2019 NORTH CAROLINA Mid-Market FAST/

CELEBRATING SUSTAINED GROWTH













We've been helping private companies in the Tarheel state compete for generations. With nearly 100 attorneys, practicing law from five offices from the mountains to the coast, Ward and Smith attorneys counsel owners, directors, and family members of closely held and family businesses to meet their challenges, thrive, and play on.



MID-MARKET COMPANIES MAKING MOVES

or several years now, companies in the state have enjoyed a prolonged period of growth. It's no surprise that choosing this year's Business North Carolina Mid-Market Fast 40 was tougher than ever.

Cherry Bekaert LLP pored over 70 applicants to determine the top firms. For years, the company has been compiling this annual list of businesses that made strong gains in workforce and revenue for two consecutive years.

"Especially this year, it continues to surprise me as we see growth not just in a particular industry," says Erik Horstmann, managing partner at Cherry Bekaert. "North Carolina flourishes across multiple industries."

The businesses chosen were honored at a reception at Pinehurst Resort to celebrate their status as some of the fastest-growing companies in the state. Several attended a round table discussion at High Point University in early September, where they shared the current status of business as well as what they expect in the future.

With discussion of a potential recession in the news, the future of the economy was on the minds of many. Business leaders shared thoughts on some of their fears with a potential economic slowdown after appreciating such a long period of stability, as well as

some of the steps they're taking to protect themselves in the event of a recession.

"It's just being real cautiously optimistic about everything, which has been the case for a while, but it feels like you're inching closer to that cliff just because the news continues to be persistent," says Thad Walton, senior vice president and commercial market manager at Regions Bank. "What I've been preaching for the last year is, you may see slow growth, but it's still growth. It may be more strategic, but people are still very optimistic about what's down the road."

Another challenge many are facing, particularly because of the extended period of economic growth and fast-changing technological advances in all industries, is a well-trained, passionate workforce.

"In the more rural areas we serve, workforce development is a significant issue for the bigger industries," says Lee Hodge, business attorney at Ward and Smith P.A. "Keeping the right people in place is a significant challenge as we continue to move forward and our economy continues to move forward."

More insights like these from the round table and other business profiles are in this month's edition. We hope you enjoy learning about the Mid-Market Fast 40 and their positions in the final rankings.



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CAROLINA MID-MARKET

_	Rank	Company and hea	dquarters	Top executive
	1	((MegaCorp	MEGACORP LOGISTICS Wilmington	Ryan Legg CEO
	2	DMA GOODPOINT®	DMA SALES LLC Tabor City	John Treece CEO
	3	biodelivery	BIODELIVERY SCIENCES INTERNATIONAL Raleigh	Terry Coelho CFO
	4	SAMET CORPORATION "CONTROCTION - REAL BINATI DEVELOPMENT"	SAMET CORP. Greensboro	Arthur Samet CEO
	5	ECMD Dosign Dosign	ECMD INC. North Wilkesboro	Bill Elkin CFO
	6	LOGISTICS SERVICES, INC.	EPES LOGISTICS SERVICES INC. Greensboro	Tom Siler Vice president - finance
	7	AEROFLOW	AEROFLOW HEALTHCARE Asheville	Scott Sonnone CFO
	8	ROVE	ROVE Charlotte	Dave Brown CEO
	9	[돌vymmetry	SYMMETRY FINANCIAL GROUP Swannanoa	Brandon Ellison CEO
	10	OMEGA CONSTRUCTION	OMEGA CONSTRUCTION INC. Winston-Salem	Greg Marshall CFO
	11	Passport	PASSPORT Charlotte	Bob Youakim CEO
	12	BHING ASSEMBLY	RHINO ASSEMBLY CO. LLC Concord	Dan Brooks CEO
	13	Dude Solutions	DUDE SOLUTIONS Cary	Ed Roshitsh CEO
	14	Professional BUILDERS SUPPLY	PROFESSIONAL BUILDERS SUPPLY LLC Morrisville	Steve Lochbaum CFO
	15	SURVEYORS PLANNERS	MCKIM & CREED INC. Raleigh	Chris Nelson CFO
	16	Allbridge.	ALLBRIDGE Raleigh	Dave O'Connell CEO
	17	PROVANTAGE CORPORATE SOLUTIONS	PROVANTAGE CORPORATE SOLUTIONS Raleigh	Chandler Rose CEO
	18	TRANSPORTATION IMPACT Style Street September 1	TRANSPORTATION IMPACT Emerald Isle	Keith Byrd CEO
	19	CATAWBA —brewing co.—	CATAWBA BREWING CO. Morganton	Billy Pyatt CEO
	20	First Carolina Bank	FIRST CAROLINA BANK Rocky Mount	Ron Day President & CEO

FAST 40



Industry

Serving 64 states and provinces in the U.S., Mexico and Canada, MegaCorp Logistics offers shipping options for full and less-than-truckloads all over North America. It has hauled more than 500.000 loads and earned more than \$1 billion in sales since 2009.

Founded just more than 10 years ago, DMA Sales is the sales and operations arm for overseas companies specializing in automotive parts. The Tabor City company does everything from sales to marketing, from customer service to logistics, all along the East and West coasts.

The commercial-stage pharmaceutical company is working toward solutions for chronic conditions, in particular focusing on pain management and addiction by improving current medications and creating new ones.

With offices around the state, Samet Corp. is a construction and real estate development company responsible for many stand-out structures, such as BB&T Baseball Field in Charlotte.

This unique manufacturing and distribution company for building supplies is a conglomerate of four separate companies specializing in different aspects of the business. ECMD has been based in North Wilkesboro since 1982 and serves clients across the United States.

Epes Logistics is a freight-brokerage company that's been doing business in Greensboro for 30 years. The company has been recognized several times for being one of the best places to work in the state.

Aeroflow Healthcare is one of the leading companies in the area supplying medical equipment like CPAP devices, breast pumps, respiratory equipment, home oxygen and more.

This independent, veteran-owned business also has a makeup of 30% veterans. ROVE in Charlotte is a systems integrator and cloud-solutions provider, helping businesses better secure their information and integrating different aspects of IT.

Symmetry Financial Group in Swannanoa provides life insurance, disability insurance, retirement protection and debt-free programming to families in the area. The company just announced a new partnership with Asheville nonprofit PubCorps to increase local volunteerism in September.

Headquartered in Winston-Salem, Omega Construction is a privately owned company responsible for commercial-construction projects in retail, industrial, hospitality and more in the Southeast.

Serving 5,000 locations, Passport is a Charlotte business with a goal to make all public-transportation processes simpler. Providing a one-stop shop to pay for parking, book transit and organize reporting for organizations, Passport has a nationwide presence.

Rhino Assembly is committed to finding solutions and innovations for assembly throughout the United States by offering consulting services to use tools in a better, safer and faster manner, or by repairing damaged tools.

Don't let the cheeky name fool you; Dude Solutions is a serious company that provides cloud-based operations management software to companies so they can track their data and make informed decisions. The goal is to streamline processes and save companies time.

Professional Builders Supply serves the Carolinas by providing quality, local building materials for construction throughout the state. The company is recognized as a Certified Green Dealer for its commitment to environmentally friendly solutions in construction supplies.

Named one of the best firms to work for by Zweig Group this year, McKim & Creed in Raleigh is an engineering firm with offices in Florida, Virginia, Georgia, Texas and Pennsylvania.

Focusing on health care, hospitality and higher education, Allbridge provides a connected experience through data, video and voice technologies, touching on areas such as design and procurement of properties to installation and ongoing management.

ProVantage Corporate Solutions provides services in store-planning such as setting up new retail stores, remodeling existing stores, project management and merchandising resets.

Transportation Impact has saved companies \$551 million on their shipping costs by renegotiating current contracts and optimizing small parcel shipping and logistical controls since opening in 2008.

It all began with a homebrew kit owner Billy Pyatt got for Christmas in the mid-1990s. Since then, Pyatt's passion for beer has grown, sparking Catawba Brewing Co. locations throughout the state and popular beers including White Zombie and Evening Joe.

First Carolina Bank was founded in 2000 in Rocky Mount. Now, the bank has four locations in North Carolina and one in Virginia.

CAROLINA MID-MARKET

Rank	Company and head	dquarters	Top executive
21	Sentry One.	SENTRYONE Charlotte	Bob Potter CEO
22	√ ADWERX	ADWERX Durham	Liz Shih CFO
23	Commercial Credit, Inc.	COMMERCIAL CREDIT INC. Charlotte	Dan McDonough CEO
24	Eco-Site	ECO-SITE Durham	Dale Carey Founder, chairman and CEO
25	Ringtie	BLYTHE DEVELOPMENT CO. Charlotte	Jack Blythe President
26	PRECISIONHAWK	PRECISIONHAWK Raleigh	Michael Chasen CEO
27	simply southern°	SIMPLY SOUTHERN HOLDINGS LLC Greensboro	Ginger Aydogdu President
28	Carolina BioOncology Institute	CAROLINA BIOONCOLOGY INSTITUTE Huntersville	John Powderly Doctor (MD)
29	Concest 1 Pages 1	CONCRETE SUPPLY CO. Charlotte	Shannon Barwick CFO
30	REMI	THE REMI GROUP Charlotte	Van Miller CFO
31	Aymira	AYMIRA PARTNERS LLC Charlotte	Colin Clark CFO
32	CTWILSON	C.T. WILSON CONSTRUCTION CO. INC. Durham	Emily Ellis CFO
33	Imagine	IMAGINESOFTWARE Charlotte	Dan Gotte CFO
34	Myers & Chapman Your Building Partner*	MYERS & CHAPMAN INC. Charlotte	Marcus Rabun CEO
35	motionnow	INMOTIONNOW Morrisville	Michael DeFrancesco CFO
36	TSG THE SELECT GROUP ATECHNICAL SERVICES FIRM	THE SELECT GROUP Raleigh	Scott Pontius CFO
37	BEST GROUP	BEST LOGISTICS GROUP Kernersville	Gary Surber CFO
38	SpangleR	SPANGLER RESTORATION Indian Trail	Josh Spangler Owner
39	ਕੂਰਵੀਂ ਦੁਤ	SEALING AGENTS WATERPROOFING INC. Charlotte	Trent Hattaway CEO/president
40	Parata	PARATA SYSTEMS Durham	Graham Schillmoller CFO

FAST 40



Industry

Serving Microsoft data professionals and their customers, SentryOne provides software tools for those using Microsoft programs to run parts of their business. These tools help monitor, diagnose and optimize programs on a global scale.

Operating in three countries, Durham-based Adwerx provides digital advertising tools for real estate professionals. The company has been listed on the Inc. 5000 list of America's Fastest Growing Private Companies for the last three years.

Commercial Credit finances and leases new and used equipment for the construction, manufacturing, transportation and waste industries. Founded in 2004, the company has received the Mid-Market Fast 40 Award eight times.

Eco-Site builds, owns and operates wireless towers and infrastructure sites, relying on real estate knowledge to find the best location for these towers while getting them operational in a timely manner.

Headquartered in Charlotte, Blythe Development is a general contractor focusing on industries like road and golf course construction. It's one of the largest privately owned companies in the state and does \$230 million in site work each year.

PrecisionHawk is a company dedicated to developing technology and policy to further the commercial-drone industry. Headquartered in Raleigh, with additional offices in Virginia Beach and Denver, the company works globally.

Greensboro-based Simply Southern has become a household brand name over the last few years, with locations in the Carolinas, Georgia, Virginia and Tennessee.

Carolina BioOncology is doing important work in cancer research through clinical trials, human-application labs and nursing current patients.

Concrete Supply was formed in 1958 through the merger of three ready-mix concrete companies and has since grown to operate more than 90 production facilities in the Carolinas. The company works with commercial and residential companies and transporation organizations.

The Remi Group offers a one-stop shop for service agreements and extended warranties by providing a single point of contact when items such as MRIs and X-rays need work.

Based in Charlotte, Aymira Partners provides behavioral health care technologies to human-services organizations to have a direct impact on the developmentally disabled community. The software helps in tracking integrated clinical, accounting and electronic health record information.

Established in 1952, C.T. Wilson Construction is a family-owned, general-contracting company specializing in complex renovations of occupied facilities like historical renovations and mixed-use developments.

ImagineSoftware creates automated medical-billing software for more than 1,400 organizations and processes more than \$16 billion in billing. Though used nationwide, the company is based out of Charlotte.

A full-service construction company, Myers & Chapman specializes in preconstruction, construction management, design-build and green and sustainable building services throughout the Carolinas.

Based in Morrisville, in Motion Now is a project-management software company that aids in workflow management. The software is used by major organizations like Yeti, Lord + Taylor and the Denver Broncos.

The Select Group is a technical services and staffing firm with 12 branches across the U.S. Based in Raleigh, the company offers project-based, contract, contract-to-hire and permanent positions.

With 350 trucks, 1,000 trailers, a distribution warehouse and heavy haul and specialized equipment, Best Logistics Group handles logistics for companies throughout the Southeast.

It's a service you hope you'll never need: Disaster services. Spangler Restoration specializes in fire and water damage restoration, storm and mold damage repair and emergency restoration services in the Carolinas.

Founded in 1996, Sealing Agents Waterproofing has waterproofed more than 50,000 homes across the Carolinas and Georgia.

Based in Durham, Parata Systems remains the only technology company offering vial dispensing and pouch-packaging solutions, according to its website. The company merged with TCGRx last December to increase its reach, research and development.



URISHING FAST 40

Many middle-market businesses are experiencing success and growth during the current economic climate.

MIDDLE-MARKET BUSINESSES IN NORTH

CAROLINA have enjoyed a prolonged period of growth and economic success. This round table brings together several of the fastestgrowing, mid-market companies to talk about successes, challenges and the future.

The round table was hosted by High Point University and moderated by Alyssa Pressler of Business North Carolina. The transcript was edited for brevity and clarity.

WHAT'S AN OVERVIEW OF THE FAST 40 THIS YEAR?

HORSTMANN The Fast 40 includes middle-market companies with revenue sizes ranging from \$10 million to \$500 million, give or take, across any industry you could possibly think of.

Especially this year, it continues to surprise me as we see growth not just in a particular industry. North Carolina flourishes across multiple industries. Manufacturing and distribution tend to get a dominant share when you think about North Carolina, but it's about 20% of the revenue for the state.

We went through and interviewed more than 70 applicants this year. We spent time getting to know businesses, understanding what they were doing from a growth perspective. For me, it was like being a sponge, getting to hear from you guys and learn what you were doing to help grow your practices across the state.

WALTON What's exciting to me is to see not just a lot of Charlotte- and Raleigh-centric companies. There are so many companies that are in some of these smaller areas within North Carolina that may or may not be benefiting from our state's economy and where it is

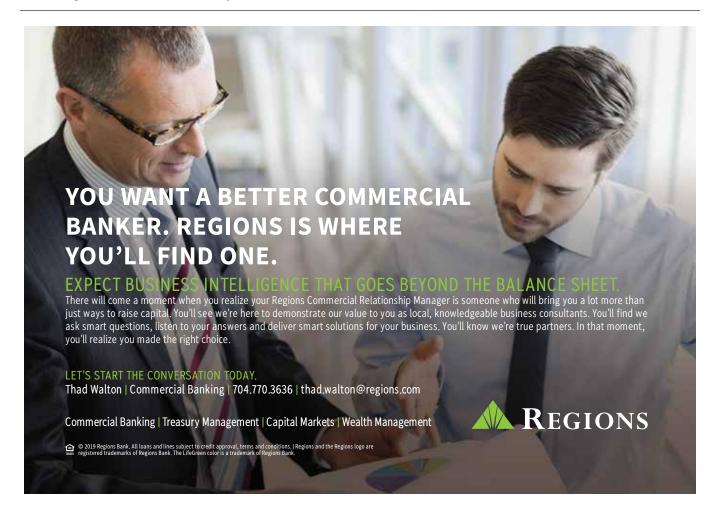
nationally. People are bootstrapping and doing neat things in some areas that you wouldn't expect across the state. It's exciting.

HOW HAS BUSINESS BEEN OVER THE LAST YEAR?

ELKIN We manufacture and distribute building products, and the construction industry has been really buoyant. We don't sell much to commercial and industrial. It's mainly single-family and multifamily residences and residential projects. We sell through lumber yards and big-box retail and people like that. Our business benefits because we operate in the South.

We're in Mobile, Ala.; Gulfport, Miss.; Charleston, S.C.; Raleigh and Charlotte. Those are all growth markets. So we benefited a lot just from growth in our geographic-market area. We're privately held, and it makes us a little more nimble. So business has been good.

We hear a lot about the economy, and we're very cyclical in our business, so we watch that very closely. I think our politicians will talk us into a recession if we don't actually want one or need one. Most of [the] customers we've polled are still feeling pretty cautiously optimistic through deep into 2020 at this point.





DOUG BEANE CFO, Samet Corp.



BILL ELKIN CFO, ECMD Inc.



LEE HODGE attorney, Ward and Smith P.A.



ERIK HORSTMANN managing partner of Charlotte practice, Cherry Bekaert LLP



JOSEPH (JODY)
LOCKHART
senior vice
president of
operations,
BioDelivery
Sciences
International Inc.



JESSICA SIMMONS senior manager, Cherry Bekaert LLP



THAD WALTON SVP and commercial market manager, Regions Bank

With growth and everything that's going on, someone needs to be able to accept that there's a change coming [and think about] how we can implement it and get there as quickly as possible in the most efficient way.

JESSICA SIMMONS Cherry Bekaert LLP

So we're pretty excited about what the future holds, at least over the next 18 months.

WALTON We've had clients reach out to us who are in industries like specialty retail [and] are experiencing growth like they've never had. They're asking us, "Is this something that's just specific to the markets that we're in? Because industry news says this is bad, but we are feeling good about it."

So it's just being real cautiously optimistic about everything, which has been the case for a while. Still it feels like you're inching closer to that cliff just because the news continues to be persistent. What I've been preaching for the last year is, you may see slow growth, but it's still growth. It may be more strategic, but people are still very optimistic about what's down the road.

LOCKHART For BioDelivery Sciences, it's really been a tremendous year for us so far in that we're seeing the continual quarter-over-quarter increase in our prescription growth, which indicates that we're really having a positive impact in being able to provide a therapeutic solution to our chronic pain patients.

We're able to do that by way of our primary product:

Belbuca. It's scheduled as a Schedule 3 drug versus a Schedule 2, so that's really an indication that it's less prone to abuse and/or addiction. As we hear and talk about the opioid epidemic, we feel like we can be a solution to that issue.

We've picked up another product at second quarter that's able to really fit right in with our sales reps' bag. So, again, just tremendous script growth, expansion of our portfolio and we're still tracking toward operating cash-flow positive by the end of the year.

HODGE We spend our time talking to CEOs and CFOs in middle-market companies across the state and the Southeast, and everyone seems to be cautiously optimistic. You can't get away from macro issues that are out there that are moving things back and forth. But notwithstanding all of that, business continues to expand. We're in a situation where the unemployment rate is remarkably low and has been remarkably low for a long time.

The thing that I continue to hear, particularly from CFOs, is that we're in the longest run here in the bull cycle, and it's got to come back at some point. But we've been hearing that for two or three years now, and



SIMPLY SOUTHERN, SIMPLY STYLISH

Simply Southern is an American clothing, accessories and gift wholesaler with a goal to create quality, affordable products that make people smile, while going the extra mile to help the less fortunate. Simply Southern is not just a brand, but a lifestyle that customers, friends, and followers connect with for a happy, preppy and classy existence.

It all started through the imagination of Creative Director and Founder Ginger Aydogdu when she opened the first kiosk in 2005 in Greensboro. Ginger's vision was to create southern inspired, high-quality T-shirts at affordable prices. She chose the name 'Simply Southern' to reflect the values of a southern lifestyle, where things run a little slower and you are always there to help your neighbor. These Simply Southern designs quickly grew in popularity, resulting in retailers inquiring

how they could order shirts for their own stores. And so, the wholesale division was born.

Simply Southern has since branched out into a variety of product categories including clothing, accessories, gifts and more. They are most recognized by their bright, colorful designs and faith-based inspirational quotes. From a small kiosk to a large corporation, Simply Southern is now sold by almost 6,000 independent retail outlets nationwide. To withstand the rapid growth, Simply Southern acquired a 120,000 square foot facility in December 2016 for printing, warehousing and distribution, employing over 300 staff members today.

Beyond its success, Simply Southern values the importance of giving back. The company is a proud sponsor of ChildFund International, Turtle Conservation Fund and the American Red Cross. With proceeds from purchases made by their loyal customers, Simply Southern has donated over \$2 million in cash and merchandise to these various organizations.

The tremendous success and growth of the brand has been possible through the efforts of a devoted workforce, the partnership of great retailers and the support of loyal customers and friends.





Regardless of what industry you're in, whether it's manufacturing, construction, legal or any others, we're all in the talent business, and talent is what drives us forward and helps us grow. It's attracting and retaining those key folks and even lower-level folks

LEE HODGEWard and Smith P.A.

ECO-SITE CONTINUES RAPID GROWTH IN WIRELESS INDUSTRY

Eco-Site offers single-point access to a nationwide pool of wireless infrastructure sites for network densification and expansion. Since starting with an initial group of six employees in 2012, the RTP-based company has grown to 75 staff deployed nationwide. The company owns and has in development over 600 sites across the U.S., providing carriers with capacity wherever and whenever they need it.





"Wireless is a more vibrant space than ever, with the growing need for data, smart city initiatives and the internet of things fueling investment in new infrastructure," says Dale Carey, CEO, Eco-Site. "We're well-positioned to meet this demand, with hundreds of newly constructed wireless sites across the country, including build-to-suit towers, co-location opportunities, and small cell and mini-macro densification solutions."

Eco-Site offers a nationwide geographic reach, streamlined processes and scalable real estate solutions to help carriers prepare for 5G and keep up with ever-changing network needs. This flexible approach stems from "thinking like a carrier", looking beyond standalone cell tower projects to entire systems and strategies to prepare for the network needs of tomorrow.

"The wireless space always had massive potential and it's set to play a more important role than ever, as connectivity takes center stage in daily life and industrial settings," says Carey. "Eco-Site is a strong partner for carriers as they move their networks into the future."

1010 Sync Street, Suite 575, Morrisville, NC 27560 • 919.636.6810 • eco-site.com

we continue to have this solid, somewhat slow growth. If we could keep that out and keep going, that's obviously a great thing for everyone.

ELKIN Because we are in a cyclical business, this prognostication of a recession out there has given us some time to focus on if are we doing the right things.

It's given us an opportunity to really go in and make sure that all that's aligned and [determine] where it needs to be so that if it does happen, we're not reactive. We're being proactive about that. That's unusual compared to the Great Recession [from 2007-09] when it just came upon us, and then everybody was scrambling and trying to get above water.

We've got part of our team still focused on sales growth. We have another part of our team really focused on making sure the costs are in alignment. It's not about driving the costs down; it's about making sure they're right-sized and appropriate for our business needs. That's kind of unique, I think, for this cycle.

LOCKHART For [BioDelivery Sciences], as we look at our year-over-year annual increases in revenue, it's given us the opportunity to pay close attention to our financials. We're tracking toward operating cash-flow positive by

the end of the year, but it's also given us the opportunity to scale up and grow our internal framework that supports all of this commercial activity that we're experiencing.

From a commercial side with our sales reps, we've gone through two or three expansions of the sales force over the last couple of years. It goes hand-in-hand. We're seeing that increase in demand, and we're able to turn that into an opportunity to build and grow the framework within our home office just to make sure that we're proactively staying out in front and can support all of that commercial activity.

IN THE EVENT OF AN ECONOMIC SLOWDOWN, HOW DO YOU PLAN TO CONTINUE TO GROW YOUR BUSINESSES?

BEANE For us, it's diversifying our regions [where] we operate and the projects that we take on.

Samet Corporation was founded basically on industrial construction, but we've moved into education, health care and multifamily [development] to expand and maintain that kind of growth. During the Great Recession, we were heavily into commercial [construction], and people just called and said, "Put down your





At McKim & Creed, our employee-owned culture fuels innovation and reflects the true embodiment of people helping people. Through innovative, award-winning projects that solve our clients' challenges, our team strives to help others develop sustainable communities and careers by providing industry-best engineering and geomatics services.















hammers. We're done. Leave that brick wall where it's at."

But as you move into education and health care, those kinds of projects don't stop. One way we're trying to weather the next downturn is by having long-term projects that can't stop midterm.

ELKIN We're a traditional two-step stream here, so we're trying to look at different products that we can take to market and different construction technologies that are out there such as fiber cement siding or composite decking and things like that.

We're trying to expand our products, and we're also trying to expand our geography. We're doing some of that through mergers and acquisitions, and we're being very selective about that and making sure it fits our core strategic goals. We do not just go out and buy somebody for the sake of buying somebody, because size doesn't always win the day.

It's going to slow down. It's going to be far worse, I think, in the upper Midwest and the Northeast and maybe out in California, for example, than it is across Texas, the Gulf states and the Carolinas, where people tend to be moving. So we try to focus on those areas.

OVER THE LAST YEAR, WHAT OBSTACLES HAS YOUR BUSINESS OVERCOME?

HODGE One of the things that I consistently hear when talking with clients is attracting and retaining talent in an environment where the unemployment rate is so low, and it's easy for key employees to move to a competitor.

We've been spending a lot of time with our CFO contacts and the HR departments to put together different types of incentive [compensation] plans and different ways to retain key talent. Regardless of what industry you're in, whether it's manufacturing, construction, legal or any others, we're all in the talent business, and talent is what drives us forward and helps us grow. It's attracting and retaining those key folks and even lower-level folks

In the more rural areas we serve, workforce development is a significant issue for the bigger industries. It's hard for them to keep the lower-level folks around at a level where they need them. Keeping the right people in place is a significant challenge as we continue to move forward and our economy continues to move forward.



A LEGACY OF TRUST. A LIFETIME OF EXPERIENCE.

Since 1975, we have built a company that innovates while staying true to our core values. Among the fastest growing general contractors in the southeast, we at Omega Construction believe in the value each client provides.

We believe that a strong North Carolina economy is so much more than dollars and cents. It's about nurturing our state's dedicated work force and defining who we are as a business community. Behind the success of every one of our projects is the promise of additional jobs and opportunities for all.

Our team assists clients by being a dedicated resource in every step of the building process in industries including hospitality, retail, industrial,

distribution, institutional, historic preservation and commercial. We provide estimating, design-build, pre-construction and construction services with a reputation of completing projects on schedule

and within budget. Working with clients and owners through every phase of a project allows us to continue to build trust from start to finish.

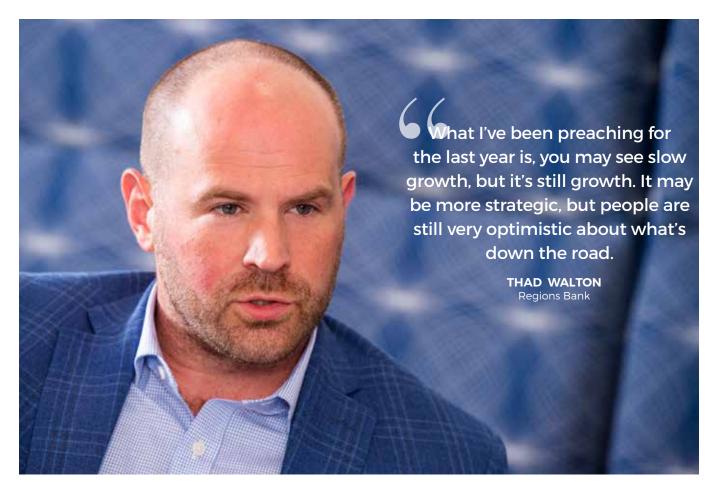
We invite our fellow honorees and Business North Carolina readers for a cup of coffee in our Winston-Salem headquarters to talk about your construction project needs and how we can meet them. Ask us how we can put our record of excellence to work for your through value engineering, preliminary project budgeting, detailed planning as well as design and construction technologies. We can also assist you with site selection and evaluation, long-range campus master planning, consulting, coordination and

purchasing services.

All of us at Omega Construction are proud to be included in the Mid-Market Fast 40 program. Thank you to *Business North Carolina* and Cherry Bekaert LLC for the honor of this award.



1100 South Stratford Road, Suite 110, Winston-Salem, NC 27103 • 336-701-1100 • omegaconstruction.com



BEANE Finding the right people and then training them and keeping them up to date is challenging for us.

Colleges teach construction management, so we went out and said, "What software do you use to teach construction management?" We found out what it was, and we said, "Well, then that's the one we should buy." So now when we go to a college we say, "I want you to work for us. We use the same thing you just learned how to work on." That's really been a positive for us. We also hire 20-plus interns every summer, and then we determine how many we can retain.

ELKIN It's our single biggest challenge. We're a distribution center, so we've got two-and-a-half million square feet of unventilated warehouse space in Summerville, S.C., and Gulfport, Miss., and Mobile, Ala., and we just can't find people. We've got three locations in North Carolina. We can't find people there, either.

We hardly have any turnover in Wilkesboro. There's not a lot of jobs in Wilkesboro. But everywhere else, we have people that will show up, and they'll leave at lunch and won't come back.

We talk about it all the time, and we're trying all kinds of things such as sign-on and retention bonuses,

improved benefits, and our 401(k) match. I know I was that age one time. I mean, a 22-year-old doesn't care about that. He'll leave for 10 cents or 15 cents an hour more. We're just trying to convince them why a long-term career is good. That's the one challenge I feel like we have that would impede us to continue to grow.

LOCKHART We're in that same competition for bringing in top talent to our organization as well. We have recognized for some time now that we're definitely making very positive progress on the criticality of the culture within the organization.

We've got the recognition that we won't realize the full potential of those plans if we don't have the right culture to support that and help drive that. We're paying a lot of attention to that now and making sure that we're doing what we can to enhance that culture.

HORSTMANN We created the same thing. We call them our shared values. As we've gone through acquisitions, we've continued to have to sell the message continuously, because that's who we are, that's what we want and that's what we believe in. We hope that we're retaining the talent based on their desire to work for a firm like ours.



DMA HOLDINGS, INC. IS POISED FOR CONTINUED SUCCESS!

"I am often asked what our secret to DMA's success is. In a single word, TEAMWORK. It takes the efforts of a strong collective team. It takes Optimism, Fortitude, and Resilience from every member of our organization to be successful."

— John Treece, founder and CEO

DMA Holdings, Inc., an Inc. 5000 company, is an entrepreneurial start-up success founded in 2008 by John Treece and Steve Bertling. As a leading diversified manufacturer, supplier and marketer of automotive OES and aftermarket product lines, DMA continues to deliver on its mission to provide innovation and value for its customers. Its portfolio of branded and customer specific private labels continue to grow and expand.

For the third consecutive year, DMA Holdings, Inc. has

been named to the Inc. 5000 list of fastest growing private companies in America, as well as being named the second fastest growing mid-cap market company in North Carolina. DMA's growth can be attributed to its proven ability to develop high quality, cost effective

product lines that address their customer's identified needs.

Headquartered in Tabor City with over 800,000 square feet of distribution facilities, the company is expected to grow to over 91 employees with sales exceeding \$75 million by the end of 2020.

"We have come a long way in a short time. Our success is because we have passionate employees who care about serving our customers," says Steve Bertling, CFO.

DMA is also a strong contributor to the local community through civic and charitable contributions as well as public service. "We encourage our employees to help others less fortunate than themselves and, as a company, we take a leadership role in these efforts," says Treece. Since its inception, the company has given back more than \$1.9 million through various communi-

ty support projects and charitable fundraising efforts.

By staying true to its core values of unquestionable integrity, commitment to the customer and passionate employees empowered to succeed, DMA only sees the sky as the limit to their future success.



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We hear a lot about the economy, and we're very cyclical in our business, so we watch that very closely. I think our politicians will talk us into a recession if we don't actually want one or need one.

BILL ELKIN ECMD Inc.

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Founded in 1999 by CEO Sheldon Wolitski, The Select Group is an award-winning technical services firm headquartered in Raleigh. TSG provides a full suite of capabilities that enable clients to focus on strategic initiatives and achieve business goals. Companies trust TSG to deliver flexible solutions, including projectbased resources, talent management, hybrid-managed services and fully outsourced managed services. TSG is committed to expanding the personal and professional development of all its employees, creating a highperforming culture that fixates on strong partnerships and the success of clients and companies of all sizes. Spread out in branches across North America, TSG's technically-trained family of employees are drawn together through a common purpose of positively impacting lives, one experience at a time.



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ELKIN We talk about culture every day, and the lumber and building industry is old school. It's a bunch of old men. It's early in the morning, and it's predominantly old school. We've been spending a lot of time trying to figure out how [to] manage that when our senior management is 55 and up, and most people we're recruiting are 35 and below. That's one of our challenges right now. How do we recruit people who want to stay for a while?

When I was coming up, "for a while" meant 20 years. I'd be happy to keep somebody five years right now as an employee. If I keep them five years, I feel like that's a win.

WHAT ARE SOME OTHER THINGS YOU ALL ARE DOING TO TRY TO RETAIN KEY PLAYERS?

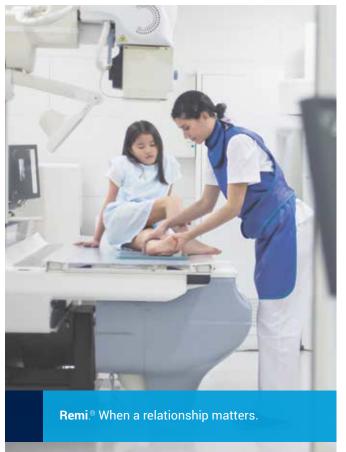
BEANE We do some signing bonuses. We're focused on largely individual projects, so we put bonuses on individual projects. If that team is successful, they're eligible for a bonus. Then, we have a bonus pool at the end of the year. We're just trying to reward success and let people know that you're part of a group. We've always referred to it as the "Samet way." Everything we do is the "Samet way." Every policy is a "Samet way" and we just try and promote that within our company. It's the pride of the company, the pride of an individual project.

ELKIN We do a lot of individual incentives, too. There are two things we've done that have really helped us. In our distribution centers, we've gone to a pay matrix sort of system where people control their own rate of pay. So if you're there 60 days and you have no accidents and your attendance is good and your performance is average, you get a raise. You don't have to wait a year for a cost-of-living increase. They can control their rate of pay and rate of growth.

Now, that didn't help us recruit anybody, but our retention rate increased substantially in that group.

Then, we're trying to find incentives that align with people's goals and also drive the behavior that we want, because we had a lot of monetary incentives that were driving the wrong behaviors. We really spent a lot of time saying, "OK. What's the result we want to achieve, and what are those incentives?" So sometimes you get Friday off, or the whole team gets to go to lunch, or something like that.

We have found that some of those little things gain a lot more trust and cohesion and build the culture versus waiting until the end of the quarter or the year for a cash bonus. People are motivated by that, but it's the little things along the way that surprised me, because people are really into recognition. It doesn't have to be a real big thing.



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SIMMONS It really is the benefits. I know in the last couple years, we've been sending out surveys, and what we've found is what we thought were great benefits were not what they wanted.

We do flex Fridays too. That was one of the highest benefits that individuals wanted, more flexibility to be able to work their hours but still be able to hop off for a long weekend or something like that. I guess we all have our perceptions of what we want, and then the second you go and ask a thousand people, you realize, "Oh, well, 600 want this? Maybe we should relook at this."

WHEN YOU'RE RECRUITING AND HIRING NEW PEOPLE, WHAT SKILLS ARE YOU LOOKING FOR?

something fresh out of college, we want somebody that's got an entrepreneurial mindset, because they're going to be on a job site running a project very soon, and they've got to run it like they're running a business. They have to have that mindset and the ability to work with a team. If you take a \$50 million building, we may have five people on staff hiring 50 [subcontractors] that have 200 people working with an owner and their rep. It's a huge team to coordinate, and it's

challenging to find the people who can work in that team atmosphere.

ELKIN It would be hard for me to describe, because we sort of have two different types of employees. We have people in the distribution center, and we're just looking for people with a work ethic. I don't want to oversimplify it, but working in a warehouse is not, technically, that difficult.

We're looking for more generalists, and we have some positions that are really specialized, but we want general businesspeople that can think 360 [degrees] or multidimensional versus linear, because things are so complicated now. A decision has unintended consequences that go in all directions, and so we want people that can sort of connect the dots and think more globally within our business.

difference is we're looking for the same thing. The only difference is we're looking for someone who's willing to make change happen pretty rapidly. With growth and everything that's going on, someone needs to be able to accept that there's a change coming [and think about] how we can implement it and get there as quickly as possible in the most efficient way.



CAROLINA BIOONCOLOGY INNOVATION

Fifteen years ago, oncologist Dr. John Powderly left private practice and founded Carolina BioOncology Institute, a community-based, phase I immunotherapy cancer research clinic in Huntersville. Since then, Powderly has completed over 100 phase I clinical trials and worked with over 4,000 patients. While cancer is still public enemy number one, this year's Nobel Prize winner for medicine, Dr. James Allison, was awarded for his work in checkpoint inhibitors, an immunotherapy-based cancer treatment. These are the same therapeutic agents the clinic has provided patients access to several years before their FDA approvals.

Powderly provides regional access to novel drugs, and oncologists along the East Coast refer patients to Carolina BioOncology. The cancer research center is also an incubator for Biocytics Inc., which means applications of living cells. Biocytics is a Human Applications Lab and the intellectual property arm of the clinic, which is comprised of PhD immunologists and cell specialists that work with the world's top

bio-pharmaceutical companies to

evaluate processes, reagents, devices and protocols.

The most innovative component of cancer research today is founded in cell therapy, a process that modifies each person's immune system to fight abnormal cell growth. Cancer often hides and evades the normal immune response. The same type of cancer can differ from person to person due to their genetic makeup and environmental exposure. A patient's immune system can be helped to see the cancer and their cells trained to kill it through cell therapy.

In the last two years, Powderly has increased trial access, doubled the size of the clinic and expanded his role to develop affordable, personalized cell therapy. Multiple sterile cleanrooms at Carolina BioOncology

are filled with the latest cell therapy equipment and instrumentation as research continues. He and his team are also working towards an investigational new drug for the treatment of solid tumor cancers. It is intended to be performed in a neighborhood, clinical setting under one roof. Fast, effective and affordable cancer treatment is the end goal.



REPRESENTATIVES FROM 2019 North Carolina Mid-Market Fast 40 companies attended a reception at Pinehurst Resort on Sept. 23. It included an awards presentation and a video of a round table discussion with representatives from some of the winning companies.

PHOTOS BY BRYAN REGAN





































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