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## linking diversity to organizational strategy



As The Chamber developed the content for this issue of *The Chamber@Work*, we knew that the topic of diversity would be our feature story and the subject of this column.

At the same time, we struggled when using the term "diversity." In the United States, diversity often refers to a designation for race, as used by the U.S. Census Bureau – Asian, African-American, Caucasian and so on. In other countries, however, diversity can translate to a religious or status category.

In today's globalized economy, diversity is an ability to be inclusive and respectful of all differences as it relates to race, gender, ethnicity, religion, disability, sexual orientation and even what professions we choose to engage in. Diversity is neither affirmative action nor equal employment opportunity.

A diverse workforce can bring an organization a consistent influx of ideas. By ensuring and managing diversity, a business can make sure that every employee is included and respected and is able to fully contribute to the success of the organization.

A core strategy within The Chamber's strategic plan is for The Chamber to be a catalyst and resource to help businesses tap into the region's total talent pool by increasing

opportunities for women, minorities and young adults in the workplace.

To date, The Chamber's Young Professionals Network (YPN) is moving full-steam ahead with more than 900 young professionals on the communication list and an enhanced recognition of their impact by business leaders, elected officials and the community at-large. Through events and other resources, The Chamber has been able to provide greater access for young professionals to become informed, connected and engaged in our community.

To help us gain a greater understanding of diversity and how it can and should be leveraged to everyone's advantage, The Chamber created a "think tank" of leaders and practitioners to brainstorm, conduct primary and secondary research and ultimately help develop an action plan for The Chamber to help support both large and small businesses embrace and benefit from a diverse workplace.

What we've learned is that diversity really implies "balance." In financial circles, a diversified portfolio is a balanced one. In business, a diversified workforce is a balanced one – one that includes the viewpoints of all, taps into the differences and uses those differences not only for the

good of the organization but also that of the overall community.

Research has shown that heterogeneous groups outperform homogeneous groups when diversity is managed. Diversity is everywhere – from our workforce to our customer base. The Chamber is not here to lecture or preach about diversity. Rather, The Chamber is here to help you and our community maximize its true potential. It's really rather clear; organizations and communities that are not inclusive in their overall strategy will be left behind. We encourage you to take advantage of the programs and resources to be offered in the months and years ahead.

Provide your thoughts and share what your organization is doing to use diversity to your organization's advantage. E-mail me at [eagan@sjchamber.org](mailto:eagan@sjchamber.org). ■

**Mark N. Eagan, CCE**  
Chamber President and CEO

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# your chamber initiatives at work

## YPN Getting Connected



**Congressman Joe Donnelly**

sat down with young professionals for an informal discussion on issues important to YPs in his district. Congressman Donnelly shared a little bit about his role

in Washington, D.C., and then took questions and comments from those in attendance.

Over 150 people turned out for the first-ever **YPN Mayoral Candidates Forum** in October. Held at the South Bend Civic Theatre, the event featured South Bend and Mishawaka mayoral candidates. Tania Bengtsson, YPN civic engagement team leader, moderated the event and presented questions to the candidates that were submitted in advance by YPs. Thank you to event sponsors Crowe Chizek and Barnes & Thornburg.



**Indiana Lieutenant Governor Becky Skillman**

made an exclusive visit to South Bend to meet with young professionals (YPs). Lt. Gov. Skillman presented an economic development

update, discussing issues impacting YPs and the state. Following her presentation, she answered questions from YPs in attendance, addressing hot topics like property taxes, education and the environment.

## Meeting Elected Officials

Chamber members were invited to network with elected officials in December at the **Elected Officials Reception**. The event was sponsored and hosted by Trio's Restaurant & Jazz Club in downtown South Bend. Representatives from the cities of South Bend and Mishawaka were in attendance, along with state legislators, members of

the city and county councils and local school boards. The event was a great opportunity for Chamber members to speak face to face with the decision makers of this community.



**Welcome The South Bend/ Mishawaka Convention and Visitors Bureau (CVB),**

the community's convention and visitor destination marketing organization and an initiative of

The Chamber, welcomes Gary Wheat as their new executive director. Prior to arriving in South Bend, Wheat served as executive director of the Waterloo, Iowa CVB. His experience also includes serving on the staff of the Tupelo, Miss., CVB and assistant media relations director at Virginia Tech. If you wish to contact Gary, you can e-mail him at [gwheat@exploresouthbend.org](mailto:gwheat@exploresouthbend.org) or call 574.234.0051, ext. 307.

Networking was kicked into high gear at November's **Power Networking** event held at Knollwood Country Club. Pictured here, attendees present their product or service to others seated at their table. This event is always a favorite for gaining numerous business referrals in a short amount of time. Thank you to Knollwood for hosting the program.



Attendees at the **YPN Mayoral Candidates Forum** listen as South Bend candidates respond to a question posed by moderator Tania Bengtsson.



In November, Indiana Governor Mitch Daniels addressed Chamber Trustees at the South Bend Marriott Hotel for the annual **Trustee Reception**. Governor Daniels spoke on powerful issues impacting the state and business community, including property taxes. Thank you to NIPSCO and the South Bend Marriott for sponsoring this event.

**Ambassador Recognition**

**Jerry Frost**, president of Frost Engineering & Consulting Company, was named the 2007 Ambassador of the Year for his dedication and work on behalf of The Chamber. Ambassadors are volunteers who provide outreach to Chamber members and reinforce the benefits of membership while gaining recognition for their own companies. Thank you to all off the Ambassadors who served in 2007!

**2007 Ambassador Team**

- **Gary Amacher**  
ADZ in Motion
- **Pam Batcho**  
Express Personnel Services
- **Todd Bruce**  
Lake City Bank
- **Christiaan Corthier**  
Shelter Insurance
- **Shannan Crabtree**  
Adams Remco
- **Henry Davis**  
MCE
- **Jim Dillon**  
Raymond James & Associates
- **Greg Fawley**  
Horizon Bank
- **Jerry Frost**  
Frost Engineering & Consulting
- **Janice Hildabridle**  
Northwestern Mutual
- **Malana Maher**  
Holy Cross Village
- **Tim Manring**  
1st Source Insurance
- **Ben Moreno**  
KeyBank
- **Jason Muhme**  
Chase Bank
- **Rich Nash**  
Enrichment Strategies
- **Michelle Ottman**  
South Bend Tribune
- **Jason Proctor**  
Single Path
- **Alan Steele**  
Goodwill Industries
- **Mandi Stewart**  
American Cancer Society
- **Murphy Tobin**  
Direct Line Communications
- **Shawn Todd**  
CB Richard Ellis/Bradley
- **Pete Webb**  
B100
- **Pier White**  
Citi Smith Barney

**Ambassador Team of the Year**

pictured from left to right: (front row) Jerry Frost, Greg Fawley, Shawn Todd, Pam Batcho, (back row) Murphy Tobin, Jim Dillon, Rich Nash, Alan Steele, Tim Manring – 2007 Ambassador Chair, and Pier White. Not pictured are Ben Moreno and Mandi Stewart.

**Served during a portion of 2007**

- **Shellie Bryant**  
Knollwood Country Club
- **Cindy Cohen**  
JuicePlus+
- **Bill Davis**  
Ameriprise Financial Services
- **Dan Duncan**
- **Jim Guibert**  
Burkhart Advertising
- **Brad Humphries**  
Indiana Security Systems
- **Joel Laidig**  
Edward Jones
- **Lisa Rzepnicki**  
Trillium Staffing Solutions
- **Tyson Scott**
- **Kimberly Warner**  
One Communications



The 2007 Ambassador program was proudly sponsored by Mishawaka Wal-Mart Supercenter.



**Visiting Conventions/Events**

Please join the **Convention and Visitors Bureau (CVB)** and the **South Bend Regional Sports Commission** in welcoming visitors attending these upcoming conventions and events:

**JANUARY**

- **January 4-6**  
Mary Kay Inc. Regional Career Conference
- **January 7-14**  
RVIC Valley RV and Camping Show
- **January 28-29**  
Text Book Caravan

**FEBRUARY**

- **February 5-11**  
Michiana Home Show
- **February 15-17**  
Shipshewana on the Road
- **February 15-17**  
University of Notre Dame Junior Parents' Weekend

**MARCH**

- **March 6-9**  
Irish Youth Hockey League Spring Fling
- **March 7-April 13**  
Knights of Columbus International Bowling Tournament
- **March 26-30**  
Mary Kay Inc. Annual Career Conference



# Public Policy: a member update



The Chamber is strengthening its public policy program to provide maximum benefit for members and the community. The Chamber has always had a presence at the Indiana Statehouse and is one of only three chambers in Indiana that employs a full-time lobbyist to look out for the interests of our members and community at the Statehouse.

In 2008, we intend to extend our focus to local issues affecting the community. The Chamber believes that if our community as a whole is prospering, we will all prosper. We must all ask ourselves, "What can we do to move this community in the right direction?"

This increased focus on the local level comes at a time when our city, county and schools are facing some tough financial constraints. Our local elected officials need to hear from us on budgets and local legislation. If you have issues you are concerned about on the local or state level, please don't hesitate to bring them to our attention.

Catherine Fanello is the director of public policy and community advancement. To reach Catherine, call 574.234.0051, ext. 303, or e-mail [cfanello@sjchamber.org](mailto:cfanello@sjchamber.org).

## STATEHOUSE PRIORITIES

Property tax reform appears to be the main topic in the 2008 short session. The House and Senate will reconvene on January 8, with the session scheduled to end on March 14.

House Bill (HB) 1001 has been introduced and outlines the governor's plan for property tax reform. It includes:

- Residential property taxes capped at 1 percent of the gross assessed valuation (AV).
- Rental properties capped at 2 percent of the gross AV.
- Businesses capped at 3 percent of the gross AV.

A current report from the Statehouse shows that St. Joseph County property tax revenues will decrease by \$58.8 million under the proposed plan. For example, if your owner-occupied home is assessed at \$100,000, your tax bill would be capped at \$1,000 (1 percent of \$100,000). If your net tax bill was \$2,500 then a \$1,500 "credit" would be applied to your bill and you would pay the \$1,000. This has both positive and negative effects. While homeowners and businesses would enjoy a reduced tax bill, local government is left with less revenue to spend on critical services such as police and fire.

This bill also calls for the state to assume the local portion of school operation and transportation costs (\$2.54 billion statewide) and child welfare costs (\$400 million statewide). In order to pay for these costs, the state would cease paying a portion of the homeowner's tax bill. Currently the state provides property tax subsidies through Property Tax Replacement Credits (PTRC) and Homestead Credits (HSC). These credits help reduce the homeowner's tax bill. Statewide costs of these subsidies are estimated at over \$2 billion.

Other components of the bill include increasing sales tax from 6 percent to 7 percent and tightening local spending by introducing additional controls such as referendums for local construction projects.

Also proposed are further limits to control local government's ability to increase spending by adjusting the formula for tax growth to an economic indicator based on local average personal income growth instead of the current formula that uses a statewide indicator of average personal income growth.

Government reform is part of the governor's plan as well. It calls for the County Council to appoint an assessor instead of electing one. It also eliminates township assessors and transfers these duties to the appointed county assessor.

Currently, The Chamber is reviewing tax bills from the county and cities to understand firsthand

## "What can we do to move this community in the right direction?"

how the proposed legislation would affect community residents, businesses and government. The Chamber's Legislative Affairs Council and Taxation and Public Finance Committee are discussing the issue and expect to recommend policy position statements in early January so that they can communicate with local legislators and the public during the session.

### REGIONAL PRIORITIES

During the past few months, The Chamber has also been working with other Chambers in northern Indiana to develop joint position statements for state issues. A collective voice sharing common goals is often more effective. Common position statements include:

#### Local Government Modernization

- Government reform must allow local governments to develop efficient and timely delivery of services without state-mandated referendums.

#### Business and Workforce Development

- State-funded initiatives for venture capital and increased workforce development training.

#### Workforce Health Care

- Flexibility that allows employers to access health care coverage for employees with fewer state mandates.

#### K-12 Education

- State-funded initiatives for programs such as full-day kindergarten, English as new and secondary language services and increased emphasis on

teacher training in math, science and technology curriculum.

#### Transportation and Infrastructure

- Full dedication of all motor fuel taxes and Major Moves money to transportation infrastructure with no diversion to other state agencies.

### CHAMBER POSITION ADOPTED

The Chamber's Board of Directors voted to advocate legislation allowing counties to dissolve the traditional three-member board of commissioners and adopt one full-time, elected county executive. The Chamber also believes that the dissolution of the three-member board should be allowed without state-mandated referendums.

One county executive provides a focal point of executive authority that could lead to more efficient delivery of services for county residents. This single executive will also allow for greater cooperation and improved communication among other government entities and elected bodies.

No substantial changes have been made to Indiana's county government structure since county government was established in 1851. All counties in Indiana operate with a three-member board of commissioners and a seven-member county council. St. Joseph and Lake counties are the only two counties in the state that elect their commissioners by district, while all other counties elect commissioners countywide.

In 2006, legislation was enacted to allow cities and counties to consolidate through a referendum by voters. But no legislation has been enacted to allow counties to adopt a different structure of executive leadership. Some states allow counties to utilize a county manager or county executive. These positions are either appointed by an elected body or are elected positions.

The Chamber is not advocating one unified form of government but a more effective way of doing modern business in St. Joseph County. ■



# existing businesses fuel economy

**A high-performance engine operates best when it has been tuned up and runs on high-octane fuel. The fuel for a high-performance economy is business growth and reinvestment.**

The Chamber and the City of South Bend formed a partnership in September 2006 to establish the Business Growth Initiative. It was designed to provide that “fuel” for our local economy.

National research indicates that the average community will derive nearly 80 percent of their new jobs and capital investment from existing business. Thus, the Business Growth Initiative proactively identifies and supports businesses that have or are positioned to have a disproportionately higher impact on the area’s economy.

Research shows that 85 percent of the area’s businesses are considered stage one companies, which means they have less than 100 employees. Therefore, the need to grow our internal businesses and work with the area’s local employers to help those who want to grow from stage one to stage two (more than 100 employees) is extremely critical.

Through the initiative, more than 400 businesses have been visited to help them access their needs, growth potential, risk factors, strengths and opportunities, as well as to link them to solutions and resources when needed. This approach establishes

stronger relationships with existing companies to help support their growth.

Currently, the initiative is working with 12 existing businesses that are expanding their operations in the area. Of the business visits conducted, there are another 60 percent of those that are at 90 percent-plus capacity in their current facility. This means that opportunities abound to harvest additional growth and investment.

The initiative has worked with businesses to provide assistance and incentives for approximately \$14 million in private investment. The investments include land acquisitions, facility expansions and equipment purchases. In addition, the City of South Bend has assisted with infrastructure and made other investments to support expanding companies.

The first 15 months of the initiative have seen many success stories, however, there is much more to accomplish.

The potential for growth and expansion is unlimited. ■

Phil Damico is the director of business growth. If you wish to schedule a meeting with Phil, call 574.234.0051, ext. 333, or e-mail [pdamico@sjchamber.org](mailto:pdamico@sjchamber.org).



## undiscovered

Learn about “undiscovered gems” that comprise the Greater South Bend/Mishawaka business community.

### built to last

Significant structural failures like the I-35W Bridge collapse in Minneapolis remind us of the importance of structural integrity and experienced engineers.



Jerry Frost, PE, and Troy Madlem, PE, of Frost Engineering & Consulting, know the importance of their work as structural and civil engineers and take it seriously. The firm specializes in developing “the skeleton” of plans for new construction, renovations and rehabilitations, industrial facilities, bridges and culverts, parking garages, site development and project consultation.

Their mission of delivering superior customer service and top-quality results is what led Frost and Madlem to one of the most advanced tools in their industry, state-of-the-art software called Revit Structure. Revit is a collaboration tool used by some of the most highly-praised architecture and engineering firms to design structures like the Sears Tower and John Hancock Center in Chicago and the Freedom Tower in New York, the first building to rise on the site of the former World Trade Center.

At the heart of the Revit software is flexibility, which translates into time and money saved for a client. If a change needs to be made to a plan during the design phase, the Frost Engineering team will go in and make their edits. Revit will then automatically update all other corresponding project information, including accurate floor plans, elevations, sections, calculations and more. Revit also provides a 3-D view of the entire project, allowing the team to find areas that may pose a problem before construction even begins. “One of the biggest expenditures to a client is when a change needs to be made once construction has started. Revit allows us to quickly look at all of our options on paper and move forward with the project at less cost to the client,” Frost said. At any stage, experience and technology come together to ensure quality results.

Frost Engineering & Consulting provides top customer service and a structurally sound plan that is cost-effective and time-sensitive. Some of Frost Engineering’s clients include Holladay Properties, MPA Architects, Ideal Interiors, Kil Architecture and HENRY-CAP Construction. ■

**Frost Engineering & Consulting**  
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[www.frosteng.net](http://www.frosteng.net)  
Chamber member since 2005

## past / present

A look back to a company’s beginnings and where they are today.

### N.D. game sparks award-winning business venture

For Fighting Irish football fans everywhere, the October 15, 1988 victory over top-rated Miami was the greatest game in the history of Notre Dame Stadium. It was a game that played a major role in sending the Irish to the Fiesta Bowl where they went on to beat West Virginia for the national championship. For one N.D. alum in the stands that day, the game seemed to spark his entrepreneurial spirit.

The following Monday, John Anthony returned to his CPA job in Fort Worth, Texas. A friend called him up to ask about his weekend. “I told my friend all about the game and remember him asking me if all Notre Dame fans were crazy enough to travel across the country for a football game or if it was just me,” John recounts. As it turns out, faithful alumni and fans from around the U.S. travel to South Bend to pack the stands for every Notre Dame home football weekend.

This led to an idea. The friends quickly ran some numbers and developed a rough economic impact study of Notre Dame home football games and the average spending for each visitor. The numbers were hard to ignore. After a call to John’s sister, who happened to be a travel agent, the three began figuring out how they could get a piece of the action.

What resulted was Anthony Travel, a travel agency specializing in servicing the unique needs of intercollegiate athletic programs, athletic event organizers, fan groups, tournament hosts, sports programs, officials and teams at every level – national, professional, collegiate and youth.

Today, Anthony Travel is a nationally recognized leader in college and sports travel management services, with 15 university campuses across the U.S. under contract. Last year, Anthony Travel was named North America’s Leading Travel Agency for 2007 at the World Travel Awards in New York City. “I’m still in a bit of awe at this award,” John said. “Receiving an industry-wide award of this magnitude is an incredible honor for all of us and is a testament to all of our associates who make servicing our customers a priority each day.”

So take a pen and paper with you to your next Notre Dame football game...just in case the next big idea hits. ■

**Anthony Travel**  
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[www.anthonyttravel.com](http://www.anthonyttravel.com)  
Chamber member since 1996



# INCLUSION is good business



## The business case for diversity; reaping the benefits of individual differences

Changes are upon us. A looming talent  
shortage...an aging population...  
a diverse customer base...the shift  
to an innovative, global economy.

**This is the world in which we live and operate.**

Businesses and communities are no longer competing against their neighbors. They are competing with the world. One's ability to attract, develop and retain a talented workforce is a true competitive advantage. Employees comprise a melting pot of races, ethnicities, religious backgrounds and educational attainment.

These "changes" make it imperative for businesses and organizations to understand and embrace the role of diversity for their future success.

For years, the idea of diversity often conjured up a negative connotation, one that seemed to tie into affirmative action. Diversity is no longer simply a human resource issue; rather, it should be part of any organization's business strategy.

Everyone looks at the world through the filters that are created by one's experiences. These filters impact business decisions, work styles and relationships. Diversity embraces these unique qualities and differences in each of us. It's a matter of inclusion.

"Diversity is about recognizing, respecting and valuing the differences of others. Inclusion is about actively empowering everyone to participate fully," says James Summers of the Granger-based The Summers Group, a firm specializing in diversity education and consulting.

Factoring into diversity might be age, race, ethnicity, gender, religion, disability and sexual orientation. Diversity management finds ways to infuse and integrate these differences into an inclusive, productive workplace.

"Diversity is a matter of business survival," says Summers. Successful organizations will be those that incorporate the influences, practices and unique qualities of diverse cultures in a respectful yet effective way.

## Why should your organization include diversity in its business strategy?

### Here are the advantages:

- Sustain innovation
- Improve teamwork
- Optimize performance
- Improve employee satisfaction
- Facilitate recruitment
- Enhance retention
- Become an employer of choice
- Improve global competency
- Enhance the success of acquisitions
- Reduce the cost of discrimination and harassment suits

Source: Diversity Central online.

"The people making up the workforce are changing, and how they expect to be managed and the skills needed to manage them are changing," says Summers. "We have four generations in the workplace together for the first time ever." He indicates that it's important for businesses to create a diverse mix, and although a group may share the same skin color, this doesn't mean they share common thinking. It's up to strong diversity leadership to establish that inclusive environment that encourages empowerment. Diversity leadership focuses on communication and relationship building to achieve results.

Summers points out that fewer than one in five employees feel empowered or even inclined to share how to do their jobs better, even though they know how to do the process. "Valuing

differences and having the awareness and skills to get optimal performance from a more diverse workforce are business imperatives," says Summers.

Diversity helps businesses recruit and retain talent among all demographic groups. Potential employees want to see their gender and ethnicity reflected among fellow employees and among senior management. They want to know they will be able to access development opportunities. Having a diverse workforce sends a message that all employees are valued and welcomed.

Studies show that diversity improves innovation, key to any organization's future growth in a global economy. A diverse workforce brings an influx of talent and ideas for new products, services and processes. This consistent source for innovation tends to bring about a greater competitive advantage and business success.

Cont. on next page ►



## inclusion is good business, cont.

Improving global competency is another way to leverage diversity. When a company adapts a diverse environment, it becomes far more sensitive to the cultural differences in other countries. There becomes a greater understanding of the complexities in the international marketplace.

For employees, adapting to an inclusive workplace encourages teamwork, improves communication and avoids conflicts due to misunderstandings. This allows organizations to tap into the greatest potential of their workforce.

Diversity is a key driver for bottom-line business results. It should be incorporated into every aspect of a business from the workforce, customers, suppliers, products, services and the community in which it serves.

Implementing diversity management boils down to doing the right, moral thing, adapting to the new realities of the workforce and gaining a competitive advantage, according to Michalle Mor Barak, author of the book *Managing Diversity: Toward a Globally Inclusive Workplace*. She indicates that inclusion doesn't just mean within one's organization. It's a linked concept, understanding the differences that comprise your own workforce and company culture to understanding the diversity of your own customer base and community.



"A good corporate citizen is a good community citizen," says Deidra Turner, manager of corporate diversity and inclusion at Memorial Hospital. "At Memorial, diversity is laced throughout our entire organization, from our mission, vision, management style, workforce, values, services and customer base. Our vision states that we will be the healthiest community by 2010. That means everyone in the community. It's all inclusive." Memorial looks at ways to use diversity for career development, coaching and mentoring staff to bring them up to leadership roles. "Our diversity initiatives are tied closely to access to services respective to language needs, religious beliefs, education, professional development and retention," states Turner.

In the end, the first step is awareness and education. The business case for diversity enhances organizational performance. Solid diversity initiatives aid with an organization's overall employee satisfaction, leading to improved retention and attraction of talent. A diverse workforce resonates throughout the company culture, providing access to top talent at all position levels while improving innovation and product/service performance. This is the starting point to competitive advantage and success.

In March, The Chamber will present a diversity forum to offer greater insight and best practices into the issue of diversity and talent attraction. Throughout the year, look for additional articles, resources and programs addressing workplace diversity to help strengthen your organization's talent development goals. ■

### Diversity Challenges for Today's Executives

- **Effective communication due to diversity data tied to sensitive issues such as age, gender, sexual orientation, etc.**
- **The difficulty of change, and the slowness of change, which often holds true with diversity initiatives where parties want to see immediate results.**
- **The consistent implementation of diversity programs.**
- **Diversity fatigue among employees who become desensitized to diversity messages and training programs.**
- **Keeping white males from feeling like they are overlooked in diversity programs.**

Source: *Diversity Finds Its Place*. HR Magazine, August 2006.



# author Debra Benton to speak at '08 Salute to Business Luncheon



## Learn from the pro who's talked with the pros

The Chamber and title sponsor Burkhart Advertising will recognize leadership in the business community at the 2008 Salute to Business luncheon Tuesday, February 19 at the South Bend Century Center. The

annual luncheon celebrates individual and business success. Delivering the keynote will be author and executive coach Debra Benton.

Recognition will be given to those individuals and companies positively impacting the vitality and prosperity of the region. Awards being presented include the W. Scott Miller Distinguished Business Leader, ATHENA, Economic Impact and Small Business of the Year.

For the keynote, *Need Cheez Whiz®?*, Benton will share her insights on executive leadership and

presence from the hundreds of presidents, CEOs and other top business leaders she has interviewed over the years. She will reveal the secrets used by top executives worldwide to maximize their own performance, be effective and help others "make it."

Benton believes that leadership in any field is an art. It's how you think, act, communicate and relate in order to be effective, trusted and competent. The ability to understand and apply the art is the determining factor why some will succeed and others will not. How you work with people is as important as the work you do.

Do you have what it takes to be a leader? It just might include a little Cheez Whiz®! ■

### About the Speaker

Debra Benton heads Benton Management Resources, an executive development and career-counseling firm, with clients in 18 countries. She has worked with American Express, Intel Corporation, DuPont and Pepsi-Cola. Benton is the author of several best-selling books that tackle leadership and executive coaching, including *Executive Charisma*, *How*

*to Act Like a CEO* and *Lions Don't Need to Roar*. The *New York Times* said, "Her work is aimed at giving people control over their destiny," the *Wall Street Journal* said, "Benton's advice isn't likely to appear in books on business." And *Time* magazine said, "Captains of industry have it, so do great generals and successful politicians...Benton advises them."



## Burkhart

### SALUTE TO BUSINESS 2008

Tuesday, February 19

11:30 a.m. – 1:15 p.m.

Century Center

South Bend

### MEMBERS

\$35 per person

\$280 per table of 8

### NON-MEMBERS

\$55 per person

\$440 per table of 8

Invitations will be mailed to Chamber member contacts in January. Register online at [www.sjchamber.org/events](http://www.sjchamber.org/events), e-mail [events@sjchamber.org](mailto:events@sjchamber.org) or call 574.234.0051, ext. 274.

# updates from Chamber member businesses

**Barnes & Thornburg LLP**, was ranked the 97th largest firm in the U.S. by the *National Law Journal*, up one spot from 2006. The annual ranking surveys 300 U.S. law firms each year to determine the largest firms by total number of full-time equivalent attorneys. The firm currently employs nearly 475 attorneys and other legal professionals, 62 of whom work in South Bend. Barnes & Thornburg was the only Indiana law firm in the top 100. ■

**Gibson Insurance Group** retained its Best Practices status in 2007 from Independent Insurance Agents & Brokers of America (IIABA). Gibson qualified for this status by ranking among the top performers in the annual Best Practices Study conducted by the IIABA and Reagan Consulting. Over 800 agencies from around the country were nominated in six revenue categories ranging from "Under \$1.25 Million" in annual revenue to "Over \$25 Million" in annual revenues. More than 300 agencies submitted data. Only 195 agencies scored high enough to qualify for inclusion. Just three other agencies in the state of Indiana received this honor in 2007. ■



▲ **The Pointe at St. Joseph** held a ribbon cutting ceremony to officially welcome Capreit Residential Communities as its new owners and to celebrate the remodeling and property enhancements made by the company. The Pointe at St. Joseph, a multi-family apartment community, was purchased by Capreit Residential Communities in September 2006. Since the purchase, Capreit has invested in the preservation and enhancement of the property by providing its residents with newly



remodeled apartment homes. Located on the East Race, The Pointe at St. Joseph is comprised of over 200 apartment units where residents are provided with a tranquil view of the St. Joseph River and easy access to downtown amenities. ■

**FM Stone Commercial** and The Stone Real Estate Group recently terminated their joint marketing agreement when The Stone Real Estate Group was sold. This agreement, in place since 2001, permitted both companies to market under the FM Stone Commercial name. FM Stone Commercial will continue to do business as usual, in both name and focus, offering a multitude of services for its clients. With headquarters in Elkhart, FM Stone Commercial has a team of 22 professionals, including 16 licensed agents and two licensed Commercial Real Estate Appraisers, all servicing clients in their 12-county region of northern Indiana and southern Michigan. **FM Construction**, a sister company, is a commercial real estate contractor specializing in design-build, additions and remodeling. ■



▲ **TCU** broke ground for their second Warsaw location. The new location is at 2890 Frontier Drive and is scheduled to open in the spring of 2008. Pictured above from left to right are: Harold Heierman, Joy McCarthy-Sessing, Waylon Peterson, Paul Marsh, Rick Nettesheim, Dean Bergeman, Lowell Owens, Nancy Amundgaard, Karen Mayer, Richard J. Rice, Mayor Ernie Wiggins, Jeanette Moeller, Paul Szymanski, Greg Danner, Amy Sink, Becky Summers. ■

**Orion Group** has been appointed to the newly formed SYSPRO Reseller Council. SYSPRO is an internationally recognized and leading provider of enterprise business solutions. Ten regional resellers were chosen based on referrals from other resellers, feedback from their customers, SYSPRO's employee recommendations and the ability to effectively represent SYSPRO and implement the SYSPRO software. Based in South Bend, with a satellite office in Richmond, Va., Orion Group and other council members will help seek out and support initiatives that benefit small- and medium-sized manufacturing corporations through the implementation, use and growth of SYSPRO solutions. ■

◀ **The Troyer Group** received a Governor's Award for Environmental Excellence for a project that reduced the E. coli impact to Lake Michigan by returning the Dunes Creek to a natural stream and wetlands area at the Indiana Dunes State Park. The Troyer Group also received the National Association of Conservation Engineers' Award of Excellence for the creek restoration project. ■

JANUARY

■ **Thursday, January 10**  
**Community Forum on Local Government Reform**

Chamber Briefing Center  
7:00 – 8:00 p.m.

*Complimentary  
Open to the public  
– registration required*

The Chamber will host a community forum to discuss the Indiana Commission on Local Government Reform's 27 recommendations for streamlining local government. The Chamber is seeking input from members and the community before moving forward with developing its position. Catherine Fanello, director of public policy and community advancement for The Chamber, will lead the discussion.

■ **Wednesday, January 16**  
**Business After Hours**

Norwalk The Furniture Idea  
5:00 – 7:00 p.m.

*Complimentary/members  
\$30/non-members*

Resolve to make new business contacts by attending this networking reception sponsored

by Norwalk The Furniture Idea in Mishawaka. Also enjoy appetizers and a cash bar.

■ **Monday, January 21**  
**Martin Luther King Jr. Community Service Recognition Breakfast**

Century Center, South Bend  
7:30 a.m.

*\$25 per person or  
\$200 per table of 8*

Commemorate the life and work of Dr. Martin Luther King by attending this annual breakfast. Congressman Joe Donnelly will serve as the event's keynote speaker. Tickets must be ordered no later than January 16 and will not be sold at the door. Call 235.9660 for reservations.

■ **Thursday, January 24**  
**YPN Lunch 'N Learn "What YPN Is All About"**

Press Ganey - Studebaker Training Room  
11:30 a.m. – 1:00 p.m.

*Complimentary*

Geared toward YPs, ages 21-39, who are unfamiliar with YPN or have not participated in any events, this Lunch 'N Learn will give you

the opportunity to learn more about YPN, what it's all about, upcoming events and how you can get involved. YPN leadership will be on hand to present and answer questions. It's a great way to also meet your peers. Lunch will be provided.

■ **Thursday, January 24**  
**Leadership South Bend/Mishawaka Alumni Association Leadership & Ethics Workshop**

Saint Mary's College  
11:30 a.m. – 1:15 p.m.

*\$5/Leadership Alumni  
Association members  
\$15/non-Alumni  
Association members*

Dr. Carrie Call, director of the Office of Civic and Social Engagement at Saint Mary's College, will facilitate this discussion on leadership and ethics. Learn where your power comes from and how you can use that power both responsibly and irresponsibly, explore internally how you personally view power and your ethical responsibility to others, and through a small group case study discussion and analysis, learn how we view ethical dilemmas differently and why.

FEBRUARY

■ **Tuesday, February 19**  
**Salute to Business**

Century Center  
11:30 a.m. – 1:15 p.m.

*\$35 pp or \$280 for a table of 8/Chamber members  
\$55 pp or \$440 for a table of 8/non-members*

Join The Chamber as we pay tribute to the leaders in our business community. The event celebrates individual and business success. See full event description on page 15.

■ **Thursday, February 28**  
**YPN Lunch 'N Learn Personal Budgeting in the Real World**

Crowe Chizek Training Center  
11:30 a.m. – 1:00 p.m.

*\$5 at the door*

MARCH

■ **Wednesday, March 12**  
**Business After Hours**

South Bend Chocolate Café  
5:00 – 7:00 p.m.

*Complimentary/members  
\$30/non-members*

Come and see what's new in downtown South Bend by attending the March 12 Business After Hours at the South Bend Chocolate Café. You'll have an opportunity to explore the new spacious addition in the Chocolate Café while networking with fellow business professionals and enjoying hors d'oeuvres, a cash bar...and chocolate of course!

■ **Thursday, March 27**  
**YPN Lunch 'N Learn Career Assessment & Growth**

Crowe Chizek Training Center  
11:30 a.m. – 1:00 p.m.

*\$5 at the door*

How do you get ahead? JoAnn Wittenbach of Crowe Chizek will show you how. She will present a six-step model on career assessment and growth which will show you the attributes top employers are looking for, including ability, aspiration and engagement. She'll also address assessment, challenge and support, which are ways to accelerate your career growth.

To register for events: E-mail: [events@sjchamber.org](mailto:events@sjchamber.org), Online: [www.sjchamber.org/events](http://www.sjchamber.org/events), Call: 574.234.0051, ext. 274



May you have a joyous holiday season and a prosperous new year.  
Happy holidays from all of us at Barnes & Thornburg LLP.

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## What Chamber members are saying

### Q: From a business standpoint, what is the most attractive feature of this region?



**"This region** offers a terrific combination of affordability and high quality of life. St. Joseph County's close proximity to major metropolitan markets, such

as Chicago, Detroit, Cleveland and Indianapolis, makes this region an ideal location for business. In addition, the area includes outstanding beaches, schools, historic sites and access to wonderful parks. This is a strong, close-knit community that comes together in times of need. We couldn't be more proud to be here!"

**Jill G. Behnke**  
First Vice President Division 5 Manager  
LaSalle Bank



**"Michiana** is one of the most entrepreneurial areas in the Midwest. The people are as diversified as the industries they run. Area businesses help

support each other, making it one of the most economical and progressive places to live and run a business. *IOI* has been very

fortunate in receiving a lot of support. Our area has a workforce with a very strong work ethic."

**Najeeb Khan**  
President  
*IOI* Payroll Services



**"The most** attractive aspect for us doing business in this region is location, location, location. This area is blessed to have a river running

through it, providing a beautiful landscape and attraction for restaurants, shopping and housing. The East Bank Emporium sits right on the St. Joseph River with our patio and dining room overlooking the river and the East Race Waterway, America's first artificial whitewater course. Michiana is within driving distance to major cities such as Chicago, Indianapolis and Detroit. While these major cities are a bonus, South Bend also has its own world-renowned destination in the University of Notre Dame. Having such a great destination right in our backyard means businesses in this region get to benefit from the dollars brought in by the thousands of people who visit every year."

**Michael Miles**  
Managing Partner  
East Bank Emporium Restaurant

#### 1 YEAR

- Active Health & Wellness Center
- Apollo Printing & Graphics Center
- Arivium, Inc.
- Cardinal Fitness of South Bend
- Charlie Adams Motivation & Training
- Franklin Covey
- Indiana Wesleyan University
- Kabelin Ace Hardware
- MacAllister Machinery Company
- Michiana Recycling & Disposal Services
- Overhead Door Company of Mishawaka
- Perkins Restaurant & Bakery
- Senior 1 Care
- Simplex Grinnell

#### 5 YEARS

- Adams Outdoor Advertising
- Associated Material Handling Industries
- Carrabba's Italian Grill
- H&R Block
- Joy's Johns
- Neal Insurance Agency/State Farm Insurance

#### 10 YEARS

- Bowne South Bend Manufacturing
- Elumatic U.S.A.
- McDonald's Restaurants/KADA Partnership
- Northern Indiana Center for History
- Nyloncraft, Inc.
- One Communications

#### 15 YEARS

- St. Evans, Inc.

#### 20 YEARS

- Corvillia
- Downtown South Bend, Inc.
- South Bend Silver Hawks
- Workforce Development Group

#### 35 YEARS

- Atlas Restaurant Supply
- The Troyer Group

#### 60 YEARS

- Art Mosaic and Tile Company

# 2008 chamber board of directors elected

The Chamber thanks Todd Schurz for his leadership and vision as chair of The Chamber Board of Directors in 2007. Taking over the reigns in 2008 as chairman is Greg Downes, president and CEO of Gibson Insurance Group. Greg currently serves on the Boys & Girls Club of St. Joseph County Board, is an Advisory Board member for the School of Business and Economics at IUSB, and is a member of the South Bend Redevelopment Commission. Following is the complete list of individuals who serve on The Chamber's Board of Directors. ■



Pictured from left to right are Chair-elect Paul Cafiero, Chair Greg Downes, and Past Chair Todd Schurz

- **Chairman of the Board**  
**Gregory S. Downes**  
President and CEO  
Gibson Insurance Group
- **Chair-Elect**  
**Paul J. Cafiero**  
Vice President of Finance & CFO  
AM General
- **President and CEO**  
**Mark N. Eagan, CCE**  
Chamber of Commerce of St. Joseph County
- **Chair-Finance**  
**Daniel J. Smogor, CPA**  
Partner  
Kruggel Lawton & Company
- **Immediate Past-Chair**  
**Todd F. Schurz**  
President and CEO  
Schurz Communications
- **John Anthony**  
President  
Anthony Travel
- **John Axelberg**  
President  
General Sheet  
Metal Works
- **Stephen R. Ball**  
Chief Executive  
Pathfinders Advertising & Marketing Group
- **Rob Bartels**  
President & CEO  
Martin's Super Markets
- **William J. Beirne**  
Director  
The Morris Inn/  
McKenna Hall
- **C. Michael Charbonneau**  
Manager, Communications & Public Affairs  
NIPSCO
- **Larry M. Davis**  
President  
Daman Products Company
- **Robert J. DeCola**  
Vice President/  
Regional Manager  
Lake City Bank
- **Judy Eck-Rupsis**  
President  
FDC Graphic Films
- **James B. Fulton**  
Partner and CFO  
Crowe Chizek & Company
- **Tracy D. Graham**  
CEO  
GramTel
- **Nancy R. Hellyer**  
Chief Executive Officer  
Saint Joseph Regional  
Medical Center
- **Richard L. Hill**  
Managing Partner  
Baker & Daniels
- **Judy Jankowski**  
Director of External Affairs  
AT&T
- **Doug Jaques**  
President  
Janco Composites
- **Kevin J. Kelly**  
President  
Walsh & Kelly
- **James J. Lyphout**  
Vice President for  
Business Operations  
University of Notre Dame
- **Matthew Magor**  
President and CEO  
Big C Lumber
- **Deborah A. McMaster**  
Senior Vice President  
National City Bank
- **Charles B. Miller**  
President  
Burkhart Advertising
- **Philip A. Newbold**  
Chairman, Project Future  
Memorial Hospital  
of South Bend
- **Jeffrey Nickerson**  
President  
Honkers Restaurant
- **Catherine Raven**  
Chair, Young  
Professionals Network  
Crowe Chizek & Company
- **Una Mae Reck, Ph.D.**  
Chancellor  
Indiana University  
South Bend
- **Maria Slager**  
President and CEO  
Office Interiors
- **Jeffrey D. Stone**  
District President  
KeyBank
- **Mindy Todd**  
President, Leadership  
South Bend/Mishawaka  
Kruggel Lawton & Company
- **Bradley J. Toothaker**  
President and CEO  
CB Richard Ellis / Bradley
- **Nelson J. Vogel, Jr.**  
Partner  
Barnes & Thornburg
- **Perry P. Watson, III**  
President  
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- **John M. Yarger**  
President and CEO  
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# 2008 economic forecast –a look into the future

Last fall a panel of economic experts gathered to discuss the outlook for the 2008 economy. Comments were a mix of good and bad, resulting in a “partly cloudy” forecast for this year’s economy.



Grant Black, assistant professor of business and economics and the director of the Bureau of Business and Economic Research at Indiana University South Bend, served as one of the panelists and touched on what to expect at the local level.

Black indicated that the local economy in 2008 will fare slightly better than in 2007. In the area of unemployment, he said we can expect things to remain relatively flat. Building permits, on the other hand, are still trending downward, although not as quickly as in the past. On the positive side, Black indicated, “The impact of Major Moves (the lease of the Indiana Toll Road) is a beneficial thing, in terms of the funding that’s coming from that,” he said.<sup>1</sup>

2008 forecast highlights provided by the Indiana Business Research Center at the Indiana University Kelly School of Business echoed Black’s comments. Nationally, they said that slow growth is the likeliest forecast and the outlook is highly uncertain – leaving them cautiously optimistic about the U.S. economy in the year ahead. Some of their highlights included:

- Growth in Gross Domestic Product (adjusted for inflation) is expected to be about 2.5 percent. This is marginally better than in 2007.
- Inflation (measured by the Consumer Price Index) will abate noticeably to about 2.6 percent in 2008.
- The Fed will lower the federal funds rate to around 4.25 percent by the end of 2008. The prime rate will drop in step with the federal funds rate.

- The government budget deficit, which improved significantly during 2007, will be relatively stable in 2008.
- Under pressure from rising costs for labor, especially health care and fringe benefits, 2008 corporate profits will grow by 6 to 8 percent, a smaller rise than in 2007.
- Manufacturing jobs in Indiana generally will hold their own in 2008. Modest growth is predicted for Indiana’s construction, health care and leisure and hospitality sectors.

The Indiana Business Research Center has published a more detailed report on the Outlook for 2008 which is available in their winter issue of the *Indiana Business Review*, available online at [www.ibrc.indiana.edu/ibr](http://www.ibrc.indiana.edu/ibr). ■

<sup>1</sup> Source: Ranco, Ed. “Slow growth for 2008.” *South Bend Tribune* 9 Nov. 2007: C10

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National	october 2007	october 2006
<b>(CPI):</b> <i>Consumer Price Index</i>	208.9	201.8
<b>Unemployment Rate:</b>	4.7%	4.4%
<b>Payroll Employment:</b>	+138,421 (p)	+136,745
<b>Avg. Hourly Earnings:</b>	\$17.58 (p)	\$16.94
<b>(PPI):</b> <i>Producer Price Index</i>	+0.1% (p)	-1.5%
<b>(ECI):</b> <i>Employment Cost Index</i>	+0.8% – 3rd qtr 2007	+0.9% – 3rd qtr 2006
<b>Productivity:</b>	+6.3% – 3rd qtr 2007	-1.6% – 3rd qtr 2006
<b>U.S. Import Price Index:</b>	+1.8%	-2.5%
<b>Indiana</b>		
<b>Unemployment Rate:</b>	4.5%	5.2%
<b>St. Joseph County</b>		
<b>Labor Force:</b>	134,221	137,889
<b>Employed:</b>	128,281	131,609
<b>Unemployed:</b>	5,940	6,280
<b>Unemployment Rate:</b>	4.4%	4.6%

(p) Preliminary stats

Sources: Bureau of Labor Statistics and the Indiana Department of Workforce Development

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