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## LOUISVILLE AGING CARE ACHIEVES CRITICAL MASS

\$50 billion sector's 21,000 employees and savvy  
entrepreneur-investor class now eye a retiree 'Silver Tsunami'

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## 31 COVER STORY LOUISVILLE AGING CARE ACHIEVES CRITICAL MASS

\$50 billion sector's 21,000 employees and savvy entrepreneur-investor class eye a retiree 'silver tsunami'



### On the Cover

Louisville's \$50 billion Aging Care business sector is gaining recognition as a global leader as world demographics shift significantly older. Its 21,000 employees now sustain category-specific entrepreneurship just as a Silver Tsunami of retiring baby boomers arrives.

(Photo illustration by Paul Blodgett)

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## PERSPECTIVE



### HELP THE STATE CUT YOUR RED TAPE

Accept governor's request  
to identify regulatory burdens

BY DAVE ADKISSON

If you ask business owners what frustrates them most about running their businesses, one of the resounding answers will be the amount of "red tape" they have to deal with on a daily basis. As anyone in the business community can tell you, running a business in today's economy has many challenges, and government regulations are at the top of the list. Whether the rules address workforce, finances or actual processes used to produce goods or services, they often result in delays, fees, inspections, reporting and in some cases, enforcement penalties and fines.

Currently there are more than 4,500 regulations on the books in Kentucky, and only 15 to 20 percent of them have been reviewed recently to determine their effectiveness. That leaves a lot of regulations that we honestly don't know if they are needed or are working.

Luckily, here in Kentucky, there may be some relief coming to cut some of this red tape. Gov. Matt Bevin recently announced his Red Tape Reduction Initiative, asking Kentuckians to identify burdensome regulations and offer suggestions for improvement. We have asked our members, and all Kentucky businesses, to visit the website ([redtapereduction.com](http://redtapereduction.com)) and share their views about the regulations they believe are a barrier to their businesses and how they potentially could be fixed. This is a tremendous opportunity to cite regulations that make it difficult for businesses to keep their doors open and employ Kentuckians, and it is one that should not be wasted.

All Kentucky businesses are urged to participate in this effort. When deciding what suggestions to offer, consider not only actual regulations that should be amended or repealed but also reporting requirements, inspections and enforcement processes and fees. It may not be a regulation that causes the red tape but instead is the process of implementing the rule that creates the delays and added costs of doing business. It also is important to consider that technology and equipment have changed over time, but regulations might not have been amended to reflect those changes.

The Chamber recognizes the need for smart regulations to ensure workplace safety and protect public health. But with a huge price tag in compliance costs and an increasing number of complex rules, it's clear our regulatory system isn't working the way it should. Many of these regulations simply stifle economic growth and impose unnecessary costs that businesses have to pass along to their customers.

Kentuckians deserve a regulatory system that is fair for everyone, takes into account the views of communities and businesses, evaluates the impact they have on jobs and businesses, and protects our economic and personal freedoms.

By examining our regulatory system, we can take an important step toward ensuring Kentucky has pro-growth policies that will help attract business to our commonwealth.

Don't miss your chance to be heard. Visit the website and submit your ideas. The governor and his team are committed to seriously reviewing all suggestions and improving the business climate of Kentucky. ■



Dave Adkisson is president and CEO  
of the Kentucky Chamber of Commerce



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# FAST LANE

A compilation of economic news from across Kentucky

## COVINGTON: \$36M HQ FOR DRUG CLINICAL TRIAL FIRM TO CREATE NKY LIFE SCIENCE CENTER WITH 500 JOBS



PublicDomainPictures.net photo

CTI is a global leader in clinical research.

**C**TI Clinical Trial and Consulting Services (CTI), a privately held, full-service contract research organization, has announced plans to move its corporate headquarters from the Cincinnati suburb of Blue Ash to Covington, where it will occupy 125,000 s.f. in the **RiverCenter** complex.

The project, which is expected to create up to 500 Kentucky-resident jobs over the next 10 years, represents an investment of more than \$36 million. The relocation involves moving 250 jobs from the current office in Blue Ash and will consolidate the company's locations while also facilitating future growth.

Company executives said that one of the primary factors involved in the decision to relocate to Covington was CTI's expanded international presence, which has required greater technological needs for communication between offices around the world.

"The technology is critical to this move and our collaboration with the **Northern Kentucky Convention Center** and the creation

of the **Northern Kentucky Life Sciences Training Center** is an important partnership that will be utilized on a frequent basis," said Timothy J. Schroeder, CTI's founder and chief executive officer. "This site allows us to retain and grow the most talented team in the industry, who are helping to develop some of the most innovative life-changing therapies."

The 466-seat training center, which will be located at the Northern Kentucky Convention Center, will also serve convention center clients and others in the community. Construction on the training center is expected to start in November 2017 and be finished by the first quarter of 2018.

Founded in 1999 by Schroeder and Lynn Fallon, CTI has become a global leader in clinical research, working with pharmaceutical and biotechnology companies to plan, manage and analyze clinical trials, a critical step in bringing new drugs, therapies and medical devices to market. The company is therapeutically focused on critically ill patient populations, chronic diseases and unmet medical needs, including the areas of regenerative medicine, cell and gene therapy, rare disease, immunology, transplantation and oncology.

## STATE: WORKFORCE DEVELOPMENT BOND FUND ATTRACTS \$500 MILLION IN REQUESTS FOR ITS \$100M FIRST ROUND

**T**HE Kentucky Education and Workforce Development Cabinet has received 112 project pre-applications – totaling more than \$510 million in requests – for first-round funding consideration through the commonwealth's new \$100 million statewide workforce development bond fund.

The **Kentucky Work Ready Skills Initiative** is aimed at developing a highly trained, modernized workforce to meet the needs of employers and promote sustainable incomes for Kentuckians.

The Work Ready Skills Initiative infuses money to upgrade career and technical education facilities to current and future industry standards through local partnerships between private industry and educational institutions. The locally driven initiatives will train workers to meet the workforce needs of Kentucky's employers now and in the future.

Eligible projects include: construction and equipping of a new facility to provide workforce training and education, renovation or enhancement of an existing facility, purchase of new or upgraded equipment, and first-year marketing expenses.

Proposals came from all state areas and addressed key industry sectors, including manufacturing, health, technology, transportation and trades.

"The response to this program has been truly astounding," said Gov. Matt Bevin. "It dramatically underscores both the needs of our private-sector employers and the willingness of our educational institutions and community partners to address those needs."

A nine-member Work Ready Skills Advisory Committee is now in the process of reviewing all pre-applications. Successful pre-applicants will be notified and invited to submit a full project application. The state is already planning additional application windows for Work Ready Skills Initiative funding, with the next being spring 2017.



Gov. Matt Bevin

## NEWPORT: \$7.5M 'WHISKEY CAMPUS' PLANNED FOR DOWNTOWN NEWPORT

**N**EW Riff Distilling has unveiled plans for a \$7.5 million project in downtown Newport that both company and city officials are hoping will serve as a catalyst for development along a new Route 9, which connects AA Highway and Interstate 275 to Newport's west side and downtown.

New Riff's project includes the restoration of two historic buildings that are more than a century old. One will be used as a distribution center and for



New buildings on New Riff's planned "Whiskey Campus" will hold bourbon and rye whiskeys produced at the New Riff Distillery, pictured here. The campus will also include office space and distribution center.

office space, bottling and storage of raw materials, with the other serving as a rickhouse. The company will also construct a 15-barrel-high building that will be used to store the bourbon and rye whiskey produced at the New Riff distillery on the Newport-Bellevue city line.

"We are very excited to be the first major development to be announced along the rebuilt Route 9 on Newport's west side," said New Riff Distilling owner and founder Ken Lewis. "This is a beach-head project, the kind of project that will stimulate the right kind and mix of economic development that could ultimately include light manufacturing, technology, restaurants, retail and housing."

Lewis said a second phase of the project will feature a brew pub, tap room and restaurant, with decks overlooking the Licking River and scenic views of the downtown Cincinnati skyline.



### We want to know what's going on at your company!

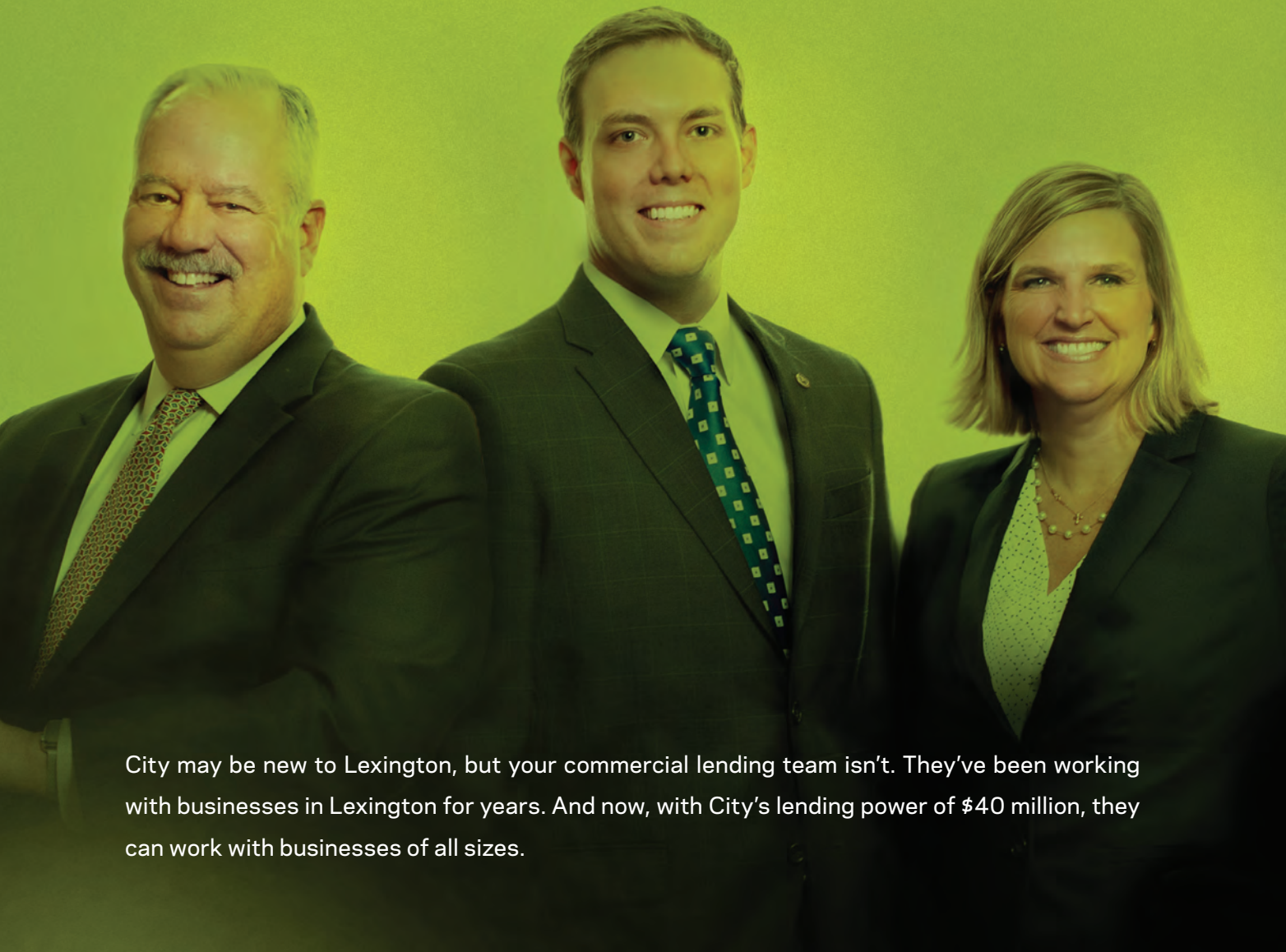
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## BUSINESS BRIEFS

### BEREA

■ **Berea College** has acquired the intellectual property of the **Arts Incubator of the Rockies (AIR)**. AIR Institute programs teach design thinking, business planning and entrepreneurial initiatives with the latest business development strategies and tactics, such as fast prototyping and lean startup principles. The program, now known as the AIR Institute of Berea College, has relocated from Colorado and become part of the College Crafts Program at Berea. Berea will offer the programs throughout the U.S. with an initial focus on Appalachia and the Intermountain West regions.



### CAMPTON

■ **The Cliffview Resort** in the Red River Gorge has added two new lodges that are equipped with amenities to facilitate corporate retreats for groups of up to 32. The lodges offer Wi-Fi access, state-of-the-art kitchens, dining areas, high-tech theater rooms and the original Cliffview Lodge features a fully equipped conference room with easels, podium, wireless microphone and sound system, dry-erase board and projector screen.

### FRANKFORT

■ In an effort to make education more affordable, **Kentucky State University** has partnered with educational software company **Pearson** to offer e-textbooks to all KSU students for a flat fee – which in turn is being offset by a book scholarship being given to every student, meaning the books are free. KSU administrators said that if students do not have a computer, they can rent one from the university or access free computers available at locations campus-wide.

■ **Farmers Capital Bank Corp.**'s board of directors has approved a plan to consolidate the company's four bank subsidiaries into one company. The merged entity, which will be headquartered in Frankfort, will be named **United Bank & Capital Trust Co.** and will be governed by a new board of directors – to be named at a later date – consisting of some members from the boards of the four subsidiary banks. The merger is expected to be complete in January 2017. The parent company will continue to operate under its current name.

### JEFFERSONTOWN

■ **Meredith Machinery LLC**, a Jeffersontown-based company that designs and installs automated metal-cutting systems, is investing \$2 million to construct a 12,000-s.f. building next to its existing 17,000-s.f. facility in Jeffersontown. The expansion, which will add 10 full-time positions to the existing 21-member staff, will increase showroom floor space and provide additional room for the company's automation and engineering group. The project is expected to be complete by the first quarter of 2017.

### LEXINGTON

■ The **United States Equestrian Federation Inc. (USEF)** has signed a letter of intent for a 40-year lease on three acres at the Kentucky Horse Park, where the organization plans to construct a building that will serve as its national headquarters. Construction of the 35,000-s.f. building is expected to begin in the fourth quarter of 2017. USEF is the national governing body as designated by the **United States Olympic Committee** for equestrian sports in the United States. The organization currently leases office space inside a building at the Horse Park that is owned by **USA Equestrian Trust Inc.** That lease will expire at the end of 2019.

■ Lexington has received a \$14.1 million federal grant that will be used complete the **Town Branch Commons Corridor project**, a 2.5-mile multi-modal path and park system that will wind through downtown Lexington and connect two established regional trails to establish a connection between the city's urban core and the Bluegrass countryside. In addition to providing recreational activities, city officials say the project will also improve safety for bike and pedestrian traffic.

## LEXINGTON: PIRAMAL PHARMA SOLUTIONS ANNOUNCES \$25M EXPANSION PROJECT

**PIRAMAL Pharma Solutions**, a provider of sterile drug product development and manufacturing services, has announced plans for a \$25 million expansion of its facilities in Lexington.

Piramal, which acquired **Coldstream Laboratories** in 2015, will focus on expanding the facility's capabilities and capacity for commercial aseptic manufacturing.

Company officials noted that the Lexington site has a strong pipeline of products that are expected to be commercialized within the next three to five years. In addition, they said, a fast-growing sterile market in the United States, recent consolidations of contract manufacturing organizations, and the shutdown of many manufacturing sites in the U.S. have created an increased demand for quality manufacturers in the sterile segment. Piramal believes it can take advantage of those market situations to grow its Lexington business.

Phase 1 of the Lexington facility expansion will add a new manufacturing suite and a new isolator-based vial filler in its existing manufacturing suite. Phase 2 of the expansion will include the installation of two state-of-the-art lyophilizers, which are used to freeze-dry biological substances.



*Piramal's expansion of its Lexington facility will enable the company to increase its vial-filling capabilities by more than five times.*

## STATE: KY RANKED 4TH IN NATION FOR 2015 BUSINESS CAPITAL EXPENDITURES

**K**ENTUCKY ranked fourth in the nation last year in business capital investments, according to an annual report prepared by the **Ernst & Young LLP Quantitative Economics and Statistics (QUEST)** and **Indirect Tax Incentives** practices.

Kentucky's capital investment in 2015 was \$5.6 billion, trailing only Texas (\$48.3 billion), Louisiana (\$33.9 billion) and California (\$7 billion).

Kentucky also accounted for 17,400 mobile project jobs – eighth best in the nation behind Texas (38,400), Tennessee (27,700), Ohio (25,800), California (22,200), Florida (19,400), North Carolina (19,100) and Michigan (18,200).

Overall, the report found that U.S. business investment projects accounted for \$166 billion in capital investment in 2015. More than 5,400 business investments were announced in 2015 and are expected to create or retain more than 402,000 jobs in the U.S.. Although the total amount of capital is \$16 billion higher than the previous year, there was a 2 percent decrease in the total number of projected jobs.

Projects capturing high levels of investment included chemical manufacturing facilities, which accounted for nearly 40 percent of all investments, followed by motor vehicle manufacturing and machinery manufacturing facilities. More than 70 percent of the investment in chemical manufacturing is from new liquefied natural gas export facilities.

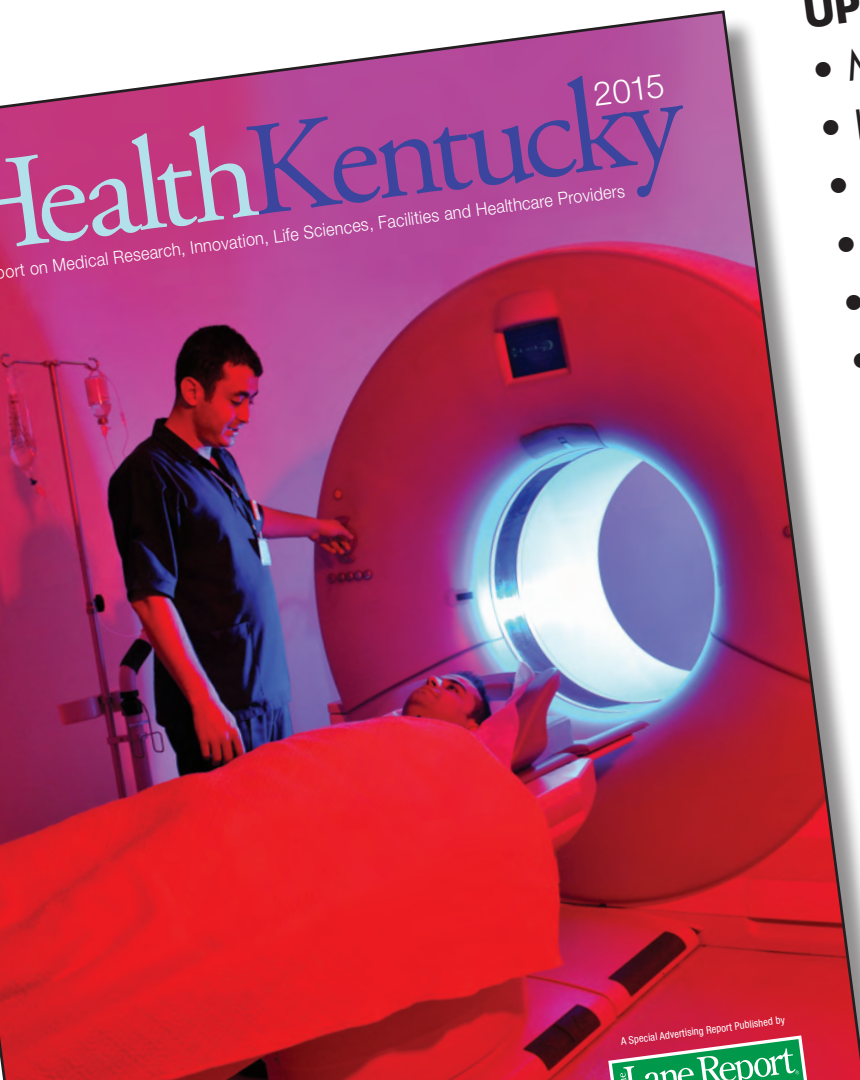
In all, nondurable manufacturing represents more than half the announced capital investments in 2015, according to the report. Durable manufacturing industries, including machinery, motor vehicle and semiconductor manufacturing, accounted for approximately \$45 billion in investment announcements.



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## BUSINESS BRIEFS

### LEXINGTON

■ **Commerce Lexington Inc.** was recently named “Chamber of the Year” in the large chamber category during the **Association of Chamber of Commerce Executives** annual convention. The award recognizes the dual role chambers have in leading businesses and communities, honoring excellence in operations, member services and community leadership.



### LOUISVILLE

■ **UPS** has expanded its educational assistance program offered to employees working at the company’s main air hub at **Louisville International Airport**, adding a housing benefit to its existing tuition benefit program. The UPS Kentucky LOOP (Living Options and Opportunities Path) program is available to students from outside the Louisville region who attend **Jefferson Community and**

**Technical College** in Louisville and work for UPS part-time, either at night in the Next Day Air operation, or during the day in the Second Day Air operation. Employees receive a weekly salary, tuition benefits and a monthly housing stipend to live at **The Bellamy**, a student-housing complex in Louisville.

■ **Churchill Downs Inc.** has partnered with **Saratoga Casino Holdings** to purchase a Maryland casino and racetrack. The two companies have formed a new company, **Old Bay Gaming and Racing LLC**, to execute the purchase of the **Casino and Ocean Downs** and **Ocean Downs Racetrack**. Located in Berlin, Md., the casino and harness racetrack sit on 168 acres and include 800 video lottery terminals and electronic table games as well as live seasonal harness racing.

■ Less than two months after announcing its plans to begin flying between Louisville and Pittsburgh, public charter carrier **OneJet** has already expanded its service to include two additional routes out of Louisville. Service between Louisville and Raleigh, N.C. will begin Oct. 17, while flights between Louisville and Kansas City, Mo., will commence Oct. 24. OneJet specializes in offering flights to small and mid-size markets that do not typically offer nonstop commercial flights. The flights are geared to the needs of corporate travel programs and general business travelers.



■ **Sypris Solutions Inc.**, a diversified provider of technology-based outsourced services and specialty products, has sold its **Cyber Security Solutions** business to **Analog Devices Inc.** for \$42 million in cash. The CSS business – which operates out of Tampa, Fla., with a staff of 67 – supplies secure communications equipment, identity authentication, key management and encryption services for various agencies and services of the U.S. government, as well as for foreign allies. Sypris executives said the proceeds from the sale will be used to reduce debt and reinvest in the company.

■ Online retailer **CafePress** has officially opened its new corporate headquarters building in Louisville that will house approximately 100 administrative, marketing and web-development employees. The company also employs approximately 250 people at its manufacturing facility at **Jefferson Riverport International**, a number that surges to around 800 during the peak holiday season.

■ The **University of Louisville’s** Logistics and Distribution Institute (LoDI) has received a \$1 million gift of equipment and technology that will help it develop the next generation of engineers. **Advanced Solutions Inc.**, a Louisville-based software marketing and service company, provided the gift, which included the installation of interactive SMART Board technology and software designed to enhance the curriculum associated with warehouse design and optimization. LoDI is a university-wide, multidisciplinary research institute dedicated to finding solutions to challenges facing the logistics industry.

## LOUISVILLE: INVENTORS NETWORK KY ADDS SUPPORT COUNCIL IN LOUISVILLE

THE **Inventors Network KY**, a nonprofit organization that has helped inventors and entrepreneurs across the state for 20 years, has launched a new **Inventors Council Louisville**.



The launch is part of a new initiative to help budding inventors, entrepreneurs and startup companies in Louisville and the surrounding area.

The newly formed council will meet on the first and second Thursdays of each month. The first Thursday of the month is open to the public and will feature speakers who are experts on various topics related to the inventing and entrepreneur process.

The second Thursday of the month is the **EntreInventor Workshop**, a brainstorming session where members meet under a joint confidentiality agreement. Each member has an opportunity to discuss and receive input as to where they are, where they’re stuck and how to proceed.

The **Inventors Council** will also provide expanded educational programs that include a step-by-step process that tackles many of the stumbling blocks that often plague independent inventors and entrepreneurs.

Formed in 1996, the **Inventors Council** has been holding meetings and workshops in Lexington to help inventors and entrepreneurs from all around the state. In 2004, the state’s first annual convention for inventors was launched and has since grown into the largest inventor/entrepreneur event of its kind in the Midwest, drawing nationally known speakers as well as exhibitors and attendees from around the country.

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

## STATE: 200 JOBS LOST AS GE LIGHTING ANNOUNCES PLANS TO CLOSE 2 PLANTS



GE photo

*With the federal government requiring that incandescent light bulbs be phased out, more consumers are making the shift to LED bulbs.*

CITING a significant downturn in consumer demand for traditional lighting products, **GE Lighting** announced in August that it plans to close its lighting plants in Lexington and Somerset in 2017.

**GE’s Lexington Lamp Plant**, which produces traditional, non-LED lighting

products, employs a staff of 139. The company’s Somerset facility makes halogen lamps and has a 71-member workforce.

“In the last decade, the lighting industry has seen a major technology pivot away from traditional lighting products including incandescent, halogen and specialty linear fluorescent lamps,” said GE spokesperson Deia Campanelli. “Consumer demand for traditional lighting is at an all-time low, and that shift has been supported by the U.S. government phasing out incandescent bulbs. As a result, the Lexington Lamp Plant is operating at 85 percent below capacity.”

The Somerset plant has been operating at less than 20 percent capacity.

Campanelli said that going forward, GE will “focus entirely on driving innovation and growth in LED technology,” noting that by 2020, half of the United States’ market’s consumer light bulb sockets will be LED and more than 80 percent of all global lighting revenues will come from LED products.





Old National's Lexington Commercial Team, pictured left-right: **Wesley Barringer**, Commercial Relationship Manager; **Kim Martin**, Commercial Loan Assistant; **John Douglas**, Commercial Relationship Manager and **Scott Cvengros**, Central Kentucky Market President.

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## BUSINESS BRIEFS

### LOUISVILLE

■ **Weller Equity Partners**, a Louisville-based private equity firm, has acquired **KFI Seating**, a Louisville company that is a supplier of business and institutional furniture products. KFI President Chris Smith said the company had been looking for an experienced partner to help replace a retiring co-owner and key executive. Ken Berryman, managing partner of Weller, said the acquisition is “a classic fit” for Weller, which looks to partner with existing management teams to provide the elements needed for growth and organizational development.



■ Louisville-based **Thornton's** has launched a new concept at 28 of its convenience stores in Louisville, Southern Indiana and Illinois that features in-store kitchens and cooks to prepare food on site. The “grab-and-go” menu includes items such as hot pretzels, breakfast and lunch burritos, and pizza sticks, and is designed to get customers in and out in an average of three minutes.

### MAYFIELD

■ **Power Truss Inc.**, a producer of wood roof and floor trusses for the construction industry, is investing more than \$1.6 million to expand its operation in Mayfield. The company plans to construct a 26,400-s.f. building that will more than double the size of its existing facility in Graves County. The investment will also include the purchase of new computerized, automated production equipment that will help to decrease labor costs and raw-material use while increasing output. Power Truss supplies customers throughout Kentucky, Indiana, Tennessee, Illinois, Missouri and Arkansas with trusses specifically designed for residential, commercial and agricultural projects.

### MURRAY

■ **Murray State University's Hancock Biological Station** has received a \$3.8 million grant from the **National Science Foundation**. The four-year grant, entitled “Sensing and Educating the Nexus to Sustain Ecosystems: A Kentucky-West Virginia Partnership,” will address the need of both states to develop scientific resources to improve water quality, along with science that can guide decision makers. The Hancock Biological Station is a year-round facility on Kentucky Lake, providing scientists with a base of operation for a wide variety of field research.



### NORTHERN KENTUCKY

■ **Skyward** (formerly Vision 2015) and **Northern Kentucky Tri-ED**, two organizations focused on elevating the Northern Kentucky region, have partnered to launch the **One Vision One Voice** fundraising campaign. The campaign will fund critical initiatives designed to help the Northern Kentucky region compete more effectively in an increasingly global marketplace and create a more connected region.

### OWENSBORO

■ **Owensboro Grain LLC**, which produces soy products and edible oils, has formed an alliance with Houston-based **Accelergy Corp.** to globally commercialize a suite of biospecialty production technologies for a range of solvent, lubricant and performance-fluid products. Accelergy and Owensboro Grain recently completed a successful commercial-scale demonstration project with a specialty chemical-production company and are now pursuing commercial applications in both domestic and international markets through a newly formed company, **Owensboro Grain and Accelergy BioSpecialties LLC**. The companies intend to commercialize and market **Biowax-PHTM** and **BioFAME-PHTM** oleo-chemicals, together with a range of formulated renewable performance fluids for multiple industrial applications.

## LONDON: EXPANSION OF KY LOW-INTEREST LOAN FUND AIDS APPALACHIAN FARMERS



*Grow Appalachia is working to help families in Eastern Kentucky grow as much food as possible for both personal use and commercial sale.*

**L**ONDON-based **Kentucky Highlands Investment Corp.** has expanded its partnership with the **Kentucky Agricultural Development Fund** and **Grow Appalachia** for the **SOAR (Shaping Our Appalachian Region) Small Production Loan Fund**.

A new \$200,000 grant from the Kentucky Agricultural Development Fund will provide \$175,000 to KHIC to recapitalize the loan fund and \$25,000 for Grow

Appalachia to provide technical assistance. The loan fund, which helps small producers grow nutritional foods so they can move into commercial production, was initially established in 2015 through a \$200,000 grant from the Kentucky Agricultural Development Fund. Almost all food-related producers – including fruit and vegetable growers, beekeepers, gardeners of herbs and even farm markets – are eligible to participate in the program, which offers a maximum loan of \$7,500 with a fixed interest rate of 1 percent and no closing fees.

Original estimates projected that it would take two years to fully invest the original \$200,000. However, demand was so great and the proposals from farmers in the SOAR region were so strong that all the funds were loaned in eight months. The loans have helped farmers grow organic produce and herbs for market; establish farm-to-table dinners; construct high tunnel greenhouses; develop prototype equipment for the poultry industry; and generally increase the size and scope of their operations.

Founded in 1968, KHIC is a leading catalyst for community and economic development activities in southern and eastern Kentucky and has made hundreds of commercial loans, farm loans and equity investments, together totaling more than \$350 million. KHIC is the project manager for the SOAR Small Production Loan Fund and will oversee program investments.

## CALVERT CITY: GERDAU CONFIRMS PLAN TO IDLE STEEL MILL, 130 JOBS AFFECTED

**G**ERDAU Ameristeel has confirmed that it plans to idle its Calvert City steel mill by the end of November, a decision that will affect 130 employees.

A statement released by the company said “the industry continues to suffer significant losses due to a global overcapacity of steel, which has led to depressed prices and intense competition between producers.”

Gerdau officials noted that the Calvert City facility’s lack of a melt shop makes the situation even more challenging.

Gerdau spokesperson Kimberly Selph told *The Lake News* that despite an increase in domestic demand for steel products, there is still an overcapacity of some 700 million tons, half of which is produced in China.

Brazil-based Gerdau is one of the largest producers of long steel in the Americas. The company has more than 45,000 employees in 14 countries.



## LOUISVILLE: \$5M EXPANSION ADDS 90 JOBS FOR LOUISVILLE HEAVY GLASS MAKER



Aldora photo

*Louisville Plate Glass' new manufacturing facility will enable the company to produce heavy glass doors and fabricated shower enclosures. Previously LPG purchased pre-tempered glass sheets for its high-strength products.*

**L**OUISVILLE Plate Glass has opened a new \$5 million production facility that will result in the addition of 90 new jobs.

In addition to adding 60,000 s.f. of manufacturing space, the company will now have a glass-tempering line, a high-capacity automated cutting line and water-jet fabrication, allowing LPG to produce heavy glass doors and fabricated shower enclosures, said LPG President Bill Stone.

LPG was founded in 1911, but despite nearly a century of experience in the industry found itself struggling during the major recession that hit in 2008/2009. The company's parent company, **United Glass Corp.**, was planning the shutter the operation and turn over the plant's markets to their Atlanta facility. Stone took the opportunity to buy LPG and orchestrate a comeback; the company has since doubled its revenues and increased its workforce from 25 to 40.

With plans for the new manufacturing facility in the works, Stone began to put a succession plan in place to ensure LPG's long-term survival and earlier this year sold LPG to Florida-based **Aldora Aluminum & Glass Products**. As part of the agreement, the Louisville facilities and products will retain the LPG name. Stone will remain active as president of the company and as a new shareholder of Aldora.

## BUSINESS BRIEFS

### PLEASUREVILLE

■ A new start-up spirits company is investing \$5 million to build a distillery in Pleasureville that is expected to open in August 2017, creating 15 full-time jobs. **Patriot Brands LLC** plans to construct an 8,000-s.f. distillery that will produce bourbon as well as other spirits. In addition, the company is working with local Amish members of the community to build a history park to honor patriots of the Revolutionary War. The site will also feature a gristmill, a bed and breakfast inn and several unique tasting venues, including an authentic 18th-century log cabin and a 300-s.f. treehouse. The **Six-Mile Creek Distillery** will be located on U.S. 421, making it less than an hour's drive from both Lexington and Louisville and approximately 90 minutes from Cincinnati.

### STATE

■ Adair, Bourbon and Caldwell counties are the newest additions to the **Kentucky Work Ready Communities**

certification program through the Kentucky Workforce Innovation Board, bringing the statewide total to 32 counties. The certification program assures employers that a local workforce has the talent and skills necessary to staff existing jobs and to master the innovative technologies new jobs will require. To become certified, counties have to meet criteria in six areas: high school graduation rates, National Career Readiness Certificate holders, demonstrated community commitment, educational attainment, soft-skills development and digital literacy.

■ In an effort to retain and recruit **social workers**, Kentucky has allocated \$4.8 million over the next biennium to increase the salaries of social workers and family-support employees. The increases will benefit 3,765 workers across the state.



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# INTERSTATE LANE

Business news from Indiana, Ohio, Tennessee and West Virginia

## BUSINESS BRIEFS

### INDIANA

■ **TinderBox**, an Indianapolis company that specializes in sales productivity solutions, has rebranded itself as **Oktiv** and is investing \$3.2 million to expand and equip its global headquarters in downtown Indianapolis. Oktiv plans to significantly ramp up its sales and marketing software solutions operations and expects to add more than 270 employees to its 60-member Indiana team by the end of 2021.

■ **Nippon Steel and Sumitomo Metal Corp.** (NSSMC), Japan's largest steel producer, is investing \$50 million to construct and equip a new 150,000-s.f. facility in Shelbyville, Ind., that will create 70 new jobs. **Nippon Steel & Sumikin Cold Heading Wire Indiana Inc.** will be a wholly owned subsidiary of NSSMC and will process cold heading steel wire used for fastener applications by the auto parts industry. The new plant will be located adjacent to another NSSMC operation, **Indiana Precision Forge**, and will serve auto parts manufacturers across Indiana, Ohio and Kentucky. The new facility is expected to be fully operational by the spring of 2018.

### OHIO

■ **Riddell** is constructing a new facility in North Ridgeville, Ohio, that will serve as the company's new home for assembly of on-field football helmets and custom shoulder pads as well as its primary reconditioning plant. The company also plans to relocate production of full-size collectible football helmets and distribution of most football gear and apparel to the new facility. The 347,205-s.f. facility, which is expected to open in early 2017, will be the company's largest single location.



■ Cincinnati-based **Kroger** has announced plans to merge **Axium Pharmacy Holdings Inc.**, a specialty pharmacy company that has been a wholly owned subsidiary of Kroger since 2012, with Orlando-based specialty pharmacy company **Modern HC Holdings Inc.** The merger will create an 800-employee specialty pharmacy that will operate as a wholly owned subsidiary of Kroger – which with 2,230 pharmacy locations ranks as the nation's fifth-largest pharmacy operator – and will enable the company to serve more customers who require complex drug therapies. The combined specialty pharmacy will be headquartered in Lake Mary, Fla.

■ **Cintas**, a Cincinnati-based company that provides specialized services and products to businesses, has agreed to acquire all outstanding shares of **G&K Services** in a transaction valued at \$2.2 billion. Headquartered in Minneapolis, G&K Services is a publicly held company with 8,000 employees serving customers from 165 facilities in North America. Cintas is one of the industry's largest companies, with some 30,000 employees.



### TENNESSEE

■ Home improvement giant **Lowe's** plans to locate a new direct fulfillment center just outside Nashville that will create up to 600 new jobs by 2022. The 1.1 million-s.f. facility in Coopertown – the equivalent of 22 football fields under one roof – is expected to be operational by the third quarter of 2018. Lowe's executives said the Nashville area was chosen due to its existing large shipping hubs and access to interstate roadways.

■ **Tenneco** plans to open a **Clean Air** manufacturing plant in Spring Hill, Tenn., to support programs for **General Motors**. The new facility is scheduled to begin production later this year and will be the company's second facility in Tennessee, joining the company's Clean Air plant in Smithville, which employs 650 people. The Spring Hill facility is expected to grow to approximately 175 employees by 2019.

■ **Chattanooga Seating Systems** has announced a \$5.4 million expansion of its operations in Chattanooga, where it manufactures and supplies seats for vehicles assembled at **Volkswagen Chattanooga**. Chattanooga Seating Systems is a joint venture of **Magna Seating** and **Hollingsworth Logistics**. The expansion is expected to create 190 new jobs.

## OHIO: MACY'S TO CLOSE 100 U.S. STORES AS ONLINE SHOPPING NUMBERS RISE

**MACY'S Inc.** has announced that it plans to close 100 stores as part of an initiative to drive profitable growth and find the right balance to meet the American customer's changing shopping preferences.

Macy's photo



"We operate in a fast-changing world, and our company is moving forward decisively to build further on Macy's heritage as a preferred shopping destination for fashion, quality, value and convenience," said Macy's Chairman and CEO Terry Lundgren. "This involves doing things differently and making tough decisions as we position ourselves to serve customers who have high expectations of their favorite stores, online sites and apps."

Macy's currently operates a total of 728 stores. Most of the 100 stores affected by the changes – a list of which has not yet been released – will close in early 2017, with the rest closing as leases and operating covenants expire.

"Nearly all of the stores to be closed are cash-flow positive today, but their volume and profitability in most cases have been declining steadily in recent years," said Macy's President Jeff Gennette. "We recognize that these locations do not yield an adequate return on investment and often do not represent a customer shopping experience that reflects our aspirations for the Macy's brand. We decided to close a larger number of stores proactively so we can invest in a winning customer experience in our most productive and highest-potential locations, as well as invest in growth sooner and more aggressively in digital and mobile."

## TENNESSEE: NASHVILLE AIRPORT READY TO TAKE OFF WITH \$1B EXPANSION PLAN

**THE Metropolitan Nashville Airport Authority** has unveiled a \$1 billion expansion plan designed to meet the needs of the region's booming population growth and the airport's recent record-breaking passenger increases.

The plan, which will be phased in over the next five to seven years, includes expanding parking, concourses and lobby areas; adding new gates; developing a state-of-the-art international arrivals building that will help the airport attract new nonstop international flights; increasing security screening lanes; and the potential for an on-site hotel, among other projects.

"By 2035, the population of the Greater Nashville Area is expected to surpass 2.5 million people, and **Nashville International Airport's** passenger traffic will grow from 12 million today to more than 20 million," said Rob Wigington, the airport authority's president and CEO. "We are experiencing this rapid growth firsthand as we set new air passenger records every week, month and year. The projects comprising our BNA Vision are designed to meet the demands of this growth and address everything from international travel, to improved security wait times to more gates, parking and ease of access."

Nashville International Airport has set passenger records for three consecutive years. In the just completed fiscal year 2016, the airport surpassed 12.2 million passengers, a nearly 10 percent increase over the previous fiscal year. June 2016 was the biggest single month in the airport's history, with 1.1 million passengers arriving and departing.



## THE VALUE OF INVESTING IN KENTUCKY

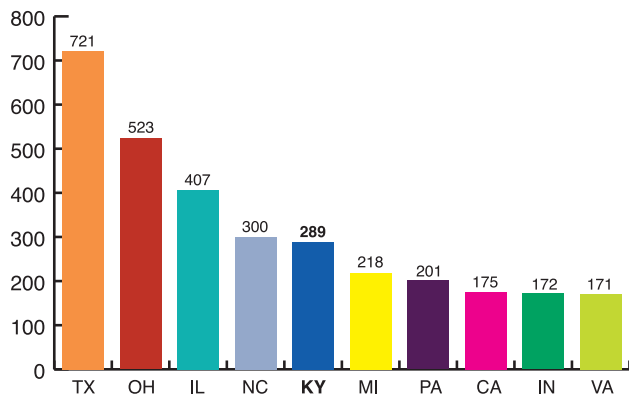
Kentucky had a strong showing in the latest U.S. Investment Monitor report from Ernst & Young. The report focuses on companies' mobile capital investments, which are not tied to specific markets or geographies.

Mobile capital investments include headquarters, data and call centers, manufacturing facilities, distribution centers and research facilities, which have a wide range of location options. Because companies significantly research and analyze the relative merits of different locations before deciding where to invest, mobile capital investments can serve as indicators of a region's or state's long-term economic growth potential and competitiveness.

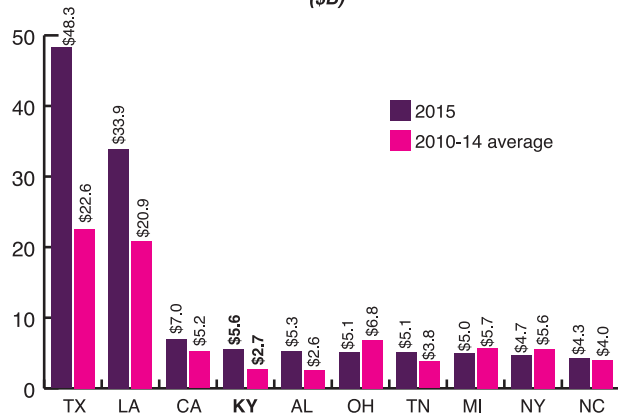
TOP 10 PROJECTS RANKED BY NEW AND RETAINED JOBS  
2015

Company name	State	Product/facility use	Investment (in \$m)	Jobs
Liberty Mutual	TX	Offices	\$355	5,000
Navy Federal Credit Union	FL	Offices	350	5,000
Faraday Future	NV	Automobile manufacturing facility	1,000	4,500
Vivint Solar	UT	Headquarters facility	91	3,000
General Motors	MI	Automobile manufacturing facility	1,000	2,600
<b>Ford Motor Company</b>	<b>KY</b>	<b>Automobile manufacturing facility</b>	<b>1,300</b>	<b>2,000</b>
Volvo	SC	Automobile manufacturing facility	500	2,000
Tesla Motors	CA	Automobile manufacturing facility	2,389	1,900
Lending Club	CA	Offices	14	1,644
Community Health Systems	TN	Offices	66	1,600

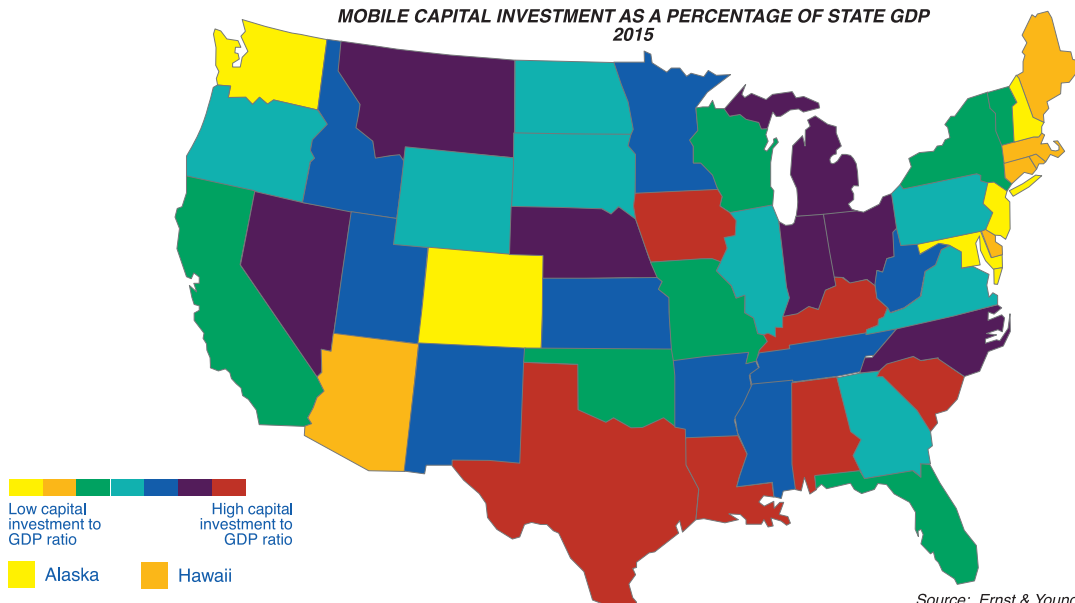
TOP 10 STATES BY NUMBER OF PROJECT ANNOUNCEMENTS  
2015



TOP 10 STATES FOR MOBILE CAPITAL INVESTMENT  
(\$B)



MOBILE CAPITAL INVESTMENT AS A PERCENTAGE OF STATE GDP  
2015



Source: Ernst & Young 2016 U.S. Investment Monitor

# CORPORATE MOVES

*New leadership for Kentucky businesses*

## ARTS

■ The Lexington Philharmonic has announced the following appointments: **John Thompson** – marketing and development associate manager; **Trish Roberts Hatler** – advancement manager; **Vince Dominguez** – marketing and communications manager; and **Sarah Thrall** – general and personnel manager.

## BANKING

■ **Rodney Kuhl** has joined First National Bank of Manchester as branch manager of the Main Street branch in London.



*Rodney Kuhl*

■ **Kevin Gallagher** has joined First Security Bank in Owensboro as vice president/deposit services manager.

■ **Juan Vassallo** has been named Louisville market president for Independence Bank.



*Juan Vassallo*

■ United Bank & Capital Trust Co., a new bank formed by the consolidation of Farmers Capital Bank Corp.'s four subsidiary banks, has announced the following appointments: **Michael E. Schornick Jr.** – president, Bluegrass Region (Fayette, Jessamine, Scott and Woodford counties); **Rickey D. Harp** – president, Bourbon Region (Anderson, Franklin and Mercer counties); **Michael G. Hill** – president, North Region (Boone, Campbell and Kenton counties); and **Scott T. Conway** – president, West Region (Bullitt and Hardin counties). The following individuals have been named to United's executive team: Chairman and CEO – **Lloyd C. Hillard Jr.**; Chief Trust Officer – **Rickey D. Harp**; President – **J. David Smith Jr.**; Chief Credit Officer – **James Barsotti**; Chief Financial Officer – **Mark A. Hampton**; Chief Operations Officer – **Allison R. Burkholder**; General Counsel – **S. Ryan Newcomb**; Chief Risk Officer – **Kaye Hall**; Chief Commercial Banking Officer – **James L. Grubbs**; Chief People Officer – **Carla Miles**; Chief Retail Banking Officer – **Marilyn B. Ford**; and Chief Marketing Officer – **Janelda R. Mitchell**.

## ECONOMIC DEVELOPMENT

■ **Lisa Brooking** has joined One Southern Indiana as chief revenue director.

## EDUCATION

■ **Eric Carter** has been named dean of regional instruction and services at Campbellsville University.



*Eric Carter*

■ **Scott Kramer** has been named vice president of executive initiatives and retention of Kentucky Wesleyan College.

■ **Sarah Pitt** has been named chief human resources officer at Eastern Kentucky University.



*Sarah Pitt*

■ **Eric Hartman** has been named director of the Lexington Office of the Kentucky Innovation Network,

part of the Von Allmen Center for Entrepreneurship at the University of Kentucky's Gatton College of Business and Economics.

■ **Pamela Gray** has been appointed senior director of philanthropy for the University of Kentucky College of Agriculture, Food and Environment.



*Pamela Gray*

## EQUINE

■ **Robert N. Elliston** has joined Keeneland as vice president of racing and sales.



*Robert Elliston*

## FOOD/SPIRITS/HOSPITALITY

■ **Karen Wantland** has been named director of media and local store marketing for Louisville-based Long John Silver's.



*Karen Wantland*

## GOVERNMENT

■ **Wendy Morris** has been appointed commissioner of the Kentucky Department for Behavioral Health, Developmental and Intellectual Disabilities. **James Gedra** has been named deputy commissioner.



*William Haneberg*

■ **William C. Haneberg** has been appointed as Kentucky's state geologist.

■ The Kentucky Department of Financial Institutions has named **Marni Rock Gibson** as depository division director, overseeing Kentucky state-chartered banks and credit unions.

■ **Paul Coomes**, emeritus professor of economics at the University of Louisville, has been appointed as the new executive director of the Kentucky Office of Health Policy in the Cabinet for Health and Family Services.

■ **Paul Joseph Vido** has been named director of the Division of Enforcement at the Department of Alcoholic Beverage Control. Vido succeeds **Ed Robinson**, who retired earlier this year.

## HEALTHCARE

■ **Stephen R. Oglesby** has been named chief financial officer of Baptist Health. He succeeds **Carl Herde**, who plans to retire effective Sept. 30.



*Stephen Oglesby*



*Carl Herde*

■ **Jason Zachariah** has been named president of Louisville-based Kindred Rehabilitation Services.

■ **Russell Cox** has been named chief executive officer of Louisville-based Norton Healthcare Inc., effective Jan. 1, 2017. He will succeed **Stephen Williams**, who plans to retire at the end of the year.

## DEPARTURES

■ **Marian Guinn** has stepped down as chief executive officer of God's Pantry Food Bank in Lexington. **Ame Sweetall** has been named interim CEO.

■ **David W. Froesel Jr.** is retiring at the end of September from his position as executive vice president, chief financial officer and treasurer of Louisville-based PharMerica Corp.

## INSURANCE

■ **William Jones** has been named president of WellCare of Kentucky.



*William Jones*

## LEGAL

■ **Elizabeth Bagby** has joined the law firm of McBrayer McGinnis Leslie and Kirkland as director of business development.

■ **Gregory A. Compton** and **Christopher M. George** have joined Dinsmore & Shohl as partners. They will practice out of the firm's Louisville office.

## NONPROFIT

■ **Lori Hudson Flanery** has been selected as the new president and chief executive officer of New Directions Housing in Louisville.

■ **Jason Squires** has been promoted to the newly created position of chief operations officer for Cedar Lake, a Louisville-based nonprofit that provides support for individuals with intellectual and development disabilities. **Katrina "Tina" Kopatz** has been named comptroller.



*Jason Squires*



*Tina Kopatz*

■ **Theresa Reno-Weber** has been named president and chief executive officer of Metro (Louisville) United Way.

## UTILITIES

■ **James "Jimmy" Keeton III** has joined Kentucky American Water as director of government affairs.



*Jimmy Keeton*

■ **Todd Blackburn** has been named marketing and external relations manager at Meade County Rural Electric Cooperative.

■ **Chuck Williamson** has been named vice president of finance and chief financial officer for Blue Grass Energy.



*Chuck Williamson*

## OTHER

■ **Matt Sawyers** has been named executive director of the Kentucky Oil and Gas Association. **Laura Cole** has been named associate director.



# ON THE BOARDS

Kentuckians named to organizational leadership roles

## ACCREDITATION COUNCIL OF CONTINUING MEDICAL EDUCATION

■ **Jeffrey P. Callen**, chief of the Division of Dermatology at the University of Louisville School of Medicine, has been elected to serve on the Accreditation Review Committee of the Accreditation Council of Continuing Medical Education.



Jeffrey Callen

## EASTERN KENTUCKY UNIVERSITY

■ **Lewis Diaz**, of Union, and **Ramakrishna Vasudevan**, of Frankfort, have been appointed to the Eastern Kentucky University board of regents.



Lewis Diaz

## KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM

■ **Lisa V. Desmarais**, of Covington, has been appointed to the Kentucky Community and Technical College System board of regents.

## KENTUCKY HIGHER EDUCATION AUTHORITY/KENTUCKY HIGHER EDUCATION STUDENT LOAN CORP.

■ **Stephen L. Zeitz**, of Louisville, and **Michael L. Keck**, of Science Hill, have been appointed to the Kentucky Higher Education Authority board of directors and the Kentucky Higher Education Student Loan Corp. board of directors.

## KENTUCKY OIL AND GAS ASSOCIATION

■ The Kentucky Oil and Gas Association has announced its new executive committee and board members for the coming year: President – **Maurice Royster**, EQT Corp.; President-Elect – **Mark Hughes**, Hughes Land; Immediate Past President – **Rudy Vogt**, Cumberland Valley Resources; and Treasurer – **Lauren Slone**, Quality Natural Gas (Kinzer Drilling). Class of 2017 board members: **Jason Bentley**, MMLK Government Solutions; **Mike Gibbons**, CountryMark Energy Resources; **Karen Greenwell**, Wyatt, Tarrant & Combs; **Mark Hughes**, Hughes Land; **Jerry Howard**, Boss Cementing; **Mark Pierce**, Nyttis Exploration Co.; **Bobby Short**, United American Energy; **Mike Wallen**, Magnum Hunter Production; **J. Kevin West**, Steptoe & Johnson. Class of 2018 board members: **Bill Barr**, Black-Ridge Resource Partners; **Maverick Bentley**, EQT Production Co.; **Mike Conley**, KRCC Oil & Gas; **Will Graham**, Cumberland Valley Resources; **Jessica Greathouse**, Chesapeake Energy; **John Henderson**, Stoll, Keenon, Ogden; **Derek Hina**, Universal Well Service; **Zachary Hughes**, Hughes Land; **Virginia (GiGi) Lazenby**, Bretagne. Class of 2019 board members: **Wes Cate**, Fireborn Energy; **Stacey Dover**, CountryMark Energy Resources; **Nan Hamilton**, Stand Energy Corp.; **Doug Hyden**, Clean Gas Processing; **Bryan Reynolds**, Sullivan, Mountjoy, Stainback & Miller; **Maurice Royster**, EQT Corp.; **Lauren Slone**, Quality Natural Gas (Kinzer

Drilling); **Rudy Vogt**, Cumberland Valley Resources; and **Jed Weinberg**, Clean Gas Inc.

## KENTUCKY STATE UNIVERSITY

■ **Dalton Jantzen**, of Payneville, and **Paul C. Harnice**, of Frankfort, have been appointed to the Kentucky State University board of regents.

## LEADERSHIP LOUISVILLE

■ Leadership Louisville has announced its new board of directors for 2016-2017: Executive Committee – **David Hardy**, CBRE Louisville; **Rebecca Phillips**, MCM CPAs & Advisors; **Condrad Daniels**, Houston-Johnson Inc.; **Sandra Frazier**, Tandem Public Relations; **Chris Whelan**, LG&E and KU Energy; **Ken Selvaggi**, WAVE-TV; **Jennifer Hughes**, DMLO CPAs and **John Crockett**, Frost Brown Todd. Board members include: **David Calzi**, Ernst & Young; **Debra Clary**, Humana Inc.; **Marland Cole**, Baptist Healthcare System Inc.; **Scott Colosi**, Texas Roadhouse Inc.; **Marjorie Farris**, Stites & Harbison; **Jennifer Hancock**, Volunteers of America; Dr. **Steven Hester**, Norton Healthcare Inc.; **Wesley Jackson**, *The Courier-Journal*; **Jennifer Nolan**, KentuckyOne Health; **Tom Quick**, GE Appliances, Haier; **Brian Reynolds**, Archdiocese of Louisville; **Dan Rivers**, Northwestern Mutual; **Carolyn Tandy**, Office of U.S. Rep. John Yarmuth; **Michelle Wells**, Yum Brands Inc.; **Mary Ellen Wiederwohl**, Louisville Metro Government; and **Cynthia Williams**, Brown-Forman Corp.

# KPR



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# LANE ONE-ON-ONE

Kentucky's leaders express their opinions



## Hal B. Goode

Hal Goode has been president/CEO of the Kentucky Association for Economic Development since 2012. He attended St. Catharine College and graduated from Eastern Kentucky University. Goode's background in workforce development began while working in the tool and die field for 13 years. He spent nine years as executive director of the Springfield/Washington County Economic Development Authority. Goode has been an elected Washington County Fiscal Court magistrate since 1993. He is a Spring View Hospital board of directors member and a 2004 graduate of Leadership Kentucky. He works part-time for Choice Broadcasting and has been the radio voice of Marion County and Washington County football and basketball since 1989. A life-long resident of Washington County, Goode lives on the family farm with his wife, Mary Lynn. They have two children, Erin Ennis and husband John of Lexington, and Matthew of Richmond.

## BETTER BE READY WHEN COMPANIES COME CALLING

Kentucky Association for Economic Development keeps local economic development 'toolboxes' stocked and up to date, says CEO Hal Goode

BY MARK GREEN

**Mark Green:** How long has the Kentucky Association for Economic Development (KAED) been in existence, and how did that come about?

**Hal Goode:** In 1967, the Kentucky Industrial Team went on a recruiting trip to New York. Afterward, they wanted a broader representation and formed an association that would enable industrial development efforts to adapt to the priorities of each new governor and each new economic development leader, like the secretary of the Cabinet of Economic Development. The Kentucky Industrial Development Council was formed with 40 individuals; now, the KAED has close to 550 individual members who represent 325 unique companies involved in economic development all around the state. We're a very diverse group of professionals who have the common interest of building and growing Kentucky. The general purpose of KAED is to educate, to advocate and to connect our association members.

We're really big about networking; our membership covers all parts and all aspects of industry, and all areas of Kentucky, rural and urban. It allows us to provide a broader array of resources and expertise. We're active in the state capital with policy work with legislators, with business organizations and want to

develop sound economic development policy. We provide members timely, pertinent information about legislative updates and what's new and on the horizon for economic development. Our No. 1 partner is the Cabinet for Economic Development. We work very closely with the acting secretary, Erik Dunnigan, and his staff.

**MG: What is KAED's structure and makeup?**

**HG:** Beyond the 550 members representing 325 companies, local economic developers in the communities are partners with what we are doing, and there are Chamber of Commerce representatives in each area. We work closely with whoever leads economic development efforts in each community; for example, we're working closely with SOAR (Shaping Our Appalachian Region) on an event they're going to do in December, to help them do some educational pieces in Pikeville. In some communities, and it may be the county judge executive or an assistant county judge, so we partner very closely with the Kentucky Association of Counties, KACo, the judges' association. We work with the Kentucky magistrates and commissioners. This year, we did five trainings all over the state of Kentucky for KACo. Our members do that training.

It's important to cover all aspects of economic development from the very start: the recruitment piece, the retention piece – how are we going to take care of our business? – also the workforce development piece, which is a more and more prevalent subject at many of our conferences. And then the entrepreneurship, small-business piece, right where it starts.

We work closely with utilities – the electrical and broadband internet service utilities all the way down to water and gas; they're essential partners of economic development, and they want to be there at the table. And there're workforce development practitioners. There're our partners who are involved with the state. There're engineers, there're contractors, construction. That whole element of economic development is built on the foundation of those individuals. What KAED does is bring all those pieces of a puzzle together. In economic development, you are looking for pieces of the puzzle or, as we always like to say, tools for your toolbox. We help our economic developers do the best they can in their communities.

**MG: So KAED works to get everyone to work as a team to recruit or retain business?**

**HG:** Yes. When I was economic development director in Springfield/Washington County, a small county, I counted on my utility co-ops when I'd bring a prospect in or when we'd have an expansion – and then contractors, design engineers. KAED connects not only our members but any individuals who are there to help.

When we have a conference we also look to those outside the state: What are other groups around the U.S. and internationally doing that Kentucky has to be looking at to remain competitive? That's good when you're looking at what you want to do in your community. We bring in speakers, consultants and developers from other states. They're great to bounce ideas off of about your website, a piece of legislation we're working on, and what they are hearing internationally about Kentucky.

**MG: Does KAED have a formal role in Kentucky's public economic development network?**

**HG:** We do our things here at KAED, and we work closely with the acting secretary of the Cabinet for Economic Development Erik Dunnigan, (Department for Business Development) Commissioner Mandy Lambert, with their project managers. We are located in Frankfort, but we cover the entire state and we help carry their message around the state. We're a part of the team.



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For example, KAED started the KentuckyUnited program that markets the state. We bring our partners together in sort of a public/private partnership and go to different venues around the U.S. to market Kentucky. We may talk to individuals who are looking to relocate about: Why Kentucky? Our KentuckyUnited brochure is about the entire state: such as our industrial electricity rates being one of the lowest in the nation; our tax structure, which is among the most competitive in the region; progressive financial incentive programs; the lowest business costs in the nation; one of the lowest costs of living in the country; ideal location within 600 miles of two-thirds of America's population. That's why we say Kentucky has it all.

We'll go to Toronto and present that message. We're going to go to Chicago to the International Machine Trade Show in September with Gov. Matt Bevin, and we're going to meet with some of the consultants and developers there to tell them about what's new in Kentucky. We're also going to meet with some of our existing businesses that are in that area, such as Henderson Axle, which has three Kentucky locations: Lebanon, Somerset and its new Elizabethtown plant. We're going to tell them, "Thanks for your location. What can we do to help you? How can we help you grow?" Retention in Kentucky is at an all-time high. Generally you'll see about 75 percent of a community's growth comes from existing businesses. So retention is a big piece. We're promoting Kentucky.

Our next KAED conference is going to be in Lexington Nov. 9-11. We ask our members what we need to talk about. What are some of the hot topics we need to discuss? Workforce development is one. We're going to be bringing in some of the top consultants and developers in the nation.

**MG: So KAED plays a liaison role between state government, the Cabinet for Economic Development and local entities?**

**HG:** You could say that. We're a kind of traffic cop. I like folks to call our office if they have a question, whatever their need is. If someone wants to talk about the new Kentucky Work Ready Skills Initiative, we've talked about that nearly as much as Gov. Bevin and (Education and Workforce Development Cabinet) Secretary Hal Heiner. This \$140 million Work Ready Skills Initiative they just launched is a great idea. Parts of our membership are involved; I serve on the Work Ready steering committee. We can give our members direction. We are kind of – maybe instead of traffic cop – today's term would be the Wikipedia of economic development

A member called yesterday saying, "I want someone to look at my website. I've

done this..." I referred that person to one of our corporate sponsors that does websites, that did our website actually. I gave them an email introduction, and now they're working together. I also reached out to a consultant in Dallas, Texas, and said, "Do you mind looking at this website and passing along what you're looking for when you do a project for this individual?"

**MG: How does your membership divide among private companies and local officials?**

**HG:** When we say 325 unique companies, those fall into your larger utilities, your KU, your LG&E, your TVA, your AT&T, all the way down to your Branscum Construction or Gray Construction. But we have been able also to reach out to local elected officials, such as members of KACo. I've been a magistrate in Washington County myself for 23 years, and it's important to me to make sure local elected officials are kept up with what's happening in eco-



nomics. Our economic development partners do that, but elected officials need to be informed on all of the economic development strategies and these "tools in the toolbox."

So we've reached out to the judges. They've invited KAED to speak at some of their conferences. They want to be involved. A judge called me this week from Western Kentucky; he is chair of the local economic development board and wants to get more involved and asked what he can do. He needs to be at our conference Nov. 9-11 in Lexington, I said, and explained our agenda. I explained that we're doing a KACo training in Morehead in September, which is further to drive but would be a good day to spend because he would hear not only from project managers for the cabinet such as Josh Benton talking about some of the workforce initiatives going on, but there will be a utility presentation. We'll have an entrepreneurship and small business presentation. I'll give a presentation about how local officials can work better with economic development groups. Local elected officials are the leaders in their community. They can take our messages back to their constituency and say this is how we're handling and looking at economic development."

**MG: The more understanding they have, the better "tool" they become for the state's business recruiting and retention toolbox?**

**HG:** At the end of the day, everyone has to work better. I've always been a proponent of regionalism. Kentucky has 120 counties, and some of those areas now are coming together and forming regions. Dave Hourigan, who was the county judge in Marion County (1993-2006), told me once, "Hal, our county lines don't divide us; they join us." And he's right.

We're seeing some regional groups work together. They pool their resources and are able to show a workforce that's more readily available. Commerce Lexington works through a regional group called Bluegrass Alliance that is bringing in more communities. In Springfield, we have a group called Kentucky Crossroads in nine Central Kentucky counties. This regionalism shares resources such as a hospital, but also shares elected officials. You're bringing in judges and magistrates, and the state representatives and the senators within nine counties. When you bring all those great minds together on a program or a project, it's really exciting.

**MG: Are KAED members directly involved in business recruitment with prospects or are they in a supportive role?**

**HG:** Local economic development officials, KAED members, speak directly with prospects. Projects will come to the Kentucky Cabinet for Economic Development, which does a wonderful job in marketing and outreach, and are fairly distributed to what is available within the state. For instance, if a prospect comes in looking for a 150,000-s.f. building on 50 acres, the Cabinet will see what is available in the state.

ED is a process of elimination. Prospects look for reasons to eliminate your community. You want to stay alive, to be able to say, "What's the next step to keep this company coming back?" If I don't have a 150,000-s.f. building on 50 acres, I'm not going to get looked at. Checklists have many items, and KAED tries to make sure a member is ready when they receive a request for a proposal. We bring consultants and developers to talk to members and tell them, "This is what I look for. These are the questions I need answered. This is the electronic version that I need of maps, or drone video coverage of your industrial park."

This business is ever-changing, and you have to change with it. I just mentioned drone flyover videos; who would have thought about that a year ago? When I was working ED in Springfield, we had paper maps for projects. Anymore, everything's electronic. You have to prepare. By working with the Cabinet, our partners see that. Our partners also develop their own relationships and recruiting. They do their own partner-



ships by reaching out and meeting with groups in different cities, communities. They meet them at our conferences. They meet them at KentuckyUnited events.

We're in a relationship business, and at the end of the day people like to do business with who they like. And we want to make sure our folks know that if you reach out, you're informed, you're handling the paperwork correctly and working with the Cabinet for Economic Development and their stages of projects, that is how they move forward.

**MG: Do all counties nowadays have officials who work exclusively in economic development?**

**HG:** A community point person in economic development is a must. That's one reason we've developed this kinship with KACo, the judges and the magistrates. With local budgets it is crucial to fulfill all your duties to your constituents in your community, but if you invest in economic development the returns can be phenomenal.

And that doesn't just mean a company that's going to create 500 jobs; let's talk about entrepreneurial ventures and the growth that's happening. Look at Alltech, with Dr. Pearse Lyons; he started in Lexington many years ago in his back yard. Look where he is today, and look at his commitment to Kentucky. I admire the man. How many Dr. Pearse Lyonses are in your community? How many of those are you nurturing? How many of those are you working with?

Everybody wants to get the grand slam home run, but economic developers realize they have to be there for the sacrifice bunt and the single to bring in a run. We have to be there for every piece of it. That is something KAED is able to do. Those just getting started in the economic development field come to us and we're able to give them the proper training that they need. Being there for the ribbon-cutting is fantastic, but when a company is waving goodbye to you and you're in the rearview mirror, that's when you actually need an economic developer. I've been there on both occasions. I do know that's when you need an economic developer.

**MG: Do KAED members get involved with the state's economic development incentive packages, or is that a cabinet-level function?**

**HG:** Our folks will work with all the incentives the state offers; incentives are a big part of working projects. But first is, what is offered there in the local community? Companies look at that. When they come in, they're looking for reasons not to locate in your community. Tom Lund in Marion County said one company on their second

visit wanted to see the sidewalks on Main Street in Lebanon and see the boys' bathroom at Marion County High School. Those were the only two things they wanted to see to get further. The reasoning was company officials felt like community pride will show if it takes care of its schools and if sidewalks and the Main Street have that nice look. As you move forward with projects, the incentive piece is looked at in combination with the Cabinet for Economic Development. And then sound competitive incentives are built and based on job creation and capital investment.

**MG: How many local communities have their own incentives?**

**HG:** A local incentive might be (covering the cost of) the sewage hookup, things we can do locally to help make it easy for a company, even a small business, to locate. One company we did, which was a retention project, needed some help with a parking lot; it was an expensive piece. We were able to work with the city and the county, and did some excavating for them to level out some land, and then they blacktopped it. The local community worked together, and the company realized, hey, they want us here; they want us to be a part of their community. Most local communities are putting together very unique incentives to complement the state incentives but also to set themselves apart. If you're competing with another county or community or state, maybe that will be enough for a company to look at you again. Incentives aren't the be-all and end-all for projects – that's more the communities and their outreach.

Incentives are a big part of what we do, but what complements those incentives? That could be a range of things. The \$140 million Work Ready Skills Initiative Gov. Matt Bevin and Secretary Hal Heiner are releasing is going to really ignite more looks at Kentucky. This is a great way to develop a highly trained, modernized workforce in the commonwealth, meet the needs of employers and promote a sustainable income for Kentuckians. It's bringing industry together in partnership with KCTCS and what they're doing, and with workforce training projects that our local economic developers are going to be looking at not only for new companies but to help existing companies in their community grow.

**MG: What are the top issues and decision points representatives for business location and expansion prospects are most concerned with today?**

**HG:** A skilled workforce is one of the largest. This Work Ready Skills Initiative is very important to help compete in today's global economy. The process of corpora-

tions considering a proposed site has changed because of advancements in technology, coupled with changes in the global economy. As we look toward more tools for our toolbox, we have to look at legislation for the programs that are out there. We have supported in the past the LIFT initiative, the local tax option, as another tool to utilize. As a non-right-to-work state, we think we're losing out on some prospects just because of that filtering technique. Sometimes your state will be nearly immediately removed from consideration.

**MG: What other tools would KAED like the General Assembly to put into place?**

**HG:** There's been discussion about tax reform; we hope to be in on having a competitive tax code. The first, most critical standard of review is tax policy. Kentucky's tax code must encourage economic growth through job creation and capital investment. Our regional and local economic developers know we are challenged by dog-eat-dog competition on a global scale, which is produced by a shrinking number of new business projects being pursued by increasingly aggressive competitor states and communities.

**MG: Do you have a closing comment?**

**HG:** Economic developers are Kentucky's front-line "first responders" in the competitive environment of recruiting job creation and capital investment. There's no group among our state's business and industrial leaders more attuned to the needs and challenges of Kentucky's business climate, which is influenced by a complex variety of political, economic, cultural, social, geographic, infrastructural, educational and workforce issues.

In our group, you wake up every day to improve your community. It's just like how we wake up and want to make sure our clothes look nice, that we have a pressed shirt, we're shaved, our hair is combed – but if we went three or four days and didn't do that, we'd look pretty shabby. If you're not doing economic development in your community every day, your community could start looking a little shabby. That's why it's important to have economic development professionals of some aspect in your community. I admire our economic developers so much. They put it on the line every day. I love the term "first responders" – because if something happens, I'd better call my economic developer. ■



Mark Green is executive editor of The Lane Report. He can be reached at [markgreen@lanereport.com](mailto:markgreen@lanereport.com).



# Conference Planners Want Tech – And Get It

Meetings industry expecting prolonged strength  
by providing customers ‘an experience’

BY DEBRA GIBSON ISAACS

**T**ECHNOLOGICAL innovations, generational preferences, the economy, a sellers’ market and a desire for a unique experience are all driving continual change in Kentucky’s meetings and convention market.

“When you look at recent years, convention/hospitality is one of the most transformative industries,” said Eric Summe, president and CEO of MeetinKY/Northern Kentucky Convention and Visitors Bureau. “Visitors’ behavior has started to change and transform. Groups are now much more investigative and discerning.”

And more demanding.

“You have to give them an experience, not just a meeting,” said Tom

Underwood, executive director of the Kentucky Association of Association Executives (KAAE).

Even so, the convention and meetings market is “in a position of steady growth,” according to Bill Voegeli, president of Association Insights, an Atlanta-area research firm that produces a quarterly outlook for Meeting Professionals International. He summarized the state of the industry in the spring issue of *Meetings Outlook*: “As long as you have this seller’s market, you have



*Eric Summe,  
President/  
CEO,  
MeetinKY/  
Northern  
Kentucky  
Convention  
and Visitors  
Bureau*

*Owensboro Convention Center, which opened in 2014, has 45 room combinations. For the July 2015 to June 2016 period, it booked double the number of conventions it originally forecast, which were expected to generate a \$4.3 million economic impact for the city.*

this steady slow growth. We are seeing a healthy industry for a prolonged period of time.”

### Changing with the times

Owensboro may well be the most visible example of changes in action.

Three years ago, visitors to the Western Kentucky city on the Ohio saw boarded up storefronts and a meeting facility well past its prime. Today, they see an expansive park bordered by the river and an array of restaurants and specialty shops as they make their way to a 170,000-s.f. convention center that includes 93,000 s.f. of meeting space, 13,000 s.f. of ballroom space and two exhibit halls.

Opened in February 2014, the upscale convention center is the cornerstone of Owensboro’s work to attract convention business.

But the center is not an A-to-Z solution as it might once have been.

“The convention center is part of a package Owensboro offers,” said Dean Dennis, general manager/vice president of Spectra Venue Management, the company running the convention center and ticketing office. “The river-



front redevelopment and two new hotels are important aspects of making Owensboro a desirable destination.”



**Dean Dennis,**  
General  
Manager/Vice  
President,  
Spectra Venue  
Management

The new facility appears to be doing its job.

In its second full year in operation, the Owensboro Convention Center has booked double the number of conventions in its original feasibility projections. From July 2015 through June 2016, these events were forecast to generate more than 6,700 hotel room nights and more than \$4.3 million in economic impact for the City of Owensboro, according to the Kentucky Department of Tourism.

But the physical infrastructure is only part of attracting that revenue.



**Laura Alexander,**  
Director Of  
Sales And  
Marketing,  
Spectra Venue  
Management

Making organizations and their members feel “like big fish in a small pond” is also important, according to Laura Alexander, director of sales and marketing for Spectra Venue Management.

“Many of the conventions currently scheduled were brought to Owensboro with the help of the local community,” Alexander said. “Individuals can help positively impact the local economy through recommendations.”

Owensboro’s community-involvement program is called Bring Your Meeting Home. Once an event is booked, the person who made the recommendation is designated as an Owensboro Convention Center ambassador and rewarded with a Visa gift card for up to \$200 per lead. To date, the campaign has generated more than 5,300 hotel rooms and has paid out some \$1,200 in gift cards.

Convention center employees also do myriad small things to make their guests feel welcome. For example, the local newspaper often runs articles about which groups are coming to town. That kind of attention is hard to garner in larger areas.

Collectively, Dennis said, these changes have earned Owensboro a significant amount of repeat business in the convention market.

“Part of success is getting onto the calendar and getting into the convention rotation,” he said. We have done that and been able to do some regional business in the tri-state area (Kentucky, Illinois and Tennessee). We are also proud of our repeat business. The Girl Scouts of Kentuckiana changed their bylaws to come back here a second year.”

Like most Kentucky cities – Louisville being the occasional exception – Owensboro does not compete against big markets such as Las Vegas, Orlando or New Orleans and instead finds its niche serving the multitude of statewide associations found in the area.

#### Technology rules

But that doesn’t mean attendees at smaller conferences expect less than the latest and greatest, particularly when it comes to technology.

Once nice selling points, many tech-

nologies are now necessities. Free Wi-Fi in conference facilities and hotels is a given today, Dennis said, and it has to be able to accommodate large bandwidths.

“We are a four-lane highway when it comes to Wi-Fi,” Dennis said. “You can’t be a sidewalk when it comes to technology now.”

Meeting Professionals International reports that “apps, beacons, data collection, attendee tracking and other tech advances are being experimented with to bring greater value to meetings and events.”



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# MEETINGS AND CONVENTIONS

## Most Important Facility Design and Functionality Themes and Amenities Over the Next 5 Years

AMENITY	% OF RESPONSES
Wireless Internet access	71%
Higher quality, high-tech meeting rooms	67%
Environment conditions (A/C, lighting, etc.)	60%
Multifunction space for various event types	57%
Unique overall ambience, aesthetics	55%
Better signage and way-finding	54%
High-quality exhibit space	50%
Higher-quality food; high-tech, divisible lecture halls; efficient transportation options (to the venue) – all received	49%

Source: R7M Research & Consulting; AIPC

A recent study by Red 7 Media bears this out. The study found the top three concerns for conference goers involve technology, with wireless internet access topping the list at 71 percent. (See above.)

Ditto that at conferences across the state and nation.

“Technology is on the forefront of conferences,” said Will Engle, director of conference and events, for AMR Management in Lexington, which oversees some 60 events annually throughout the country for professional associations.

A prevalent trend, Engle said, is the use of smartphone apps that allow event attendees to access essential information such as agendas, session descrip-



*Will Engle,  
Director of  
Conference and  
Events, AMR  
Management*

tions and speaker biographies as well as communicate among themselves. Private companies partner with an organization to provide the app. Larger organizations are now even building their own.

Meanwhile, Catchbox is a popular tech tool at conferences, according to Engle. Instead of passing a microphone to one another, participants literally toss around a soft, lightweight, brightly colored Catchbox, which contains a microphone. The microphone automatically shuts off when the lightweight neoprene box is moving.

The Finnish maker of the device touts that, with Catchbox, “event “professionals finally have a tool that helps liven up events while shifting conferences to be more about participation and discussion. Not only does the device make asking questions in packed rooms faster, but the simple act of throwing a soft cube breaks the ice and gets people talking.”



*The 204,000-s.f. Northern Kentucky Convention Center is just across the Ohio River from downtown Cincinnati’s NFL and Major League Baseball sports stadiums. In a unique economic development partnership, it announced in late August that a 5,300-s.f. upper level ballroom will be converted to a 466-seat state-of-the-art training center for CTI Clinical Trial and Consulting Services with a two-story digital wall.*

Lexington is using technology long before participants arrive or their organization even decides on a location, according to Marcie Krueger, vice president of sales and marketing for VisitLex.

“At VisitLex we have new electronic tools they can use such as short videos of 15 seconds to 2 minutes,” Krueger said. “They sell the destination. We also share pictures with conference planners if they haven’t been to Lexington. They love pictures of food. We do a lot of social and media interaction.”

Marketing can be a guerrilla process. “Technology keeps evolving. It’s our day and time,” she said. “We had people ‘following’ us outside Lexington, but we didn’t realize it. Meeting planners are getting younger and younger. They’re learning a lot for free.”



*Marcie  
Krueger,  
Vice President  
of Sales and  
Marketing,  
VisitLex*

*Northern Kentucky Convention Center was prepared in January for Florence-based Kona Ice’s seventh annual Kona Konvention for its 700-plus North American franchisees and suppliers.*





### Generational preferences

Technology is not the only new kid on the block.

"We are looking at different ways of meeting design," Engle said. "We're reframing our whole way of looking at adult education. What are the best ways in 2016 that adults learn? Is it listening to speaker give a presentation for 45 minutes? Maybe, but there may be new ways such as shorter presentations of 15 minutes each or other ways.

"We are also configuring rooms differently. For example, there is the 'fish bowl' concept. You put up to 50 people in a big circle around the room with four chairs in center. Only the people in the four chairs can talk, but audience members can tap a person on the shoulder to trade out and be able to talk. The idea is getting information from attendees, called crowd sourcing. While the person up front may be an expert, there is tremendous value in getting ideas from members on the fly."

It's all part of the new norm as GenX-ers and Millennials now outnumber Baby Boomers at many conferences.

"Gen Xers and Millennials value their personal time," said KAAE's Underwood. "They are looking for a return on their investment. They want to take home tools

they can use in their careers. They want to get what they need and get back to their personal lives."

### Signature experiences

The younger generations are also taking conferences into new places and old places are changing to remain viable.

"Hotels have transformed a lot as well," said Northern Kentucky's Summe. "People used to use the hotel as place to stay and go out to explore. Now people want experiences in the hotel as well. Boutique hotels are trying to offer a different kind of experience."

That works well for Northern Kentucky, Summe said, because the area has such diverse resources.

"We are the top of the South so we can give people a Southern experience if that is what they want," he said, "but we are also part of the Greater Cincinnati metro area with all its culinary offerings."

"A growing segment for us is faith-based groups. We have the Ark Encounter and the Creation Museum. We can also do hobbies, sports, training and corporate. It just depends on what they want, but whatever they want, they tend to be more specific now."

Bowling Green is taking advantage of the "making memories" trend as well.

"Our niche is motor sports," said Vicki Fitch, executive director of the Bowling Green Area CVB. "We have Beech Bend Raceway, the headquarters of Holley Performance Products, the (GM Bowling Green) Corvette plant tours, and the National Corvette Museum."

The city recently welcomed a three-mile road course with Le Mans curves, dips and a sinkhole where participants can experience a racetrack experience.

"A good number of multiday events want some sort of off-site activity," Fitch said, "and these venues have some unique meeting space that works well for opening receptions. We also have SKyPAC (Southern Kentucky Performing Arts Center), which has a fantastic lobby that lends itself to dinners and receptions."

Lost River Cave is another distinctive Bowling Green venue with a natural rock floor large enough for many functions, including meals, dances and conference sessions. A few feet away, participants can board a boat ride deep into the cave.



*Vicki Fitch,  
Executive  
Director,  
Bowling Green  
Area CVB*

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## MEETINGS AND CONVENTIONS

"The cave maintains 60 degrees year-round," she said. "It is so nice, especially when it's hot."

The big city venues are not threats, according to Fitch.

"Some organizations feel the need to go to giant cities first," she said, "but people want to visit Middle America. Geography is good to us. We have a fantastic location on I-65 between Nashville and Louisville as well as a community that is easy to get around in and different sizes of facilities for different size events. We treat every single event like they are gold; they like coming back."

In Lexington, another kind of horse power attracts conventioners.

"We hear all the time that the group wants a unique experience and to build memories," said Krueger of VisitLex.

The equine industry in Lexington can fill that bill.

"We have such a rich history," she said, "and that gets people excited: the horse farms, the Kentucky Horse Park and so many great repurposed bourbon warehouses."

### Welcome back

Repurposed might be a good description of the work going on in Paducah as well. The far western Kentucky city has been



Owensboro Convention Center is set up for a gala banquet event.

out of the convention and meetings competition for nearly 10 years, according to Fowler Black, sales director for the Paducah Convention & Visitors Bureau.

"We have been out of the game for long enough that we have to be reintroduced as a player in the state," Black said, "but we believe visitors will rediscover a

destination that is unexpectedly sophisticated.

"Those who have not been to Paducah will find an authentic sense of place. Many know us as an inland river hub of inland waterways where the Tennessee, Ohio and Mississippi (rivers) converge, and that is a core part of our business, but we have key cultural attractions now that are not just show-and-tell but more of an immersive experience."

At the National Quilt Museum, there are 20 sewing machines where visitors can create a miniature quilt in 120 minutes. At the Hotel Metropolitan, a historic African-American hotel, Miss Maggie, the hotel operator, will take you back to segregation and introduce you to some of the luminaries who stayed there, such as B.B. King, Billy Holiday and Ray Charles. There is also an authentic soul-food tasting.

Black hopes those experiences will attract people back to the city and to the new-generation riverfront Holiday Inn set to open in 2017.

But it is Paducah's philosophy – echoed by facility managers, CVB directors and tourism experts across the state – that Black believes is the true difference.

"Looking good is basically solving their needs," he said. "When they come here, they can rely on one person to make their job easier and make them look good. We will make sure their needs are met." ■



Fowler Black,  
Sales Director,  
Paducah  
Convention &  
Visitors Bureau

## Always Renovating

Construction, renovation and updates are happening around the state as each place works to make its unique selling proposition stand out. Here's a summary of current construction.

### Northern Kentucky

As *The Lane Report* went to press, the Northern Kentucky CVB had a major announcement: CTI, a privately held company providing therapeutic expertise to the pharmaceutical and biotechnology industries in 25 countries, is moving its headquarters to Covington. The company's \$36.4 million investment is projected to create up to 500 jobs over 10 years. In addition, 250 jobs will move from Blue Ash, CTI's current home office.

In addition, a portion of space at the Northern Kentucky Convention Center will be turned into a training center that will not only serve CTI, but also convention center clients and the greater community.

"Working with Kentucky Cabinet for Economic Development, Northern Kentucky Tri-ED, Corporex, the City of Covington, Kenton County and NKU, our board of directors has agreed to convert 5,300 s.f. of space in Ballroom A on the upper level of the Convention Center into a 466-seat, state-of-the-art training center," said Gretchen Landrum, executive director of the Center.

The training center, which will be operated by the Convention Center, will include a two-story digital wall that can display a wide combination of videos, images and graphics; seminar seating with retractable desktops; and state-of-the-art technology.

Expected to cost between \$2 and \$3 million and funded by the state, construction is expected to start in November 2017 and be finished during the first quarter of 2018.

### Louisville

Just last month, a \$207 million expansion and renovation got underway on the city's downtown convention center, which will be closed during construction. When complete, exhibit space will increase by more than one-third – from 146,000 to over 200,000 s.f. – and the ballroom will increase by 10,000 s.f., up to 40,000 s.f.

### Bowling Green

Renovation began in August of the convention center's 60,000-s.f. main lobby. Renovations are expected to run \$550,000, with \$40,000 dedicated to purchase local and regional art work and \$60,000 for furniture.

### Paducah

A new Holiday Inn is expected to open on the riverfront in 2017. This will give the convention center its first adjacent hotel in 10 years, a must in today's market.

Debra Gibson Isaacs is a correspondent for *The Lane Report*. She can be reached at [editorial@lanereport.com](mailto:editorial@lanereport.com).





# Behavioral Health Construction Plays Catchup

197-bed hospital in Northern Kentucky will fill part of care demand in a top-need category

BY GREG PAETH

**D**ANIS Group construction crew members preparing the site for a 197-bed behavioral care hospital along Dolwick Drive in Erlanger are expected to complete work on the building foundation early in November.

However, not a shovel of dirt would have moved on the site without first laying a foundation of another kind, a new financial structure that allows for-profit SUN

Behavioral Health and nonprofit St. Elizabeth Healthcare to cover the \$40 million cost of the bricks and mortar as well as the long-term operating costs the hospital.

A major change in federal regulations, explosive growth of the number of Kentuckians who have healthcare coverage through Medicaid, and increased demand for psychiatric and substance abuse services have combined to make the project financially feasible,

*Northern Kentucky Behavioral Health Hospital now under construction in Erlanger will be a 197-bed facility jointly owned and operated by SUN Behavioral Health of New Jersey and St. Elizabeth Healthcare of Northern Kentucky. The \$40 million facility is expected to open in early 2018.*

executives with SUN and St. Elizabeth said in recent interviews.

When complete – estimated now for early 2018, after initial projections of fall 2017 – Northern Kentucky Behavioral Health Hospital will allow the region to keep pace with mental health hospital construction that's been underway elsewhere in the state in the last few years.

The commonwealth spent nearly \$130 million to build the 239-bed Eastern State Hospital in Lexington, which opened three years ago and is being operated by University of Kentucky HealthCare at a reported annual cost of about \$45 million. That new hospital replaced one that dated to 1824 and had been the second oldest continuously operating psychiatric hospital in the country.

Behavioral health facilities ranked second among specialty hospital construction categories in 2014 and 2015 surveys by *Health Facilities Management* magazine. In 2015, 9 percent of respondents reported behavioral health

## HOSPITALS & MEDICAL SERVICES

expansion projects were under construction, and 11 percent had projects in planning.

Need exceeds care capacity nationally after years of public mental health funding cuts, according to a *Hospitals & Health Networks* magazine cover story in 2015, which reported general hospital emergency departments “have become a major component of the nation’s de facto behavioral health system.”

While a fourth of Americans experience a mental illness or substance abuse disorder annually, the American Hospital Association said, only 27 percent of community hospitals have inpatient psychiatric units.

### More capacity, even bigger need

In Western Kentucky, the 34-bed, \$5 million Lourdes Behavioral Health Institute in Paducah opened in March 2015. It occupies one floor of the 264-bed Lourdes Hospital, a Mercy Health system facility that draws patients from 12 counties in four states.

Lourdes Behavioral Health Institute was built by Danis, the same Dayton, Ohio, construction company that is the general contractor on the Erlanger project.

At this point, the state has not been informed about any plans to build other new psychiatric or chemical dependency facilities, according to Diona G. Mullins, executive advisor in the state’s Office of Health Policy.

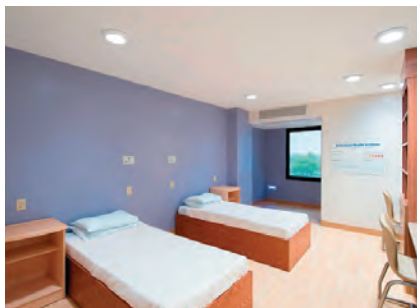
Under former Gov. Steve Beshear, however, the number of Kentuckians eligible for Medicaid increased by nearly 50 percent to more than 1.3 million as the state worked closely with the federal government after the Affordable Care Act or “Obamacare” was enacted in March 2010.

Medicaid expansion dramatically deepened the pool of people who could be covered for psychiatric illness or substance abuse by Medicaid, a federal program created in 1965 to offer healthcare to people who couldn’t otherwise afford it.

Then just five months ago the federal government’s Centers for Medicare & Medicaid Services reversed itself on a 51-year-old regulation that had prohibited Medicaid payments for mental healthcare for adults in institutions with more than 16 patient beds.

However, Gov. Matt Bevin, who made opposition to Obamacare a key element of his campaign last year, has proposed major revisions to Kentucky’s Kynect program that helped more than 440,000 people enroll in Medicaid in recent years. A spokeswoman for the state said Bevin’s proposal would not impact funding for mental health.

“One thing in the program that he wants to preserve is the funding for



*Behavioral health was 2015’s second ranked specialty construction category in healthcare, according to a Health Facilities Management magazine survey. In Paducah, the \$5 million 34-bed Lourdes Behavioral Health Institute opened in March 2015. Among its features are, clockwise from upper left, double-bed patient rooms, a private patient treatment session room, a common area, and reception entrance.*

mental healthcare,” said Jean West, communications director for the state’s Cabinet for Health and Family Services. The governor, she added, hopes actually to expand mental health care throughout the state.

St. Elizabeth Healthcare officials said behavioral care topped their most recent community needs survey and that their referrals of Northern Kentucky residents have been comprising a significant portion of the overall patient population at Eastern State Hospital.

Steve Page, president and CEO of SUN, which is based in Red Bank, N.J., said the revised regulation on Medicaid payments clears the way for better access to psychiatric and chemical dependency care, both of which are in high demand for a variety of reasons, including the heroin addiction crisis that Kentucky and other states face.

### Treatment costs less than non-treatment?

“The number of people who are insured in Kentucky before and after the adoption of the Medicaid expansion is really, really dramatic ... and Kentucky really led the effort (in the U.S.) to sign newly eligible citizens up for Medicaid,” said Page, adding that he hopes there’s no effort to cut the Medicaid program in Kentucky.

“I can speak to mental health and substance abuse disorders specifically,” Page said. “When our patients aren’t

getting treatment, really, the cost to society is higher. That’s the bottom line. ... I think if people are in treatment, hopefully they can get to a point where they get treatment on an outpatient basis and they’re lowering the cost to Medicaid as well.”

That translates to fewer tax dollars.

“So the (effect of the) access change is now patients who have managed Medicaid (coverage plans) don’t have to go to a unit within a general hospital (for care). They can go to a freestanding psychiatric hospital, and so it opens up a lot of beds for a population that is pretty substantial and, to date, had real challenges finding services,” he said.

Medicaid in Kentucky is classified as a managed system, meeting one of the criteria in the revised federal guidelines. Another critical key is that the 197-bed facility being built on a high-visibility site just west of I-71/75 meets the federal regulator’s definition of an “Institution for Mental Disease.”

“The reason St. Elizabeth was interested in inviting a partner to come in and to focus on mental health and substance abuse services is that they were having challenges keeping up with the demand,” Page said.



*Steve Page, President/CEO, SUN Behavioral Health*



The change in the rule should pertain to virtually everyone in Kentucky who is covered by Medicaid, said Mark J. Covall, president and CEO of the National Association of Psychiatric Health Systems, which lobbies for behavioral health providers from its offices in Washington, D.C.

Covall said it's difficult to project how many people might take advantage of the coverage in Kentucky or elsewhere in the country. But there's plenty of data that predicts how many people might need psychiatric care.

#### Big impact on access, quality of care

"What we know about this broadly is that about 5 percent of the American population has a severe psychiatric illness in a given year," said Covall, adding that the percentage is higher among the Medicaid population.

Five percent of the state's Medicaid population works out to about 65,000 people.

Page said the new hospital would have a dramatic impact on both the availability and quality of service in the region.



*Mark J. Covall,  
President/  
CEO, National  
Association of  
Psychiatric  
Health Systems*

In recent years there was a substantial gap between the number of beds that had been approved by state regulators and the number of beds actually available for patients.

St. Elizabeth and NorthKey Community Care had received the certificate of need approvals from the state, but they hadn't put them into use, Page said.

The state's Office of Health Policy must approve a "certificate of need" for healthcare projects so that facilities aren't duplicated needlessly and that supply and demand are in balance.

Page said 99 of the 197 beds at the new hospital – 66 approved for St. Elizabeth and 33 licensed to NorthKey in Covington – have been approved by the state in the past but exist only "on paper." Those 99 beds will be available at the new hospital and will have the impact of doubling the availability of service in the region, he said.

All 197 are classified as "existing beds" that have been approved in the past for adults and children and do not represent an increase in the psychiatric or substance abuse beds available in Northern Kentucky. Bed capacity is being transferred from six other locations in the region to the new facility.

There are a multiple reasons the 66 beds were not in use, said Benita Utz, vice

president and chief nursing officer for several of St. Elizabeth's seven hospitals in Northern Kentucky. They had been approved for a prior St. Elizabeth Hospital location in Covington that was replaced by a new hospital in Edgewood. The need for the mental health beds didn't exist when Edgewood opened, and they were never put into service, Utz said.

"Those beds were leftover from the old north unit (in Covington) and again, that is why we did this," Utz said, explaining one reason why the hospital partnered with SUN. "We have to find real estate we have to find a place to use the beds."

#### Drug-addiction care No. 2 need

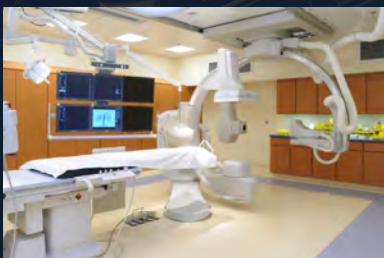
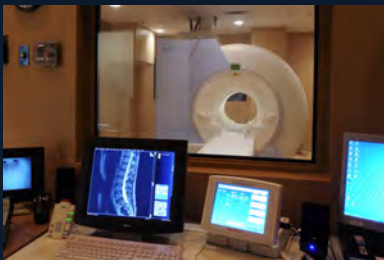
The hospital construction also responds directly to the Community Health Needs Assessment and Implementation Plan completed for the hospital last November, Utz said. That needs assessment showed mental healthcare and drug-addiction treatment were the two top priorities in the region.

"I think that you're going to find in most areas (of the country) that behav-



*Benita Utz,  
vice president  
and chief  
nursing officer,  
St. Elizabeth  
Healthcare*

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ioral health is becoming the No. 1 problem,” Utz said. “You’re going to find that in most large areas and even in the smaller ones.”

Despite all the attention about the heroin abuse crisis in Kentucky and violent tragedies linked to people with mental health problems elsewhere in the country, raw numbers in Kentucky indicate existing behavioral care services are not fully utilized.

The state hospital utilization report for last year shows there were nearly 48,000 psychiatric hospitalizations in

2015, an increase of about 5,500 from 10 years earlier. The state’s report said the occupancy rate for psychiatric hospitals was under 44 percent. The utilization rate for facilities in Northern Kentucky was slightly lower, the state figures show.

But one of the reasons for the low utilization number may be how data is gathered.

“The annual utilization reports calculate occupancy based on the number of inpatient days reported by each facility for the year and the number of licensed beds at each facility. It is accurate that licensed

beds may include beds that are not operational at this time,” according to Mullins in the Office of Health Policy.

Low utilization also can reflect whether care is being covered by insurers – whether private companies or government-backed public programs such as Medicaid. People are far more likely to seek help when they know the cost will be covered by insurance, Covall said.

### More early care, fewer emergency visits

Both Page and Utz said the new hospital should dramatically decrease the number of patients who wind up in the emergency room with psychiatric problems because they have not gotten access to early-stage care.

“Right now, most of the patients in the behavioral health areas are there because they were brought in by police ... or brought in through an ambulance and they’re out of control or they’re suicidal,” Utz said. “Too many people are brought in when they reach crisis state.”

Friends or relatives also drop off people at the emergency room because they don’t know what else to do.

One innovative feature of the new hospital will be physical flexibility, an ability to tailor space in the hospital for a specific group of patients, Utz said. Current plans call for a dozen different groups of patients, including veterans who suffer from post-traumatic stress disorder after serving in the military.

Although the project originally had a \$31 million price tag, the project is now estimated at about \$39 million and could edge up between \$40 and \$45 million, Page said.

The Northern Kentucky hospital is among several mental health facilities Danis Group has built, according to Nick Hoyng, who handles business development for the company through its Cincinnati office.

The company built the Mercy Hospital Clermont Behavioral Health facility in Batavia, Ohio, and is handling a similar project for the University of Cincinnati, Hoyng said. “We kind of have a niche for these kind of facilities,” he said.

Danis is working for the Woodbury Corp., a real estate development firm in Salt Lake City, Utah, that will build the hospital and then lease it to the St. Elizabeth/SUN partnership, Page said. SUN has a 75 percent stake in the project while St. Elizabeth owns 25 percent. ■

*Greg Paeth is a correspondent for The Lane Report. He can be reached at [editorial@lanereport.com](mailto:editorial@lanereport.com).*



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**Nick Hoyng,**  
Director of  
Business  
Development,  
Danis Group



# Louisville Aging Care Achieves Critical Mass



**\$50 billion sector's 21,000 employees and savvy entrepreneur-investor class eye a retiree 'silver tsunami'**

**BY SUSAN GOSSELIN**

**I**N 2013, Mayor Greg Fischer announced "aging care" would be one of the city's main economic drivers, a pillar around which the city would build its marketing, networking and economic development muscle.

It's little wonder why. Louisville is, in fact, the world's largest center for aging care business, with yearly revenues of \$50 billion in this sector alone, employing 21,000 Louisvillians and on track to reach Louisville Forward's goal of bringing 5,500 additional new high-

paying, healthcare-related jobs to the area by 2018.

Home to corporate headquarters of major long-term and senior living companies such as Kindred Healthcare, Trilogy Health Services, Elmcroft Senior Living, ResCare, Signature HealthCARE and others, Louisville has reached critical mass in aging care. And as the sector grows, it's not just the senior-care companies that make ongoing cross-pollination of talent, investment and innovative ideas possible.

There is an industry-reinforcing density of healthcare supply companies, such as UPS Healthcare at UPS Worldport, CVS/RXCrossroads and PharMerica, as well as Louisville's corporate expertise in the payer end of healthcare through Humana, Delta Dental of Kentucky, Blue Cross and Blue Shield, Passport Health, and ZirMed. Combine all this with the engineering and academic expertise at the University of Louisville, and Louisville's economic development officials believe that they have created a "Silicon Valley effect" for aging care in the city.

Their next step is marketing Louisville as an aging care epicenter, so the business world comes here first when they want to innovate in the sector, economic development officials say.

"Aging care has become cool as more and more companies are starting to see the tremendous business opportunity that comes when you can improve the quality of life for seniors," said Keisha Deonarine, economic development manager, Louisville Forward. "Now we have big data, biosensors, population health management, new models for senior-care communities, apps and wearables, as a start. Each one of these things has the potential to make healthcare cheaper, more effective, easier to access, and easier to understand for seniors and their caregivers. There's tremendous market potential for that. And that's what we're harnessing here," she added.

The market for senior services will only be going up. Demographers refer to the encroaching graying of America as the "silver tsunami," with the population of those 65-plus set to double between now and 2060. For comparison, consider these statistics from AARP: In 1900, those over 65 comprised 4.1 percent of the overall U.S. population. In 2040, this demographic will be 21.7 of the population, at 82.3 million people. Of that number, 14.6 million will be over age 85 – about triple the number of octogenarians we have now. The impact this will have on the elderly population cohort, and the healthcare system itself, is game changing.



*As keynote speaker of the 2015 Louisville Innovation Summit, Aneesh Chopra, first-ever chief technology officer of the United States and author, held a conversation with Dr. Jordan Shlain, primary care physician, digital health entrepreneur and respected writer and thought leader in national health policy. Chopra has been on Modern Healthcare's list of the 100 Most Influential People in Healthcare, and Shlain is chairman and founder of HealthLoop.*

More than 100 aging-care entrepreneurs have signed up for the summit's National Startup Pitch Event to attending investors (visit [lisummit.com](http://lisummit.com)). Winners will receive cash prizes and the chance to pilot their product or service through a conference sponsor.

Cross-industry collaboration among different company types and sizes make the summit unique, according to Dr. Cliff Maesaka, president and CEO of Delta Dental of Kentucky.



**Dr. Cliff Maesaka,**  
President/CEO,  
Delta Dental  
of Kentucky

"As the baby boomers retire and age, the host of issues facing this generation wouldn't even have been dreamt of as the boomers reached the age to vote," Maesaka said. "The entire healthcare provider and payer industry needs to step up, together, to address these issues. Whether they are speaking or attending, the thought leaders at Louisville Innovation Summit teach me something new every year ... that's why I attend."

With research increasingly finding links between oral health and overall health, he said, "being a part of the conversation of how to improve both is important. The Summit allows me to contribute to my community, the aging population and my business."



*Louisville Innovation Summit in 2015 attracted hundreds of executives, healthcare startup entrepreneurs and investors.*

In 2005, a person turning 65 had a 69 percent chance of needing long-term care for an average of three years, sometime in their lifetime – at a national average cost of \$81,000 to \$90,000 a year for nursing home stays, and \$58,400 for in-home care, by AARP's estimates. Because of these staggering expenses, many don't receive the care they need, or they are cared for through a patchwork of friends and relatives. Today, more than 18 million Americans report that they care for an elderly friend or family member, and over half report this care takes more than 40 hours of their time every week.

"In the next 15 years, the 65-plus population is projected to grow 36 percent, while chronic disease related to aging and lifestyle is on the rise. These dynamics are driving a dramatic increase in the consumption of healthcare services," said Bruce Broussard, president and CEO of Humana. "As the needs of the population change, the healthcare system must also change."



**Bruce Broussard,**  
President/  
CEO, Humana

"Today's (treatment) system is largely episodic-based, yet with more people managing chronic conditions, we need a system that focuses on health in a more holistic way. Bringing healthcare leaders together to address this growing societal problem by finding innovative ways to make it easier for people to achieve their best health is critical to evolving the current system," Broussard said.

## Innovation Summit attracts hundreds

Expectations are that the myriad problems the aging-care industry faces – containing skyrocketing costs, reducing disability and chronic disease, improving healthcare delivery and education – won't be solved either by startups alone or by large established companies such as Humana or Signature HealthCARE alone. Thus, helping small innovators collaborate with major corporations is one of the main purposes of the Louisville Innovation Summit; that mission makes the event more than just another aging-care conference, organizers say.

Now in its third year, the conference will attract hundreds of C-suite executives, healthcare startups and investors to the city. This year's program will feature dozens of speakers, on topics as diverse as "senior cyborgs," the effectiveness of healthcare apps, population health management, workforce talent attraction/ongoing education and much more.

Founding partner sponsors Delta Dental of Kentucky, Humana, Kindred, PharMerica, Signature HealthCARE, and Trilogy Health Services LLC are making it possible.

Previous summits have attracted world-renown keynote speakers. This year's Innovation Summit scheduled for Oct. 9-11 at the Louisville Downtown Marriott features: Esther Dyson, a journalist, author, businesswoman, investor, commentator and philanthropist; Alexandra Drane, co-founder and chair of the board at Eliza Corp.; and Mark Ganz, president/CEO of Cambia Health Solutions.



*With 21,000 employees and \$50 billion in annual business revenue, Louisville's Aging Care sector has enough of a critical mass of expertise, experience and investors to support entrepreneurship specific to the category.*

#### **XLerating investment in innovation**

Louisville-based nonprofit XLerateHealth aims to address an industry complaint about a relative lack of venture capital in aging care. It was designed to help health-care entrepreneurs get proper commercialization coaching and mentorship to accelerate their path to market and successfully raise early stage capital.

XLerateHealth accepts six to eight companies per cohort to participate in a 13-week "lean startup boot camp." Since it began in 2013, approximately 27 companies have gone through its boot camp program, said Bob Saunders, its chairman and an experienced venture capitalist. And 80 percent of those have continued to the next step in their evolution, collectively raising millions of dollars to grow their young businesses.




**Bob Saunders,**  
Chairman,  
XLerateHealth




One of only two healthcare-focused accelerators nationally to win recognition from the Small Business Administration, XLerateHealth features 100-plus mentors and coaches from across the United States whose experience includes teaching hundreds of

fledgling companies to apply lean startup techniques to their emerging businesses.

"Most accelerators don't like to work with companies focusing on medical devices, diagnostics, long-term care or Medicaid populations," Saunders




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said. “But we’ve leaned into this space, proving that the lean startup method can very effectively be applied to these types of healthcare startup businesses.”

“We help them use agile engineering to create a minimum viable product that can then be used to very effectively accomplish ‘customer discovery’ – thereby homing in on underserved market pain points that present business opportunity. Rather than spending years in development before a product is shown to a payer, a provider, a patient or a caregiver, this approach allows the entrepreneur to rapidly iterate through product development with continuous feedback from potential customers,” he said.

#### Building an aging-care ecosystem

Mark Fauci, CEO of Louisville digital health startup Gen9, sees endless potential for the future of aging-care products. His company is working on developing “wearables” – digital devices patients use continuously – and software algorithms that help caregivers stay connected, even at great distances.



*Mark Fauci,  
CEO, Gen9*

One product monitors a senior’s heart rate, location, activity level and more, then reports whether the senior had a “green,” “yellow” or “red” day to the designated caregivers and medical team, who use the information to help prevent falls and other avoidable emergencies.

It is a concept, Fauci said, that would have been much harder for him to develop in areas like Silicon Valley, specifically citing the difficulty of competing for talent and venture dollars in an overcrowded environment.

“After trying to get things done in New York and California, I was shocked, really, at how energized the Louisville economic development organizations were to help me here,” he said.

Kentucky Science and Technology Corp., a nonprofit that administers a state program, helped Fauci obtain a Small Business Innovation Research/Small Business Technology Transfer Matching Grant from the commonwealth that expanded his Phase I SBIR/STTR grant from the National Institutes of Health. This boost helped Gen9 obtain an NIH Phase II award.

KSTC then also provided a Phase II Matching Grant that is helping him commercialize the technology. And the University of Louisville Foundation

provided an additional grant to help offset Gen9’s rent costs at the Nucleus Innovation Center, a part of the UofL Research Park.

Fauci expects this rich combination of support resources will allow him to proceed with other new products now in early development stages: one to help with the safe, effective management of medications in the home and the other to bring virtual exercise and physical therapy sessions into the home.

Mark Crane, chief operating officer of Edumedics, a healthcare company employing 20 full-time and eight part-time workers, said his company owes its existence to the support it found in the Louisville aging-care ecosystem. In fact, the company was able to show proof of concept thanks to a partnership with the UofL Foundation and assistance early on from GLI’s EnterpriseCorp.



*Mark Crane,  
COO,  
Edumedics*

Edumedics’ founders could see that 10 to 20 percent of the patients in any healthcare insurance pool were responsible for much of the cost overruns and risk, mainly due to poor management of chronic health conditions. After creating an education and outreach program that was proven to have positive outcomes, the concept was successful enough that 20 investors put up a \$4.2 million Series A round of funding for the company in November 2015. Edumedics is projected to turn its first profit in 2017.

Louisville’s aging-care cluster played a crucial role.

“The difference for us, at least, was the access to thought leaders in healthcare we were able to find here,” Crane said. “Our lead investors, people like Bruce Lunsford, Mike Stigler and many others, have tremendous industry perspective. They have helped us every step of the way, getting connected to the right people, the right sales prospects and the right vendors. It has been invaluable.”

That experience helped the company expand strongly into the management of Medicare Advantage coverage groups’ costs. Today, one of Edumedics’ best customers is the Teachers’ Retirement System of Kentucky, which runs its own Medicare Advantage Plan. Edumedics helps plan members navigate the difficult and confusing healthcare system, cut wasteful healthcare spending and develop better preventive self-care strategies.

Gyroscope, a technology company developing a communication platform to connect seniors to loved ones



through their televisions, also has benefited tremendously from the Louisville cosystem, said Todd Smith, founder and CEO.

“As an entrepreneur in the Aging Care space, I can’t imagine trying to do this anywhere else,” Smith said. “Louisville may not have the deepest talent pool in terms of engineering and design – yet – but what it does offer is access to collaborators, domain experts, test populations and customers, which is invaluable for a startup. We have been able to refine our product by working directly with local companies to learn about their problems, which in turn drives our design strategy.”

#### Next for Louisville’s aging-care brand?

Louisville healthcare leaders are optimistic about the aging-care sector’s future, but say there’s much to be done to ensure the city’s legacy.

“A lot of great work has already been done, and the city and economic development officials continue to find new venues – like the Louisville Innovation Summit – that support the city’s aging-care community and attract top talent to relocate to the area,” said Benjamin Breier, president and CEO of Kindred Healthcare Inc.

“I think it’s important to highlight the fact that while we call Louisville an ‘aging-care’ market, it often takes a younger, entrepreneurial workforce to make innovation happen, and those folks are attracted to Louisville by things like trendy restaurants; a cool

arts and crafts scene; great music, dance and drama; and natural beauty,” Breier said. “Louisville has all of that, and it makes this a vibrant place to live and work. That’s what will bring more business here in the near term.”

Lisa Bajorinas, executive director of EnterpriseCorp at GLI, agrees and says a business field of gravity has been created.

“Aging-care companies come to Louisville for two reasons: the density and number of aging-care companies we have here, and the low cost of living and quality of life we offer,” Bajorinas said. “We’ve made tremendous progress over the last few years, as we have seen companies pour in – in the medical device business, home healthcare, chronic disease management, hardware/software wearables, and even simple devices that improve a senior’s quality of life like a dog bowl that is more accessible and easier for seniors to fill.

“We’ve achieved critical mass here,” she said, “and, I would say, even staked out our reputation as a global leader. The question is, where do we take that leadership?”

Answering that question excites everyone from the members of the Louisville Innovation Summit Board, to the accelerator leaders, to Louisville’s Aging Care entrepreneurs. They see an opportunity to unite against problems that cut across disciplines, such as social isolation for the elderly, that can be only be solved with an interdisciplinary approach. To that end, LIS organizers

already are at work to create one major theme for next year and will be working on new platforms to allow for global collaboration on the topic.

Additionally, Louisville as a city will have to keep working hard to overcome structural issues that are holding it back, leaders say.

“There are several things Louisville needs to continue the momentum we’ve started here,” said Joe Steier, CEO of Signature HealthCARE. “First, we are in a talent war for people. We need to be able to attract more of the right kind of talent here, people who understand engineering, rapid prototyping, informatics, gamification, the medical device industry and more.

“And second, we need to focus on supporting a continuum of services for our startups, through all their stages of development,” Steier said. “How many companies have spun out of places like Humana and Vencor, and then left to go to other cities?”

There is much still to be done to attract venture capital and the right talent for the city’s open jobs, but Steier believes Louisville is making many of the right moves by leading the conversation around aging care, making it only a matter of time before the rest of the world catches on.

“Louisville is to aging care like Austin is to technology,” Steier said. “We’re a small-city powerhouse – the industry’s best-kept secret. But not for long.” ■

*Susan Gosselin is a correspondent for The Lane Report. She can be reached at [editorial@lanereport.com](mailto:editorial@lanereport.com).*



**Lisa Bajorinas,**  
*Executive  
Director,  
EnterpriseCorp  
at GLI*



**Joe Steier,**  
*CEO,  
Signature  
HealthCARE*



**Benjamin  
Breier,**  
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## EMERGING LANE

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The LexEffect Events team, from left, is Hannah Schweppe, Christy Burton, Kaelyn Query, Kelsey Delventhal and Connor Query.

### A Big 'Effect'

Lexington entrepreneur wins top honors among competition

L EXINGTON native Kaelyn Query started planning events when she was 14, mostly for her parents' friends and clients.

"It was then I knew that I was really good at this event thing, and that it was something I really enjoyed," said Query, who in 2013 opened her own event management company, LexEffect Events. "The name comes from our wanting to affect Lexington through events, entertainment and the community. We want to use local people, places and things as much as possible, and we strive to always support the community and people through each of our events."

LexEffect serves clients all over the country, but mostly in Central Kentucky and Louisville, promoting, managing and planning events from weddings to corporate trade shows, and festivals and concerts.

In high school, Query wanted to be an interior designer but realized quickly through an internship that this was not her calling. She then interned with a local caterer and says "the rest is history." She earned a bachelor's in communications and marketing management at the University of Kentucky and now owns a company with employees.

"Our team is amazing, with four full-time people, three part-time, 10 interns and a ton of contractors. We couldn't do it without them!" she said.

#### An award-winning business

In August, Query was named the Young Entrepreneur of the Year at Commerce Lexington's "Salute to Small Business" awards luncheon.

She credits belonging to organizations like Commerce Lexington and networking as important factors for her business success.

"Most of our referrals, sponsors, clients and partners come from people we meet at networking events," she said. "It's a great way to get your name out there and meet new people, while also meeting people you might need or want to work with."

LexEffect typically has at least 20 events going on at once, in various stages of management. Some take a few weeks to plan and others need a year.

"My favorite thing about planning events is seeing the look on the (person's) face when they show up and we have blown them away," she said. She loves exceeding the expectations of brides, clients and ticketholders alike and giving them an event to remember.

April through October is her company's busiest time of year, with November and December right behind. The least booked month? March, because of the NCAA basketball tournaments.

LexEffect has created its own events also, including Bourbon Social, a series of tastings, seminars and other bourbon-inspired events. Chew is a series of bimonthly dinners (January to November) and brunches (February to December), with meals and cocktails at various Lexington venues. MoonTower Music Festival was in August at Master-son Station Park, with Central Music Academy as the beneficiary. Harvest for Horses on Sept. 14 at Ballantrae Farm benefits the Kentucky Equine Humane Center. Chew for a Cause on Sept. 22 at Fasig-Tipton has proceeds going to Special Olympics Kentucky. Check out the calendar of events at [lexeffectky.com](http://lexeffectky.com).

"Our passion is all about local. The community, charities, farmers and foods," Query said. "Without this community we wouldn't be here, and we want to support them in return."

—Kathie Stamps

### 'Small-Batch' Eyewear Combines Style, Function

Better known for small-batch bourbon, Kentucky soon will produce fashion-forward "small-batch" eyewear. Longstanding optometry partners Drs. Dawn Stratton, Heechung Ko and Richard Mangan just opened the J. Galt shop in Lexington's Chevy Chase area at 800 Euclid Ave.

"The initial inspiration for J. Galt came from the desire to offer quality frames at a great price point. The costs we were paying for designer frames were being passed onto the customer," said Stratton, who has operated Stratton Eyes in Lexington for 22 years. "Our team wanted that to change. We found fantastic alternatives by searching for artisan-made eyewear that's well-crafted and 100 percent unique."

For every frame purchased, J. Galt – visit [jgaltteyewear.com](http://jgaltteyewear.com) – will donate a frame to those in need in Third World countries. It works with vendors who buy vitamins for children in Third World countries and donate to the Helen Keller Foundation for the Blind.





## Bourbon Is Lifestyle and Business

FOR Kentuckians, every month might as well be a bourbon celebration, but in September the commonwealth specifically celebrates Bourbon Heritage Month and the impact of the multibillion industry. But for people like Bourbon Belle Society founder Theresa Stanley, it's all about bringing bourbon home. It's also about business.

A master at cooking with bourbon and mixing up cocktails, Stanley could talk about bourbon flavors all day, but what she loves most is the heritage of the spirit and how it's carrying Kentucky's future. She calls it her "kindred spirit" and said she loves its history, how it can help farmers thrive in the future, and how it has become an intricate part of her career.

Ultimately, it's a big part of the state's heritage, and it's one that she wants to encourage others – especially women – to enjoy. She shares a treasure trove of mouth-watering bourbon-based food and drink recipes on her site as a way to get people excited to learn more. She also partners with Lexington's social-cooking business Wild Thyme proprietor Allison Davis to host cooking with bourbon classes.



*Theresa Stanley owns Bourbon Belle Co. and runs the Bourbon Belle Society.*

The Bourbon Belle Society provides members with opportunities to learn more about bourbon, network, participate in philanthropic activities and enjoy the bourbon lifestyle.

It is under the umbrella of her Bourbon Belle Co., which includes many food and drink-related public relations and marketing projects. Bourbon goes amazingly well with food, and Stanley uses her knowledge and expertise in that arena to help other businesses.

This fall she encourages men and women alike to let the spirit warm the upcoming fall season.

"Bourbon is a four seasons kind of spirit," Stanley said. "However, the flavors of fall pair especially well with bourbon. Harvest brings an abundance of apples and cider. Visit a local orchard to get freshly prepared cider and simmer it with complementary tasting notes in bourbon, like cinnamon, cloves and citrus peels. It is the perfect cool-weather, tailgating beverage."

Stanley's Bourbon Mulled Cider recipe, and other information, can be found on [bourbonbellsociety.com](http://bourbonbellsociety.com).

—Abby Laub



*HopCat*

## Louisville Brews Up with Two New Spots

Louisville's craft-beer scene has added the Old Louisville Brewery and HopCat.

The former is owned by brothers Wade and Ken Mattingly at 625 W. Magnolia. A soft opening with four beers in late July drew a big crowd to the former small grocery, which has been humming ever since.

Wade did much of the reconstruction himself, a two-year project. Meanwhile, beers brewed by Ken got good early reviews, especially the Wade's RyePA.

HopCat, at 1064 Bardstown Road, is part of a Michigan-based craft-beer pub chain that opened a Lexington location earlier this year. Louisville's features 132 taps, including no fewer than 20 local and regional beers at all times.

Craft-beer enthusiasts and brewers alike seem keen on the chain's addition to the busy Highlands area's dining and drinking scene. HopCat has pledged allegiance to the local breweries, which continue to pop up – look for Mile Wide Beer Co. to open this fall in Louisville.

"That's the cool thing about HopCat. For those people trying to get an overview of the scene, we want to be a hub," Chris Knappe, vice president of marketing and communications for HopCat parent company BarFly Ventures, told *LEO Weekly*. "We also want to be the best customer for all those breweries." —Kevin Gibson

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# THE LANE LIST

## KENTUCKY'S MEETING AND CONVENTION FACILITIES

Ranked by overall square footage and event capacity

Kentucky has dozens of historic and modern facilities designed to accommodate conventions, meetings, concerts and performances.

### Kentucky Exposition Center, Louisville

*kyexpo.org*

1.2 million s.f.; seats 18,875 arena style, 6,000 (Broadbent Arena), 600 auditorium style; 300 outdoor acres, livestock arena, 1,000 horse stalls; 122 hotels nearby. Contact: (800) 618-5151, sales@ksfb.ky.gov

### KFC Yum! Center, Louisville

*kfcyumcenter.com*

721,000 s.f.; seats 22,000 arena style, 750 theater style (Hickman Camp Room), 640 banquet style (Spirit Room); large hotels nearby. Contact: (502) 690-900

### Rupp Arena, Lexington

*rupparena.com*

Seats 2,300-23,500 arena style, 500 banquet style; 700 hotel rooms attached, other large hotels nearby. Contact: (859) 233-4567

### Kentucky International Convention Center, Louisville

*kyconvention.org*

Under reconstruction until 2018 – 300,000 s.f.; seats 3,500 banquet style, 5,000 theater style; 2,300 hotel rooms connected by skywalk. Contact: (800) 701-5831 sales@ksfb.ky.gov

### Northern Kentucky Convention Center, Covington

*nkycc.com*

204,000 s.f.; seats 6,000 theater style, 4,050 banquet style; 321 hotel rooms attached, 947 nearby. Contact: Gretchen Landrum, (859) 261-4500 or info@nkycc.com

### Lexington Convention Center, Lexington

*lexingtoncenter.com*

130,000 s.f. (66,000 s.f. exhibit, 40,000 s.f. meeting/ballroom); seats 3,541 theater style, 2,160 banquet style; 700 hotel rooms attached, other large hotels nearby. Contact: (859) 233-4567

### Muhammed Ali Center, Louisville

*alicenter.org*

96,750 s.f.; Seats 450 theater style, 500 banquet style; large hotels nearby. Contact: (502) 584-9254

### Owensboro Convention Center, Owensboro

*owensborocenter.com*

92,000 s.f.; seats 4,000 theater style, 2,200 banquet style; 273 adjacent hotel rooms, 1,100 within 4-mile radius. Contact: Laura Alexander (270) 926-1100

### Sloan Convention Center, Bowling Green

*bgky.org/convention-center*

60,000 s.f.; seats 1,700 theater style; 1,000 banquet style; 662 attached hotel rooms. Contact: (270) 745-0088

### Southern Kentucky Performing Arts Center, Bowling Green

*theskypac.com*

74,000 s.f.; seats 1,686 theater style; hotel nearby. Contact: (270) 846-2426

### Paducah McCracken County Convention & Expo Center, Paducah

*paducahconventioncenter.com*

52,000 s.f. Julian Carroll Convention Center; seats 1,900 theatre style, 800 banquet style; 13 breakout rooms. 40,000 s.f. Bill & Meredith Schroeder Expo Center; space for 200+ exhibit booths, airplane-vehicle display, ice skating rink; 30 local hotels. Contact: Michelle Campbell (270) 408-1346, michelle@paducahconventions.org

### Kentucky Center For The Performing Arts, Louisville

*kentuckycenter.org*

Seats 2,406 theater style (Whitney Hall), 619 theater style (Bomhard Hall); large hotels nearby. Contact: (502) 562-0100

### The Center for Rural Development, Somerset

*centertech.com*

26,000 s.f.; seats 760 theater style, 3,440 banquet style; 700 hotel room nearby. Contact: Laura Glover (606) 677-6001 lglover@centerrtech.com

### East Kentucky Expo Center, Pikeville

*eastkyexpo.com*

26,000 s.f. (floor 24,000 s.f.) seats 7,000 arena style, 280 banquet style in separate ballroom; concessions and full food service; hotel nearby. Contact: Cindy Collins (606) 444-5500 cindy@eastkyexpo.com

### Morehead Conference Center, Morehead

18,000 s.f.; seats 1,800 theater style, 650 banquet style; hotels (transportation available) nearby including Hampton Inn, Best Western, Comfort Inn and more. Contact: (606) 780-4342, tourism@moreheadtourism.com.

### Frankfort Convention Center, Frankfort

*visitfrankfort.com*

18,000 s.f.; seats 5,000 theater style, 800 banquet style; 163 adjacent Capital Plaza Hotel rooms. Contact: rantenucci@visitfrankfort.com

### Louisville Palace Theatre, Louisville

*louisvillepalace.com*

11,856 s.f.; seats 2,700 theater style, 200 banquet style (faces lobby); large hotels nearby. Contact: (502) 736-1249

### Brown Theatre, Louisville

*kentuckycenter.com*

5,700 s.f.; seats 1,400 theater style; 293-room Brown Hotel attached. Contact: (502) 562-0191

### Henderson Fine Arts Center, Henderson

*henderson.kctcs.edu/About\_Us/Henderson\_Fine\_Arts\_Center*

Seats 1,000 theater style, 681 banquet style; hotels nearby.

Contact: Rachael Baar (270) 827-1893 rachael.baar@kctcs.edu

### Lexington Opera House, Lexington

*lexingtoncenter.com*

Seats 900 theater style; large hotels nearby. Contact: (502) 584-9254

### Cave City Convention Center, Cave City

*cavecityconventioncenter.com*

10,000 s.f.; seats 800 theater style, 400 banquet style; hotels and cabins nearby. Contact: Scott Thompson sales@cavecityconventioncenter.com

### Kentucky Center For African American Heritage, Louisville

*hcaah.org*

10,700 s.f.; seats 750 theater style, 400 banquet style; large hotels nearby. Contact: (502) 583-4100

### General Butler State Resort Park, Carrollton

*parks.ky.gov/parks/resortparks/general-butler*

Seats 750 theater style, 400 banquet style; 53 lodge rooms plus 1-, 2- and 3-bedroom cottages and 100+ campsites; Two Rivers Restaurant; outdoor recreation. Contact: Dave Jordan or Sara Thacker (502) 732-4384

### Kentucky Dam Village State Resort Park, Gilbertsville

*parks.ky.gov/parks/resortparks/ky-dam-village*

20,000 s.f.; seats 750 theater style, 600 banquet style; 72 hotel rooms plus 1-, 2- and 3-bedroom cottages and 200-site campground; 200-seat restaurant; largest marina on Kentucky Lake with outdoor recreation activities. Contact: Karen Faughn and Ella Bennett, (270) 362-4271, Karen.faughn@ky.gov or Ella.bennett@ky.gov

### Ballard Convention Center, Madisonville

*ballardconventioncenter.com*

8,400 s.f.; seats 650 theater style, 350 banquet style; 375 hotel rooms within 2 miles. Contact: Dana Brown (270) 245-2970, conventioncenter@newwavecomm.net;

### Harlan Center, Harlan

*harlancountytrails.com/harlancenter*

7,000 s.f.; seats 700 theater style, 400 banquet style. Contact: (606) 573-4495 harlancenter@harlanonline.net

### Grand Rivers Community Center, Grand Rivers

7,000 s.f.; seats 200 people; 258 hotels rooms total nearby. Contact: (270) 362-8272

### CityPlace Convention & Event Center, La Grange

*cityplaceexpoenter.com*

38,000 s.f. with 5,500 s.f. and 6,500 s.f. pavilions; seats 1,400 outdoors, 954 classroom style, 376 banquet style. Contact: Karen Greenwell (502) 225-0870

### Elizabethtown Tourism and Convention Bureau, Elizabethtown

*touretown.com*

5,000-s.f.; Heartland Room seats 150 theater style, 128 banquet, 120 classroom style; Heritage Hall seats 100, 96, 81; multiple nearby hotels. Contact: Jessica Russo (270) 765-2175 Operations@TourEtown.com

### Community Arts Center, Danville

*communityartscenter.net*

1,323-s.f. Grand Hall, 442-s.f. Farmers Bank Gallery, 494-s.f. classroom; seats 125 theater style, 75-100 banquet style. Contact: Mary Beth Touchstone (859) 236-4054 mbtouchstone@communityartscenter.net



# SPOTLIGHT ON THE ARTS



*Participants in an AIR Institute workshop learn about developing a business model to support art activity. Berea College has acquired the Arts Incubator of the Rockies program.*

## Melding Art and Business

AIR Institute of Berea College is a new resource for artists, arts organizations

**S**INCE the release of the Kentucky Creative Industry Report in 2014, the Kentucky Arts Council has been active in informing the Kentucky's arts community about opportunities for artists and arts organizations to develop and improve their business practices.

In August, Berea College announced the acquisition of the intellectual property of Arts Incubator of the Rockies (AIR). The program relocated to Kentucky from Colorado and is now known as the AIR Institute of Berea College, part of the Berea College Crafts Program.

Tim Glotzbach, director of Berea College Crafts, said pairing AIR and Berea College Crafts makes sense and that AIR's presence on campus will benefit Appalachia and beyond.

"Students and others in our region will now be able to access innovative programs that will help them make a financially sustainable living as artists, creatives and social entrepreneurs," Glotzbach said.

AIR offers three-day and six-month workshops focused on business development for artists and arts nonprofit organizations.

We interviewed AIR Executive Director Beth Flowers, who is new to Kentucky, about what she sees as AIR's mission in the Bluegrass State.

**Kentucky Arts Council: Describe what AIR does.**

**Beth Flowers:** AIR was designed to figure out a way to help individual artists and arts nonprofits find a business model that would earn them a reasonable living wage and imagine that artists and arts nonprofits could have a little bit more stability.



*Beth Flowers,  
Executive  
Director,  
AIR Institute of  
Berea College*

**KAC: When a community of artists secures your services, what happens next?**

**BF:** We have our introductory program, AIR Shift, a three-day workshop. It's about the intersection of art, community, money and value. What happens in that workshop is a group of people reorient themselves about what their mental models are of art and value. Many artists think they actually should be starving. That's part of our passionate ethos. "We should be poor." That isn't very effective and it also doesn't really make great art. Most of us don't like to talk about money very much, but when you start to unfold those layers a little, you find that business people and artists have a lot in common. They have the same needs and, in a lot of cases, the same desires.

**KAC: What is the most unusual small-business entity that has sought guidance from AIR?**

**BF:** We had a couple who were retiring from the high-tech industry. They had worked at HP for 25 years. One of their relatives was a quilter, so they designed a quilting app that does the math so you can figure out how to buy the smallest amount of fabric that you possibly can based on the design that you've plugged into their app.

They weren't quilters, artists, themselves, but they saw a need.

The wife went through the six-month program with us and this is what she told our board chair: "I got my MBA, but this taught me more about how to run a business than any of my classes did because all I learned in school was spreadsheets. This taught me how to think about my business in the context of the world and who I wanted to be as a business person and things like what I wanted to do myself versus what I wanted to pay somebody else to do as part of the business."

It was a huge compliment, but an interesting statement about the reality of our world.

**KAC: Why Kentucky?**

**BF:** The simple answer is that I met people from Berea College in October 2014 at a conference in Indiana about rural creative placemaking. We fell in love with each other. Berea College's mission is so similar to the ethos and mission of AIR. We were already excited when we met a couple of years ago about how to work together.

**KAC: What do you see the relationship between AIR and the Kentucky Arts Council being?**

**BF:** I think AIR will do whatever it can to supplement the great work the council does. I believe there's so much leverage out in the community. So much of what AIR is about is connecting groups and people and the council is already making some of those key strategic partnerships. Anything we can do to enhance that is good.

*For more information about the AIR Institute of Berea College, visit [AIRinstitute.org](http://AIRinstitute.org). ■*



*Lori Meadows is executive director of the Kentucky Arts Council.*



*Lake Cumberland Winery and Cana Vineyard are on the property of Lake Cumberland Conference and Retreat Center near Monticello. The boutique winery now produces 1,000 gallons of wine annually.*

## Cumberland Contacts

**Lake Cumberland Conference and Retreat Center**  
teamleadershipcenter.com  
lakecumberlandwinery.com  
(606) 348-5253

**Golden Pond Resort**  
goldenpondresort.com  
(606) 348-7663

## Retreat and Recharge

Lake Cumberland getaway provides ideal set-up for company teambuilding

BY KATHERINE TANDY BROWN

**L**OOKING for a corporate retreat spot in the midst of nature with comfy overnight housing, team-building facilities with expert leadership and plenty of downtime activities? Lake Cumberland Conference and Retreat Center (LCCRC) near Monticello in southern Kentucky may just fill the bill.

A bit more than 15 years ago, Norrie Wake, former county attorney for Fayette County, began an RV camping site on his family's 52-acre farm near Monticello. Shortly thereafter, it began morphing into what is now LCCRC, an amazing retreat site for meetings and retreats for companies, and also for

weddings, family reunions and group getaways in general. Amazing due to its sheer abundance of facilities and activities, all in a lovely rural setting.

For corporate gatherings, the center offers multifaceted team building, beginning with its Alpine Tower Adventure Course, an experiential educational challenge course with two 55-foot tall structures that are perfect for team building and learning leadership skills.

"The towers look pretty intimidating," Wake says. "You wear a harness and helmet and are tied to a rope. Team members help each other climb to reach an identified goal height. For

some people, it's putting on the harness that's the challenge. They're scared of heights, but if they can overcome that fear, then with a support team behind them, they can move out of their comfort zone and accomplish something that can only be achieved as a team."

Generally, groups of three to 40 people participate in an activity, either on the tower or on the ground. In one of the latter, called "Cow Pasture," some 300 tennis balls, i.e. fake cow poop, are scattered over a confined area. A participant who is blindfolded and not allowed to speak, must maneuver through the area without stepping on (in!) a ball (pile!), guided only by a partner outside the area giving verbal directions.

The focuses of the exercise are the physical challenge of balance and the workplace challenge of developing communication skills. An attendee must learn to trust his teammate's directions to accomplish the task.

"Often, communication is the sort of issue faced in the office back in Lexington, Louisville or Cincinnati, with say, 200 people trying to do things together," says Wake. "We use these kinds of activities to not only sensitize people to their communication styles but to also sensitize them to the needs of the people with whom they're communicating. In this age of communication – both face to face and over the internet – it's important to know that words do matter."



### JOIN US This Fall

#### Wine Fest

Presented by the Kentucky Wineries Association  
Sept. 9th - 4pm to 10pm / Sept. 10th - Noon to 10pm  
Bullitt County Fairgrounds – bestkywineries.com



#### ColorFest

at Bernheim Arboretum & Research Forest  
Oct. 15th & 16th, 10am to 5pm  
bernheim.org

**Bullitt County Tourist Commission**  
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www.TravelBullitt.org



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A debriefing process following each teambuilding activity includes guided discussion that identifies what worked, what didn't and – the big takeaway – how to apply what a participant learned back in the workplace.

Another important component of the process takes place when participants arrive. A qualified presenter, Wake explains the Myers-Briggs Indicator personality-typing system, which helps identify each attendee's preferences about how they prefer to receive, absorb and act upon information from the outside world. According to Wake, there are no two identical types, but there are enough similarities that you can talk about how different people will respond. The next day, participants can apply that information by observing their teammates' responses.



*The tower activity at Lake Cumberland Conference and Retreat Center challenges individuals to work together as a team and requires critical thinking and communication.*

A Corporate Orienteering Course is also available.

Guest accommodations at the center are available onsite at The Lodge, with 3,550 s.f. of meeting and reception space and the capacity to sleep 24 people. The entire property has free Wi-Fi with a micro-cell booster. Caterers can provide food.

Nearby Golden Pond Resort partners with LCCRC to provide a total of 44 private bedrooms in cabins and condos with kitchens and some maid service. Guests at the resort may use the facilities at the center and vice versa.

When it's time for a break from meeting and learning, attendees can stay as busy having fun as they choose. Wake's Lake Cumberland Winery and Cana Vineyards are on property. He began the venture by planting 400 vines a number of years ago as an alternative to growing tobacco. Friends enjoyed the grape harvesting and winemaking process so much that Wake then "lost his mind and planted 700 more vines," (a quote from his wife), won the right to go commercial in Wayne County through a special vote, and opened to the public in 2011. The boutique winery now produces 1,000 gallons of award-winning wine each year.

In addition to relaxing over wine, a group can schedule a murder-mystery dinner with attendee participation, put on its own skit or talent show at a lighted outdoor amphitheater, roast marshmallows at a firepit, walk woodsy trails, go boating on Lake Cumberland



*Department manager and executive staff of Lake Cumberland Regional Hospital attempt to land their "patients" simultaneously during a cooperation exercise.*

or take advantage of a myriad of activities at Big South Fork National River & Recreation Area.

"The center satisfies the need of companies to work off site from their business, yet with all the modern conveniences," Wake explains. "You can put down your phone and be assured of the opportunity to leave behind typical daily interruptions to focus on team building, leadership development and enjoying being with one another in a totally different context."

For companies not free to leave their facility, Wake is also available for onsite training.

"Everything we do is designed to be enjoyable," he says, "because I believe that people learn more when they're having a good time." ■

*Katherine Tandy Brown is a correspondent for The Lane Report. She can be reached at [editorial@lanereport.com](mailto:editorial@lanereport.com).*

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## Simpsonville & Shelbyville

*September Events*

**Sept. 10th, 7AM-6PM**  
Simpsonville Fall Fest.

**Sept. 17, 10AM**  
Woofstock at Red Orchard Park

**Sept. 24, 4PM**  
Sixth Street LIVE

**Every Wed. 3-6PM & Sat. 8AM-Noon**  
Shelby Co. Farmer's Market

**Saturdays 4-7PM**  
Live Music at Talon Winery



## Bowling Green Chamber ‘On Track’ to Build Tomorrow’s Workforce

FOR most high school students, learning to drive is a significant rite of passage. Taking that fascination with cars several steps further, the Bowling Green Chamber of Commerce has partnered with Lightweight Innovations For Tomorrow (LIFT) to support the “On Track Initiative,” a program in which teams of high school students compete in designing and rebuilding cars.

LIFT is a Detroit-based, public-private partnership committed to the development and deployment of advanced lightweight metal manufacturing technologies, and implementing education and training initiatives.

On Track is designed to generate interest in careers in the advanced and lightweight metals manufacturing industry through practical application. After only a year in operation, the On Track initiative has been able to reach over 500 students, thanks to the collaboration of partners that include Western Kentucky University, Southcentral Kentucky Community and Technical College, the Bowling Green Independent and Warren County School Systems, and the Warren County Area Technology Center.

During the 2015-16 school year, teams competed with two second-generation Chevrolet Camaros purchased from Bowling Green-based Holley Performance Products. The 2017 competition will center on increasing performance through lightweighting and other advanced techniques while introducing students to careers in advanced and lightweight metals manufacturing.

On Track will follow each team’s progress and will document each phase through photos and videos shared on social media. At the end of the rebuild, the cars will be unveiled as they compete in the Grand Champion category at the 2017 Holley LS Fest in Bowling Green.

“The On Track initiative is designed to expose students to the STEM (science, technology, engineering and math) concepts that drive performance through project-based learning as well as career pathways in advanced manufacturing. By working on these cars and engaging in this competition between the schools, students are gaining valuable experience and developing skills that are in high demand in the south-central Kentucky region,” said Ron Bunch, president and chief executive officer of the Bowling Green Area Chamber. “Through this initiative, we are working to grow the talent pipeline with highly skilled employees to meet the regional business demand, and thanks to the partnership with LIFT, we will now be able to expand the program and

reach exponentially more students than we did in the first year.”

Students enrolled in automotive, welding, machine tool and collision repair will work directly on rebuilding the cars, while students in physics, biology, engineering, business and math will also contribute to the design, business and marketing aspects of the project. Mentors from sponsoring companies will work with teams to bring private-sector knowledge and experience to the projects.



*As part of the “On Track” program, two teams of Bowling Green students are given a Camaro to rebuild with certain conditions, culminating in a competition between the two teams. The goal of the program is to help students understand why they need to know a particular concept or theory utilized in the process of designing, building, marketing and painting a race car.*

## Ag Department’s ‘Double Dollars’ Program is a Win-Win



Boyle County Farmers Market photo

**A**CROSS the nation, farmers markets are becoming increasingly popular. And that’s a good thing both for the farmers selling their products and for the buyers who are bypassing highly processed food and choosing the healthier option of fresh, locally grown fruits and vegetables.

The Kentucky Department of Agriculture has found a way to add even more value through the expansion of its “Double Dollars” program, which allows Kentuckians receiving government nutritional assistance to double their spending power if they shop at local farmers markets. “Double Dollars” means that families receiving assistance from the Supplemental Nutrition Assistance Program (SNAP), Women, Infants and Children (WIC), or the Senior Farmers Market Nutrition Program (SFMNP) are able to double their spending power (up to \$10 per day) by shopping at farmers markets.

“Farmers markets using the Double Dollars program see an average increase in sales of 32 percent,” Agriculture Commissioner Ryan Quarles said. “And, of course, that increase in sales goes directly into the pockets of

Kentucky’s farmers, who then spend that money at local stores and businesses. That’s a direct economic benefit for our farming communities, and the program also helps us address hunger and access to fresh food for Kentucky families.”

The Double Dollars program began with just six markets in 2014. This year, 26 Kentucky farmers markets across the state are offering the program. Surveys of Double Dollars users showed that people using the program felt they were eating a lot more fruits and vegetables and felt more educated about healthy eating.

“You’ve heard of BOGO – buy one, get one – this is BOGO for your health,” said Kelly Munson, senior vice president of WellCare, which has repeatedly contributed to Community Farm Alliance to help administer and promote the Double Dollars program. “We know healthier people not only save money on healthcare but are better able to obtain or retain employment. This program helps Kentucky families in the most straightforward way possible – by putting healthy food on the table.”

*The “Double Dollars” program allows Kentuckians who receive government assistance to double their spending power if they shop at one of 26 farmers markets across the state. The money spent goes directly to Kentucky farmers.*



## Matthew McConaughey Becomes 'Chief Storyteller' for Wild Turkey



Actor Matthew McConaughey will both direct and star in a series of new advertising spots for Wild Turkey Distillery.

**W**ILD Turkey Distillery – an iconic name in its own right – has added a bit more star power to its brand with the announcement that Academy Award-winning actor Matthew McConaughey has signed on to be the brand's new creative director.

McConaughey will serve as the "chief storyteller" for Wild Turkey both behind the camera and in front of it, reintroducing the world to the legendary bourbon brand, starting with a series of television and digital advertising campaigns he is directing that will launch this month.

A Wild Turkey fan, McConaughey first visited the distillery a couple of years ago. Located in Lawrenceburg, Wild Turkey is only about a 20-minute

drive from the University of Kentucky, the place where his parents first met. On that visit, McConaughey was introduced to Jimmy and Eddie Russell, the Bourbon Hall of Fame father-and-son master distiller team who have worked at the Wild Turkey Distillery for a collective 97 years and was intrigued by the three-generation family behind the bourbon.

"Wild Turkey has the history and qualities of a brand that depicts the dedication of someone to do something their own way – even if that way isn't always the most popular," said McConaughey. "I want to help share their unique story, starting with a new ad campaign that I feel really captures the special essence of this brand while introducing itself like never before."

Wild Turkey's new television advertising campaign will see McConaughey serving as a commercial creative director and behind-the-camera director for the first time in his illustrious career.

"When making a movie, you have two hours to tell a story," McConaughey said. "Here I have 30 seconds to reintroduce the world to this authentic American brand that has helped shape an entire U.S. industry, bourbon. It will be a very interesting and fun challenge."

## Judge Donates Historic Farm to Murray State

**L**ONG-time district judge, attorney and farmer Jimmy Don Robinson has donated his 534-acre farm and two homes in Ballard County to the Murray State University Foundation Inc.

The property, known as Eagle Rest Plantation, is valued at \$2.6 million and will benefit the Hutson School of Agriculture as well as regional and state agricultural initiatives. The donation is one of the largest gifts ever presented to the university.

Eagle Rest Plantation was originally settled by the Scott family around 1845. In 1998, it was recognized by the National Cattleman's Beef Association as one of the oldest cattle ranches in the United States under continuous family ownership and has been designated as a Kentucky Landmark and Kentucky Sesquicentennial Farm. Since 1978, it has been the home of Robinson and his late wife, Charlene, who was a family physician in Ballard County.

Though Judge Robinson will continue live in his home at Eagle Rest Plantation for the remainder of his lifetime, MSU will begin work on advancing its agricultural programs and initiatives at Eagle Rest Plantation in the months to come.

"The gift of this historic farm will allow us to expand our research and numerous agricultural initiatives," said MSU Agriculture Dean Tony Brannon. "It will enhance our many agricultural programs and affords a tremendous opportunity for our students, faculty and staff. This is an institution-changing gift and we are extremely appreciative to Judge Robinson as we continue to advance Murray State University's Hutson School of Agriculture as a national leader in agricultural education and research."

## UK Researcher Pioneers Treatment for Back Pain

**I**f you're among the millions of Americans who suffer from lower back pain, you'll be happy to learn that a new treatment developed at the University of Kentucky has garnered promising results in a recent clinical study.

Pioneered by University of Kentucky researcher Tom Hedman, Réjuve is an injectable orthopaedic device that mechanically strengthens the spinal disc and stabilizes the spinal joint. A key to Réjuve's effectiveness is the device's ability to promote crosslinking of fibrous proteins including collagen, which rejuvenates the spinal disk area.



Matt Brown (left), UK bioengineering graduate, and Tom Hedman manufacturing Réjuve in Malaysia.

"This treatment addresses the core deficiencies that contribute to low back pain, rather than just temporarily masking the pain like existing approaches," said Hedman, who is an adjunct associate professor in the F. Joseph Halcomb III M.D. Department of Biomedical Engineering and chief scientific officer at Intralink-Spine Inc. "Secondly, the benefit is almost immediate. Within days these patients are returning to work and strenuous activities with a dramatic reduction in pain."

One patient reported that he played 18 holes of golf three days after the Réjuve procedure and another climbed the Sydney Harbor Bridge a few days post procedure.

Hedman also said both the cost of Réjuve and the 15-20-minute image-guided delivery procedure are considerably less than current and emerging treatments.

"This is obviously extremely important as we see healthcare costs exploding in this country and abroad," he said.

The company is hopeful that patients will experience permanent low back pain relief with just one or two Réjuve injections. Currently, many low back pain sufferers receive numerous epidural steroid injections each year.

# KENTUCKY PEOPLE

## FRANKFORT: BUSINESS LEADERS HONORED FOR CONTRIBUTIONS TO LOCAL SCHOOLS



Brent Cooper (pictured left), president of C-Forward Information Technologies in Covington, and Audwin Helton, president and chief executive officer of Spatial Data Integrations Inc. of Louisville, were recently presented with awards from the Kentucky Board of Education in honor of their work in making a difference in their local schools. The Joseph W. Kelly Award is given to businesspeople who offer outstanding leadership and service in promoting school improvement and equitable educational opportunities for all Kentucky children.

## LEXINGTON: JUNIOR ACHIEVEMENT HOLDS LUNCHEON TO RECOGNIZE VOLUNTEERS



Junior Achievement of the Bluegrass invited volunteers to a thank-you luncheon on Aug. 16 at the offices of the Fayette County Public Schools, whose students greatly benefit from the dedication of the professionals who volunteer their time to JA. Pictured here are JA President Lynn Hudgins (left) and Fayette County Public Schools Superintendent Manny Caulk, who has been a JA volunteer in the past.

## RICHMOND: TURNER FAMILY GATHERS TO DEDICATE NEW ENTRYWAY TO ECU



Craig Turner (center), chair of the Eastern Kentucky University board of regents, and his wife, Madonna, were joined by their family and ECU officials on Aug. 17 to formally dedicate Turner Gate, a new entryway onto the ECU campus. The Turners, who graduated from ECU in 1975, donated the funds for the manufacturing and installation of the new gateway, which now serves as a defining entry to the campus. Pictured with the Turner family are Maribeth McBride Berman (far left), chair of the ECU Foundation, and Tom Martin (right), president of the ECU International Alumni Foundation.

## LOUISVILLE: CAROLYNE DAVIS WINS BLUE RIBBON AT BOURBON COOKING CONTEST



After entering the Evan Williams Bourbon Cooking Contest every year for the past 30 years, Carolyn Davis of Louisville finally took home the coveted Blue Ribbon top prize at the 31st annual event. Davis' recipe for char-grilled steak salad with bourbon balsamic vinaigrette was selected from more than 35 entries this year. Pictured here with Davis (center) are contest judges (from left) Albert Schmid, professor and director of hotel-restaurant management and hospitality management departments at Sullivan University's National Center for Hospitality Studies; Jonathan Schwartz, director of operations for Falls City Hospitality Group; Mike Poynter, Kentucky State Fair board member; Steve Coomes, food writer and consultant; Carolyn Davis; Sarah Fritschner, food consultant and writer; Max Shapira, president of Heaven Hill Brands; Denny Potter, Heaven Hill co-master distiller; and Ashlee Clark Thompson, food writer and author.



**I**n the 1930s, golfer Marion Miley was an international celebrity, but it all came to a tragic end when burglars killed Miley in a robbery at the Lexington Country Club in September 1941. This documentary traces her childhood as a golf prodigy, her move to Lexington, her success in golf, and her shocking murder at the age of 27.

# FORGOTTEN FAME

The Marion Miley Story

**KET** Thursday, Sept. 29 • 8/7 pm

**KET2** Sunday, Oct. 2 • 9/8 pm

**KET**  
KET.org

You're invited to a free Preview Screening event at the Kentucky Theater in Lexington on Wednesday, Sept. 28 at 7:30 pm. Free registration required: [KET.org/events](http://KET.org/events)





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our  
communities  
and bettering  
them.

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