

**MAKING A CHANGE**

Longtime Baltimore banker Hugh W. Mohler has made a career change.  
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PHOTO ILLUSTRATION BY APRIL HOUSE AND THINKSTOCK

## Costly compliance

*Updating ATMs to new ADA regs expensive for local banks*

**GARY HABER** | STAFF  
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Baltimore's banks scrambled to meet a March 15 deadline for making sure their automated teller machines met the requirements of the Americans with Disabilities Act so they are accessible to blind customers.

If they have not complied, banks face the possibility of hefty fines from the U.S. Department of Justice,

which administers the act, or lawsuits from customers unable to use an ATM.

The Justice Department issued regulations in 2010 interpreting the Americans with Disabilities Act as requiring ATM machines to be usable by blind people. Under the regulations, the machines will have to have a voice component that speaks instructions to blind users and helps them through the process of using

Please see **ATM**, Page 10

## Md. loan fund faces budget ax

Legislature debates \$4.5M cut to incentive program

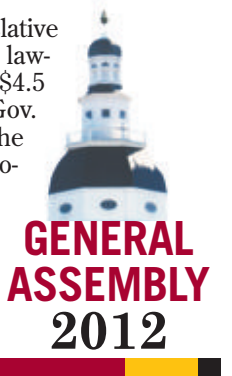
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A state economic development incentive program that helped persuade retailing giant Kohl's Corp. to locate a massive distribution center in Harford County and bring other companies to Maryland is facing a budget cut that supporters say would be a major blow to Maryland's job-creation efforts.

The state Department of Legislative Services is recommending that lawmakers take out of the budget \$4.5 million in general fund dollars Gov. Martin O'Malley earmarked for the Department of Business and Economic Development's Maryland Economic Development Assistance Fund in fiscal year 2013.

If approved by lawmakers, the cut would leave DBED with only about two-thirds of the \$15 million officials say they need to fund MEDAF, the state's primary economic development incentive program.

MEDAF provides low-interest loans to companies to get them to move to Maryland or expand their opera-



Please see **LOAN**, Page 11

## Varied needs of IT, biotechs will test new Md. startup initiative

**BILL FLOOK** | WASHINGTON BUSINESS JOURNAL  
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When Startup Maryland kicks off March 30, it will be confronted with a challenge unique to this region's three Startup America subgroups: How to bring life sciences and information technology — the state's two major tech industries — under one banner.

The pro-entrepreneurship effort introduced by President Obama in January is the last of the region's trio to launch. Startup Virginia got under way Jan. 31 in Arlington, Va., with Startup D.C. following later that day.

Nationwide, there are 17 Startup America regions.

The groups share a common mission of supporting their respective early-stage scenes but inherit a different startup landscape with a different set of problems.

In Maryland, the IT sector — led by cyber security — is gaining prominence to match the traditional biotech hubs in Montgomery County and Baltimore. And on the surface the two communities share some of the same characteristics: Both are heavily venture-backed and entrepreneur-driven.

But their needs are wildly different. For a software startup, capital requirements have only shrunk and

products can be spun out quickly. A drug developer's cash needs, on the other hand, are enormous, while the path to a first commercial product is long and fraught with clinical and regulatory hurdles. It's no coincidence that the Tech Council of Maryland, the state's biggest tech trade group, represents the industries with two separate divisions, MdTech and MdBio.

Startup Maryland is reaching out to the life sciences sector, said organizing board member Mike Binko. Its second entrepreneur town hall meeting took place at

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### PIZZA PROPERTIES

A Baltimore company wants to unload some Papa John's stores.  
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### TAXING TOBACCO

Md.'s latest tax hike hits cigars and smokeless tobacco.  
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# Largest turnaround and management consulting firms in the Baltimore area

Ranked by number of current Baltimore-area clients

| Prior rank | Name   | Address<br>Phone / website  | Clients<br>local/<br>total | Sample listing of<br>clients   | Local staff/<br>consultants/<br>total staff | Specialty services   | 2011<br>revenue     | Top local executive, title<br>(email)  |
|------------|--|---|----------------------------|--|---|--|---------------------|--|
| 1          | <b>1 SC&amp;H Group</b>                                  | 910 Ridgebrook Road, Sparks 21152<br>410-403-1500 / www.scandh.com                          | 140/<br>dtd                | dtd  | 272/<br>236/<br>272                         | tax, turnaround, interim mgmt., loca-<br>tion, credits/incentives, business<br>performance mgmt., internal audit           | dtd                 | Ronald M. Causey, managing<br>director (rcausey@scandh.com)                          |
| 2          | <b>2 PricewaterhouseCoopers LLP</b>                      | 100 E. Pratt St., #1900, Baltimore 21202<br>410-783-7600 / www.pwc.com                      | 113/<br>12,000             | dtd  | 290/<br>247/<br>169,000                     | risk assurance, IT, security,<br>international structuring, internal<br>audit, tax   | \$29.2<br>billion   | William S. Corey Jr.,<br>office managing partner<br>(william.s.corey@us.pwc.com)     |
| 8          | <b>3 PA &amp; Associates Inc.</b>                        | 9515 Deereco Rd., #301, Timonium 21093<br>866-200-7283 / www.paaa.com                       | 93/<br>138                 | Kelly & Associates/KTBS<br>Payroll, Phillips Foods,<br>Utz, Lax World              | 20/<br>5/<br>120                            | transportation spend mgmt., negotia-<br>tion of parcel mgmt. contracts, dis-<br>counted intl. shipping, software           | dtd                 | Richard D. Palarea, CEO<br>(rich@paaa.com);<br>Juliette S. Phelps, president         |
| 4          | <b>4 Hartman Executive Advisors</b>                      | 8850 Columbia 100 Pwy., #306A, Columbia 21045<br>410-740-9270 / www.hartmanadvisors.com     | 80/<br>dtd                 | Chesapeake Bay Fdn.,<br>Hess Construction, Towne<br>Park, Harford Mutual           | 5/<br>12/<br>17                             | IT consulting, outsourced IT leader-<br>ship, IT strategy, efficiency reviews,<br>software fit assessments, coaching       | dtd                 | Dave Hartman, president<br>(dhartman@hartmanadvisors.<br>com) <sup>1</sup>           |
| 3          | <b>5 Protiviti Inc.</b>                                  | 1 E. Pratt St., Suite 800, Baltimore 21202<br>410-454-6800 / www.protiviti.com              | 70 <sup>2</sup> /<br>dtd   | dtd  | 37/<br>30/<br>2,500                         | corporate restructuring, reorganiza-<br>tion, valuation, financial investiga-<br>tions, litigation and tax services        | \$423.82<br>million | Charles R. Goldstein,<br>managing director<br>(charles.goldstein@protiviti.com)      |
| 5          | <b>6 KPMG LLP</b>  | 1 E. Pratt St., Baltimore 21202<br>410-949-8500 / www.kpmg.com/us                           | 60/<br>dtd                 | dtd  | 200/<br>71/<br>145,000                      | tax services, corporate finance, IT<br>services, restructuring, M&A, valua-<br>tion, forensics, internal audit             | \$23 billion        | Kevin Hall, office managing<br>partner   |
| 6          | <b>7 Invotex Group</b>                                   | 1637 Thames St., Baltimore 21231<br>410-539-8580 / www.invotex.com                          | 56/<br>226                 | dtd  | 47/<br>38/<br>67                            | reorg., crisis mgmt., receivership,<br>distressed real estate, financial inves-<br>tigations, fraud, valuation, litigation | dtd                 | Raymond J. Peroutka Jr., CEO<br>and managing director<br>(rperoutka@invotex.com)     |
| n/a        | <b>8 Rosen, Sapperstein &amp; Friedlander (RS&amp;F)</b> | 300 Red Brook Blvd., #200, Owings Mills 21117<br>410-581-0800 / www.rschart.com             | 45/<br>dtd                 | dtd  | 41/<br>8/<br>41                             | M&A advisory, capital formation,<br>human capital, efficiency studies,<br>business planning, due diligence                 | dtd                 | Howard J. Rosen, president<br>(howardr@rschart.com)                                  |
| n/a        | <b>9 RemSource Inc.</b>                                  | 2608 Summerson Road, #100, Baltimore 21209<br>410-504-6720 / www.remsource.com              | 40/<br>45                  | Susan Katz (the<br>Growth Coach), AEG<br>Remodeling, CurlyRed                      | 6/<br>1/<br>7                               | operations consulting, improving effi-<br>ciency through delegation, business<br>support services, business workflow       | dtd                 | Azi Rosenblum, founder and<br>CEO (arosenblum@remsource.<br>com)                     |
| 9          | <b>10 Hertzbach &amp; Co.</b>                            | 800 Red Brook Blvd., #300, Owings Mills 21117<br>410-363-3200 / www.hertzbach.com           | 34/<br>dtd                 | dtd  | 120/<br>15/<br>120                          | business performance, turnaround<br>management, restructuring, forensic<br>services, IT                                    | dtd                 | Joel B. Chazen, Donald<br>N. Hoffman and Jeffrey M.<br>Kleeman, co-managing partners |
| 7          | <b>11 Evergreen Advisors LLC</b>                         | 9256 Bendix Road, Suite 300, Columbia 21045<br>410-997-6000 / evergreenadvisorsllc.com      | 29/<br>64                  | RWD Technologies,<br>Acuity Mobile   | 12/<br>14/<br>14                            | corporate finance, mergers and<br>acquisitions, business valuations and<br>CFO advisory services                           | dtd                 | Richard A. Kohr, CEO   |
| n/a        | <b>12 BottomLine Growth Strategies Inc.</b>              | 403 Woodbine Ave., Towson 21204<br>443-798-1357 / www.bottomline-growth.com                 | 25/<br>25                  | Three Dog Logistics,<br>Vision MultiMedia<br>Technologies, Urbanite                | 2/<br>8/<br>8                               | CFO advisory, projections, mgmt.<br>consulting, team mentoring/<br>coaching, bookkeeping, COO                              | \$525,000           | Carol Coughlin, founder<br>(ccoughlin@bottomline-growth.<br>com)                     |
| 10         | <b>12 CPI/New Options Group</b>                          | 913 Ridgebrook Road, Suite 304, Sparks 21152<br>410-785-1370 / www.cpi-newoptions.com       | 25/<br>62                  | MedStar Health, Legg<br>Mason Ent. Partners,<br>Mercy Medical Center               | 8/<br>4/<br>12                              | talent management/development,<br>executive coaching, leadership<br>development  | \$55<br>million     | Paul B. Sniffin, president,<br>founder   |
| 16         | <b>14 Strategic Management Partners Inc.</b>             | 522 Horn Point Drive, Annapolis 21403<br>410-263-9100 / www.strategicmgtpartners.com        | 20/<br>30                  | federal govt. contractors,<br>job shop mfg, tech, soft-<br>ware, telecom, services | 0/<br>0/<br>6                               | turnaround interim mgmt., private<br>equity advisory, distressed investing,<br>raising capital, M&A, restructuring         | dtd                 | John M. Collard, chairman and<br>CEO (strategist@aol.com)                            |
| n/a        | <b>15 GP Strategies Corp.</b>                            | 6095 Marshalee Drive, Suite 300, Elkridge 21075<br>410-379-3600 / www.gpstrategies.com      | 18/<br>dtd                 | Global Fortune 500 and<br>government clients                                       | 300/<br>dtd/<br>2,400                       | learning strategy, leadership,<br>maintenance, reliability, operational<br>excellence, homeland security                   | \$300<br>million    | Scott N. Greenberg, CEO;<br>Douglas E. Sharp, president                              |
| 11         | <b>15 StatPay Inc.</b>                                   | P.O. Box 3196, Baltimore 21228<br>410-788-9715 / www.statpay.com                            | 18/<br>21                  | dtd  | 9/<br>4/<br>13                              | medical group practice mgmt., con-<br>sulting, health IT prep, implementa-<br>tion, operations improvement                 | \$505,000           | Craig Law, president and CEO   |
| 13         | <b>17 Audacious Inquiry LLC</b>                          | 5523 Research Park Dr., #370, Catonsville 21228<br>301-560-6999 / www.audaciousinquiry.com  | 16/<br>20                  | CRISP, Md. Health Care<br>Commission, MedStar<br>Health, Inova Health              | 19/<br>19/<br>24                            | health care information systems,<br>business intelligence, strategy  | \$3.5<br>million    | Christopher Brandt, managing<br>partner (chris@audaciousinquiry.<br>com)             |
| n/a        | <b>17 Nevins &amp; Associates</b>                        | 10946 Golden West Dr., #130, Hunt Valley 21031<br>410-568-8800 / www.nevinspr.com           | 16/<br>35                  | LifeBridge Health,<br>Concentra Medical Ctrs.,<br>Ayers Saint Gross                | 14/<br>6/<br>14                             | marketing, branding, crisis<br>management, executive coaching,<br>and strategic planning                                   | dtd                 | David H. Nevins, president   |
| 12         | <b>17 Strategic Partners LLC</b>                         | 111 S. Calvert St., Suite 2700, Baltimore 21202<br>410-653-5554 / www.strategic-partner.com | 16/<br>21                  | dtd  | 8/<br>8/<br>8                               | crisis management, financial<br>restructuring, turnaround manage-<br>ment, operations management                           | dtd                 | Lawrence E. Feldman, principal<br>(feldman@strategic-partner.<br>com) <sup>3</sup>   |
| n/a        | <b>20 Waypoint Resources LLC</b>                         | PO Box 65069, Baltimore 21209<br>410-526-7900 / www.waypointresources.com                   | 15/<br>dtd                 | dtd  | dtd/<br>dtd/<br>dtd                         | workouts, company turnarounds,<br>bankruptcy management and<br>distressed asset management                                 | dtd                 | Jack Devlin, managing principal<br>(jack.devlin@waypointresources.<br>com)           |
| 14         | <b>21 Executive Sounding Board Associates Inc.</b>       | 10 N. Calvert St., Suite 647, Baltimore 21202<br>410-783-0098 / www.esba.com                | 10/<br>275                 | dtd  | 2/<br>2/<br>20                              | turnarounds, crisis management,<br>litigation support, forensic<br>accounting  | dtd                 | Martin I. Katz, president<br>(mkatz@esba.com)  |
| n/a        | <b>22 Navigator Management Partners LLC</b>              | 921 East Fort Ave., Suite 325, Baltimore 21230<br>443-839-0412 / www.navmp.com              | 8/<br>35                   | EDF, Bill & Melinda Gates<br>Fdn., Ulman Cancer Fund,<br>State of Maryland, AEP    | 22/<br>20/<br>140                           | strategic planning, program/project<br>mgmt., business process re-engi-<br>neering, org. change management                 | dtd                 | Richard Walega, vice president<br>and partner<br>(rwalega@navmp.com)                 |
| 17         | <b>23 CRG Partners LLC</b>                               | 7625 Wisconsin Ave., Bethesda 20814<br>240-482-4737 / www.crgpartners.com                   | 5/<br>dtd                  | Texas Rangers, Pilgrim's<br>Pride, Fuddrucker's,<br>Northcliffe Media              | dtd/<br>dtd/<br>80                          | turnaround mgmt. operational<br>improvement, revenue enhancement,<br>liquidity mgmt. interim management                    | dtd                 | Lisa M. Poulin, managing partner<br>(lisa.poulin@crgpartners.com)                    |
| n/a        | <b>23 Managing Excellence LLC</b>                        | 1902 Indian Head Road, Baltimore 21204<br>410-825-0822 / www.managing-excellence.com        | 5/<br>12                   | Tower Fed. Credit Union,<br>Travel Destinations,<br>GBMC, APL, U.S. Navy           | 1/<br>1/<br>1                               | change mgmt., communications,<br>team building, performance mgmt.,<br>leadership devel., org. development                  | \$70,000            | J. Scott Murphy, president<br>(smurphy@managing-excel-<br>lence.com)                 |
| 21         | <b>25 Equity Partners CRB</b>                            | 101 N. West St., Easton 21601<br>866-969-1115 / www.equitypartnerscrb.com                   | 2/<br>50                   | Chrysler, Coors, Gourmet<br>Kitchens, ASDI, ES Steel,<br>Chesapeake Green Fuels    | 5/<br>4/<br>40                              | investment banking for distressed<br>going concerns, liquidation of<br>excess machinery/equipment                          | dtd                 | Kenneth W. Mann, senior<br>managing director (kmann@<br>equitypartnerscrb.com)       |
| 23         | <b>25 Marvin A. Davis Inc.</b>                           | 80 Seville Chase, Atlanta 30328<br>404-441-3970 / www.marvinadavis.com                      | 2/<br>10                   | Tapestry Pharma, Orchid<br>Industries  | 1/<br>1/<br>5                               | strategic marketing, manufacturing,<br>international sales, pricing strategy,<br>all types of companies                    | \$3 million         | Marvin A. Davis, managing<br>partner (mdavis2866@aol.com)                            |

NOTE: More than 50 companies were surveyed for this List, but some declined to participate or did not respond by deadline.

FTI Consulting Inc. is known to belong on this List, but declined to participate.

SOURCE: The companies provided the information for this List.

<sup>1</sup> And Marie Hartman, partner, co-founder (mhartman@hartmanadvisors.com).

<sup>2</sup> Estimate figure provided by Protiviti.

<sup>3</sup> And John D. Reichlin, principal (jreichlin@strategic-partner.com).

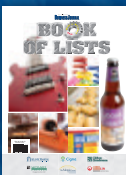






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