativity session challenges all Cincinnati employees, with a question or issue to address individually or in teams. Kaleidoscope's biggest challenge is its flat structure and not having many "promotional" levels for individuals to progress. Leaders are looking for project opportunities and stretch assignments to help build the bench strength and develop skills in high potentials.



### MCM CPAs and Advisors

**Diane Medley**  
Managing Partner

**Founded:** 2010

**No. of employees:** 284

**Address:** 201 East Fifth St., Cincinnati, OH 45202

**Phone:** (513) 898-8800

**Web:** www.mcmcpa.com

**Fun Fact:** A two-day Stephen Covey 7 Habits training is mandatory for every employee, not just CPAs.

MCM CPAs and Advisors puts a strong emphasis on three core values: people matter, leaders inspire and excellence rules. The firm immerses employees in these values and keeps them motivated, providing opportunities for experience and professional growth by allowing them to work in a variety of areas to gain a broader array of professional experiences, offering and subsidizing continuing professional education, and providing ample opportunities for advancement within the firm. MCM invests a lot of time in internal and external trainings for continuing education. Internal committees and programs, including a Women's Inspiration Network (WIN) and NextGen, make more targeted impacts on MCM's culture, process and strategic growth. New employees are attracted by this culture and many come from internship programs through eight regional universities. Travel and long hours associated with the profession make MCM strive to achieve work/life balance. Employees are permitted to work remotely whenever possible. Flex and reduced schedules are available and many employees take advantage of these at some point in their careers.



### Kolar Design

**Kelly Kolar**  
Founder & President

**Founded:** 1990

**No. of employees:** 17

**Address:** 807 Broadway St., Floor 5, Cincinnati, OH 45202

**Phone:** (513) 241-4884

**Web:** www.kolardesign.net

**Fun Fact:** Emerging managers get to strengthen their skills by leading co-op employees. Kolar finds that when someone must explain how to do something or "teach" it to peers, their own learning opens up.

Kolar Design is passionate about finding new and better ways to connect people, places, and brands—from healing environments focused on the patient and family experience to global workplaces that blend corporate and cultural identity. The firm has always used current employees as the best recruiting tool for the company. Passion for learning, out of the box thinking, friendships and collaborative synergies have always been part of Kolar's "secret" sauce. New hires and co-ops are quickly integrated into the Kolar team, where everyone works together on a project, with each person owning a specific piece. An agile and flexible mobile system allows employees to work remotely as needed. President and founder, Kelly Kolar shares her history and legacy learning on key projects to foster and transfer the knowledge through their own "Kolar University."



### Melink Corporation

**Steve Melink**  
Founder & CEO

**Founded:** 1987

**No. of employees:** 95

**Address:** 5140 RiverValley Road, Milford, OH 45150

**Phone:** (513) 965-7300

**Web:** www.melinkcorp.com

**Fun Fact:** At Melink, 61% of employees drive an electric car or hybrid.

Melink attracts new employees through its culture, vision and mission. The culture of integrity, service, and innovation automatically sell themselves. The vision and mission stand out from many companies because employees take them to heart and want to make a positive difference in the world. Vision: that clean energy will go mainstream and improve the economy, security, and environment. Mission: to implement energy efficiency and renewable energy solutions one commercial building at a time. Big strategic goals also attract job candidates and empower and energize employees. They include growing sales 30% per year, achieving 15% operating profits, building a fortress balance sheet, and becoming a Best-Place-To-Work. "We want to be a company that not only has a great vision and mission, but also enjoys the benefits of great success," says Steve Melink.

# Goering Center For Family & Private Business

# SEMI-FINALISTS 2016 Private Business Division



## Necco

**Edward "Beau" Necco**  
CEO

**Founded:** 1996

**No. of employees:** 511

**Address:** 1404 Race St., Suite 302, Cincinnati, OH 45202

**Phone:** (513) 381-1531

**Web:** www.necco.org

**Philosophy:** Necco is a meritocracy, where the "best idea wins regardless of structural power."

Necco serves children of all ages in various service capacities including therapeutic foster care, alternatives to secure detention, independent and transitional living and prevention services. It works as a team on hiring and recruiting, and gets "every brain in the game" for the process. The company embraces the entrepreneurial spirit and employees are encouraged to pursue an idea or learn something new. The corporate culture of progressive leadership is fostered by many fun events and trainings throughout the year. These include town hall talks, webinars, shark tank competitions, bucks for books and an idea of the year program. Necco uses a flexible schedule, which employees say is an important benefit. Necco works to meet employees where they are in life, allowing them to work remotely. Individual Performance Scorecards allow employees to check their performance in real time.

## SSK Communities

**Nathan Smith**  
Owner & Partner

**Founded:** 1995

**No. of employees:** 100

**Address:** 467 Erlanger Road, Erlanger 41018

**Phone:** (859) 342-4400

**Web:** www.sskcommunities.com

**What's New?** The company and community managers utilize Rent Manager, a customized software program designed for financial, rent management and customer tracking.

SSK develops and manages manufactured housing communities. The company takes pride in developing its employees. SSK employees often come from the services industries, without previous training and college educations. Much like with the residents in the parks, SSK provides a pathway forward for its employees. By providing on-the-job training, SSK employees can achieve a management level position. SSK conducts regional monthly meetings, where all the community managers come together to share ideas, issues, solve problems and bond together. Managers are responsible for the satisfaction of residents, (their customers), sharing ideas, activities and plans for maintaining high standards in their individual community. Each community manager is actually running a small business. They are held financially accountable for results, working with company leaders and outside consultants, attorneys and anyone else needed to run the community. Managers are equipped with a smart phone connecting them with all data, banking, social media and resident communications.

## The Matrix Companies

**Brent Messmer**  
President & CEO

**Founded:** 2000

**No. of employees:** 85

**Address:** 644 Linn St., Suite 900, Cincinnati, OH 45203

**Phone:** (513) 351-1222

**Web:** www.matrixtpa.com

**Philosophy:** The "Great Game of Business" - a business strategy that encourages employees to think like owners.

The Matrix Companies follows some basic philosophies when it comes to recruiting: hire people with the 'Matrix Attitude,' put the right people in the right positions, provide them the tools to get their job done and then get out of the way. "We strongly believe in the concept of hiring the right attitude; we can train the skill set," Messmer says. The firm is known for its great company culture. To keep the culture vibrant, Matrix provides opportunities for charity work on company time, free monthly massages for all employees, happy hours and frequent fun activities. "Happy employees result in happy clients," Messmer says. When you walk in to the Matrix office, something feels different. Employees are often laughing and rock and roll plays throughout the space. One client says, "Matrix has that special something—you can just tell that employees are fired up about what they are doing."



## McGOHAN BRABENDER

IS PROUD TO SPONSOR THE  
**GOERING CENTER'S  
2016 FAMILY & PRIVATE  
BUSINESS AWARDS**

WE CONGRATULATE ALL OF THE SEMIFINALISTS



EMPLOYEE BENEFITS CONSULTING  
COMPLIANCE  
HEALTH RISK MANAGEMENT

WWW.McGOHANBRABENDER.COM • 513.489.2700



## NGI OVERVIEW BREAKFAST

NEXT GENERATION INSTITUTE

**OCT. 12, 7:30 – 9:30**  
SHARONVILLE  
CONVENTION CENTER

Curious about succession  
planning? Join us for a  
complimentary breakfast.

www.goering.uc.edu

GOERING CENTER | for Family & Private Business

Thanks to our  
sponsors:



KATZ TELLER



# Goering Center For Family & Private Business SEMI-FINALISTS 2016 Private Business Division



## The Motz Corporation

**Joseph Motz**  
President & CEO

**Founded:** 1977

**No. of employees:** 50

**Address:** 3607 Church St., Cincinnati, OH 45214

**Phone:** (513) 371-5528

**Web:** www.themotzcorp.com

**Philosophy:** The Motz Corp believes in these core values: Championship Quality, Integrity, Think like an owner, Innovation and Self-enrichment.

The Motz Corporation provides innovative natural and synthetic turf solutions for high schools, colleges, business and residential clients. The company is known worldwide for its service and its ability to remove and recycle artificial turf. The company culture is paramount. Motz is a place "where people matter" and that focus speaks for itself when attracting the attention of top talent. Managers encourage employees to take chances and bring new perspective to the team – to be game changers. In addition to a focus on professional development, managers keep in mind the "whole" person and support personal development including physical, spiritual, and additional education. When hiring, the entire team is involved as part of the interview process, especially those who will be working side-by-side with the job candidate, to allow the opportunity for the potential employee and current team members to understand who they are and how they will work together.



## Vehr Communications, LLC

**Nick Vehr**  
President

**Founded:** 2007

**No. of employees:** 17

**Address:** 700 Walnut St., Suite 450, Cincinnati, OH 45202

**Phone:** (513) 381-8347

**Web:** www.vehrcommunications.com

**Fun Fact:** The entire staff (and clients) benefits from advice provided by the company's SAGE (Strategic Advisors, Gurus and Experts) team.

Vehr Communications provides strategic communications services to its clients. The company spends a lot of time networking and sharing its knowledge in ways that will attract clients with challenging opportunities—Clients who are looking for a smart and resourceful partner who will attract smart, inquisitive and confident employees with integrity. The company uses technology to create a flexible work environment and manage its processes. The "myVC" program is designed to provide a structured process of goal-setting, regular communication and performance evaluation for each employee. It includes a "Core Skills Grid" as a guide to enable each employee to understand the skills requiring mastery and understanding to advance in the service of clients and within our company.



## VonLehman & Company

**Brian Malthouse**  
President

**Founded:** 1946

**No. of employees:** 130

**Address:** 250 Grandview Dr., Suite 300, Fort Mitchell, KY 41017

**Phone:** (859) 331-3300

**Web:** www.vlcpa.com

**Fun Fact:** VonLehman offers unlimited paid time off for anyone with more than five years of relevant work experience.

VonLehman & Company provides a wide variety of CPA services for its clients. To continue to attract talented people, the company focuses on four primary factors: Flexibility, Challenge, Growth, and Culture. The firm looks to attract accounting students early in their college careers through co-op programs that provide a multitude of experiences across a variety of industries and services. VonLehman's co-op/intern program is designed to build its recruiting pipeline. To remain competitive, VonLehman continues to invest in technology. It recently completed an IT upgrade to ensure its people are equipped with the latest technology and can effectively service clients from anywhere. Some shareholders are the most senior workers in the company and are extremely engaged in running the business and servicing our clients. They work closely with most of the accountants and consultants, staff level through manager level, on a regular basis.

BUSINESS BOARDS  
STRATEGIC PLANNING  
LEADERSHIP DEVELOPMENT  
NEXT GENERATION INSTITUTE  
ROAD MAP FOR  
ENTREPRENEURIAL  
FAMILIES

**WINSTITUTES**  
Enrolling now.

Discover more at  
[www.goering.uc.edu](http://www.goering.uc.edu)

GOERING  
CENTER | 

## Goering Center For Family & Private Business 2016 Family & Private Business Awards

# Greater Cincinnati Family Business Hall of Fame Award Recipient

It makes sense for a homebuilder to support the communities in which it works. The Drees Company, doing business as Drees Homes, takes this philosophy to heart. The company treats vendors, employees and clients with unqualified respect. And it actively gives back to the community by making extensive contributions throughout the region.

“Drees Homes actively serves the communities it builds in,” said Larry Grypp, president, Goering Center. “The Drees family and the company’s leadership encourages employees to get involved and serve others. That outreach creates a lasting impact that betters our business, civic and social environment.”

Today Drees Homes is the nation’s 28th largest homebuilder, selling 1,615 homes in fiscal year ending March 2016 with gross revenue of \$712 million. The family-owned firm is the tenth-largest private homebuilder in the U.S.

Now in its third generation of Drees leadership, things started out much smaller. Much like the community support that Drees Homes began to seed throughout the region in the 1980s, the business has grown and its philanthropic efforts have blossomed.

For its dedication to guiding families through the process of building their dream homes while making our region’s communities better places to live, Drees Homes is the 2016 winner of the Goering Center’s Greater Cincinnati Family Business Hall of Fame award. This award recognizes companies or individuals who have made a long-term community impact, through their commitment to philanthropy, community service and employment growth and community image.

“Drees is honored to receive this award,” said David Drees, president and CEO of Drees Homes. “Family and private businesses are the lifeblood of any community. We are proud of our impact on thousands of Tri-state families as a home provider, local employer and good corporate citizen.”

Theodore Drees started the company in 1928 as a small Northern Kentucky home



David Drees, left & Ralph Drees, right

## GREATER CINCINNATI FAMILY BUSINESS HALL OF FAME AWARD

building business.

He worked with exacting attention to detail and constructed five homes in the company’s first years. On average, Theodore built 12 homes a year – generating enough income to support employees and the Drees family.

The company exploded with growth in the 1970s, under the leadership of Theodore’s son, Ralph, who joined the company in 1959 after serving in the Army. He took over management in 1968. The company expanded to include a commercial division, which constructed office buildings, apartment houses, banks, strip malls and restaurants. Drees also grew their local footprint to the other side of the river by penetrating the Cincinnati housing market in the 1970s.

By the end of the 1970s, sales were more than \$20 million, and Drees was the fourth largest builder in the Cincinnati area.

The housing slump of the 1980s prompted a national expansion for the Drees Co. In an effort to stay afloat and find success in new markets, Ralph Drees entered the Dallas

market in 1984 with great success.

The stress of running a business didn’t stop Drees Homes from doing its part in the communities it called home. In the late 1980s Drees donated \$100,000 to the Behringer-Crawford Museum of Northern Kentucky (a history museum for the region) to help fund the museum’s plans to relocate from the 150-year home in which it was housed. Ralph Drees further demonstrated his support by gathering other corporations for the cause. During a 10-year period, these companies helped to raise more than \$4.5 million dollars for the expansion and relocation project.

Since that early foray into large-scale philanthropy, Ralph Drees and those who work at the Company have worked personally and professionally to improve the area.

Laurie Risch, executive director of the Covington Behringer-Crawford Museum, in talking about Ralph Drees and his impact, has said that, “He’s built this community – literally – in many ways.”

In the early 1990s, four of Ralph Drees’

five children were working with him in the business. Son David became president and COO in 1994. Expansions for the company continued into North Carolina and other parts of Texas with eventual total building operations in 10 major US metropolitan markets. In 2000, David Drees became CEO as Ralph became Chairman of the Board.

At the same time, Drees Homes kept giving back to the community, providing extensive financial support to Ralph Drees’ alma mater, Newport Central Catholic, as well as leading efforts to build a Boy Scouts’ camp ranger’s house, group homes for The Point, and help raise funds for a 41,000-square-foot addition and renovation to the home of Redwood Rehabilitation Center in Fort Mitchell, which serves children and adults with severe and multiple disabilities.

In 2003, to celebrate the company’s 75th anniversary, Drees and its valued trade partners built and donated to the city of Covington the \$2 million Drees Pavilion at Devou Memorial Overlook in Devou Park, rather than simply throwing a party. Proceeds from the Drees Pavilion are designed to stay within the park for capital improvements. The Drees Pavilion now serves as a banquet and conference hall for the region and presents a great view of the Cincinnati skyline. It is recognized as one of the top “Hot Spots” for private parties and gatherings. And it is a significant funding source for the preservation and maintenance of the surrounding park – enabling the continuation of the Drees legacy. In its first two active years, the pavilion generated \$200,000 for the park’s upkeep and \$4.7 million since its inception.

Ralph Drees always encouraged employees to play an active role in the community. He went on to serve as Kenton County Judge Executive, leading the effort to fund and construct a new jail. That tradition of service lives on today as Drees Homes continues to help others directly and through employees’ involvement in local events and charities. At Drees, giving back is an important part of the business.



## Goering Center For Family & Private Business **2016 Family & Private Business Awards**

# Hard Questions. Big Decisions.

*Succession planning isn't easy. The Goering Center can help.*

**W**hen it comes to succession planning, family and private business owners face unique and considerable challenges. Contemplating a transition brings up hard questions, and big decisions, that affect everyone involved. How and to whom do I transfer ownership and leadership? When and at what price? How can I let go? How much income will I need? What will I do, who will I be, and what will my life be like after the transition?

Potential successors face related issues. They often ask themselves: Am I ready? Can I do it on my own? Would I be happier doing something else? What is the business worth? How will I finance the purchase? Will I be accepted? Who can help me figure out all of this?

### A Proven Path to Success

The Goering Center's Next Generation Institute (NGI) is an eight-part program to prepare both generations for a successful transition of control and ownership. Founders/owners and their "next generation" successors identify succession planning issues and address them together.

Since its start, NGI has helped over 400 business owners and leaders understand succession planning and the related issues.

In eight, half-day sessions, NGI teaches family and private businesses how to transition roles and ownership by creating a mutual vision for the company while engaging essential advisors and peers. Side-by-side, with the support of expert facilitators, both generations learn valuable lessons on how to jointly begin the path to transition.

### Apprehensive? You're Not Alone

Studies show that many business owners fail to plan their succession. When leaders serve as the head for both business and family, they may believe that their succession wishes will be carried out posthumously – simply assuming their family will



*“The highlight of NGI was to talk ‘real-life’ with the next generation - the hard stuff as well as the easy.”*

– John Ernst,

President, Ernst Concrete

(pictured center, back row)

know what they want to happen after their death and execute their plans accordingly.

What leaders often do not anticipate is the strife that occurs when a succession plan is not clearly in place. Commonly, the family or management team does not agree with the wishes of the leader that has passed away, resulting in dissension and chaos.

Both family and private businesses face a multitude of problems in succession planning which can be incredibly difficult to navigate. These issues are most easily, and most effectively, dealt with when there is a true partnership between generations in creating and implementing plans using proven methods.

For a successful transition, it is also crucial for each party to place the interests of the business first, by operating in a collaborative spirit and recognizing that others are involved in the process.

### Register for NGI

Registration is now underway for the Next Generation Institute. The 2016/17 session begins November 15, and the Goering Center will host an informational breakfast meeting on October 12.

Learn more at [growyourfamilybusiness.com](http://growyourfamilybusiness.com), or contact Steve McLemore, Engagement Director, at (513) 556-7409.

### FACTORS FOR SUCCESS

In order to implement a successful ownership and leadership succession, businesses must address four key factors:

1. Know their strengths, weaknesses, personal characteristics and development needs.
2. Recognize the issues and problems that affect the successful ownership transition.
3. Understand proven, time-tested processes to deal with these issues and problems.
4. Have knowledgeable, expert peers, mentors or advisors that understand the specific situation so that they may provide grounding advice and support throughout the process.

## Goering Center For Family & Private Business 2016 Family & Private Business Awards

# Goering Center:

## Challenging Family and Private Businesses to Evolve

In 1989, John and Gloria Goering made a significant gift to the University of Cincinnati Foundation to establish a family business center. John Goering, a former professor and Registrar at UC, had a long history and affection for the university. The Goering Center was born as a result of Mr. Goering's wish both to contribute to the community and to UC.

Today, as a non-profit organization affiliated with the University of Cincinnati's Lindner College of Business, and located at the bustling office complex, USquare on the Loop, the Center is a place where family businesses are nurtured, educated, and challenged to evolve.

### Creating a Vibrant, Regional Economy

For more than 25 years, the Goering Center has driven family and private firm success through excellence in training and education. Ultimately, the Center inspires family businesses to grow their companies, and transition ownership. Primarily, members are drawn from a 50-mile radius around UC's campus.

"By helping companies pass the reigns from generation to generation, we serve as a community initiative—maintaining healthy, vibrant family businesses and employment opportunities within our membership area," said Larry Grypp, president.

Through their various ongoing programs and institutes, the Goering Center addresses a variety of issues common to most family and private businesses.

Grypp says the Center encourages members to address succession planning and governance issues, while helping businesses develop new leaders and form advisory boards. They also push their members to tackle the "tough stuff" – like strategic planning, and conflict resolution – through a variety of programs that meet the needs of time-constrained business owners.

### North America's Largest University Based Family Business Center

In the past six years the Center's membership has grown by 120 percent. Today, the Goering Center

has more than 325 Core Members (all family and privately-owned businesses), 53 Associate Members (companies with an active interest in family businesses), and 29 Corporate Partners or sponsors.

While the Goering Center will continue to pursue new growth, their team's top focus is to provide programs that successfully engage their membership.

"We want our programs to be of such value and quality that they will encourage our members to participate, to attract more members, and to continue as active members," Grypp said.

Members of the Goering Center participate in several one-day events such as breakfasts and luncheons and half-day educational forums. Over 100 members participate in the Center's Executive Roundtable Program which provides a structured and confidential environment for executives to share best practices and resolve their business challenges.

Additionally, the Center offers several multi-day programs: the Strategic Planning Institute, the Leadership Development Institute, the Business Board Institute, and the Next Generation Institute. By participating in a variety of programs, members receive the training they need to be successful, while making important connections – to other business owners who share their experience and provide valuable insight, and subject matter experts, who can provide guidance.

Other annual events, like the Family & Private Business Awards (now in its 17th year), and Family Business Day at Great American Ballpark (in partnership with the Cincinnati Reds and PNC Bank), simply celebrate the importance of private industry in our community.

"What we hope people understand is that whether you are a family or privately owned business, this is the place to be," Grypp said. "When a family business seeks a learning center, we hope they think of the Goering Center first."



Greetings from the Goering Center team. Front row: left to right: Patty West, Lisa Jonas, Carrie Federle, M.B. Hammond. Back row: left to right: Larry Grypp, Steve Hater, Jacob Fortner, Steve McLemore



Leadership Development Institute participants get busy in the kitchen.



Family Business Day at Great American Ballpark

**Goering Center For Family & Private Business 2016 Family & Private Business Awards**

# From the Judges:

Judging for the Goering Center Family and Private Business Awards is a challenging and interesting experience. It is a great way to be involved with the Center while learning more about the best family and privately owned businesses in the Tri-State.

Through the years, the Goering Center has compiled a list of the ten best practices of successful family and private businesses. According to the Center's research, companies that have the greatest chance of continuous growth and sustainability:

1. Articulate a clear family business philosophy, resulting in a family charter that outlines policies concerning employment, ownership, compensation, management, conflict resolution, and personal and corporate responsibility.
2. Develop, regularly update, and communicate a business strategic plan, with continuous measurement of the plan results.
3. Develop and execute an employee performance management system including accurate, up-to-date descriptions, agreed upon goals, and timely, truthful feedback and evaluations.

4. Implement leadership development plans for key positions and possible successors.
5. Establish either a Board of Advisors or Board of Directors including non-family members.
6. Create contingency and estate plans that address the organization's response in the event of disability, death, or voluntary resignation of owners and key officers.
7. Create retirement plans of owners that address the organization's response in the event of disability, death, or voluntary resignation of owners and key officers.
8. Experience continuous financial success over time in terms of sales and profit growth.
9. Create an active and functioning family council that serves the purpose of community, company and family issues.
10. Embrace and encourage company and individual community service.

This year the Center focused on the integration of various generations (Baby Boomers, Millennials, Generation X, etc.) in the work place. Questions revolved

around attraction of talent, integration into the company culture and factors relevant to the motivation of the various generations. We asked businesses to discuss challenges to current and future success and to share how generational wisdom and experience can be positive influences in the workplace. As always, the answers were thoughtful and enlightening.

It was our job as judges to pick the company in each of the six categories that was best able to articulate their workforce strategy and show how that strategy was impacted by the various generations in their businesses. It was a tough challenge, but we believe that our choices reflect the very best of the family and private business community.

Many thanks to the Goering Center for a challenging yet rewarding experience. While we could only pick one business as first in each category, we are reminded once again how many true winners there are in the family and private business community.

Your Judges,

*Mike Miller*    *Lisa Hinton*

*Dan Heyd*    *Tom Flottman*

## Thank You to Our 2016 Family & Private Business Awards Judges



Michael Miller  
Fifth Third Bank



Lisa Hinton  
Mellott & Mellott, PLL



Dan Heyd  
Graydon Head



Tom Flottman  
Flottman Company Inc.



Mary Miller | CEO, JANCOA – Moderator  
Kathy Selker | CEO, Northlich

Arlene Koth | VP of HR, TriVersity  
Mary Sue Findley | SVP of HR, Assurex Health

**SEPT. 29 | 11:30 – 1:30**  
SHARONVILLE  
CONVENTION CENTER

**HOW TO  
ATTRACT  
& RETAIN  
GAME  
CHANGING  
TALENT  
LUNCHEON**

**GOERING CENTER**

**www.goering.uc.edu**



**Join us Tuesday, September 13, 2016**

as we unveil the winners of the

**2016 Family & Private Business Awards**

**Jack Cincinnati Casino • 5:30-9:30 PM**

*Tickets: \$125/Individual*

*Business Attire*

*Presented by*



**Register and purchase tickets online at [www.growyourfamilybusiness.com](http://www.growyourfamilybusiness.com)**

# Fifth Third Bank Congratulates

**The Goering Center's 2016  
Family & Private Business  
Awards Semi-Finalists on your  
outstanding accomplishment.**

*Proud Sponsor of the 2016 Tri-State  
Family and Private Business Awards*

