

STABILIZING YOUR BUSINESS IN THE COVID-19 ERA

HARRY GREENFIELD, MODERATOR

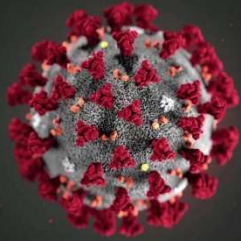
DANIEL DEMARCO

LARRY GODDARD

JOHN LANE

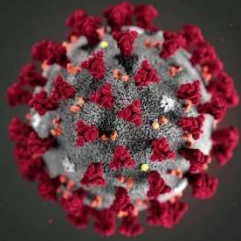
SCOTT OPINCAR

RICHARD SZEKELYI

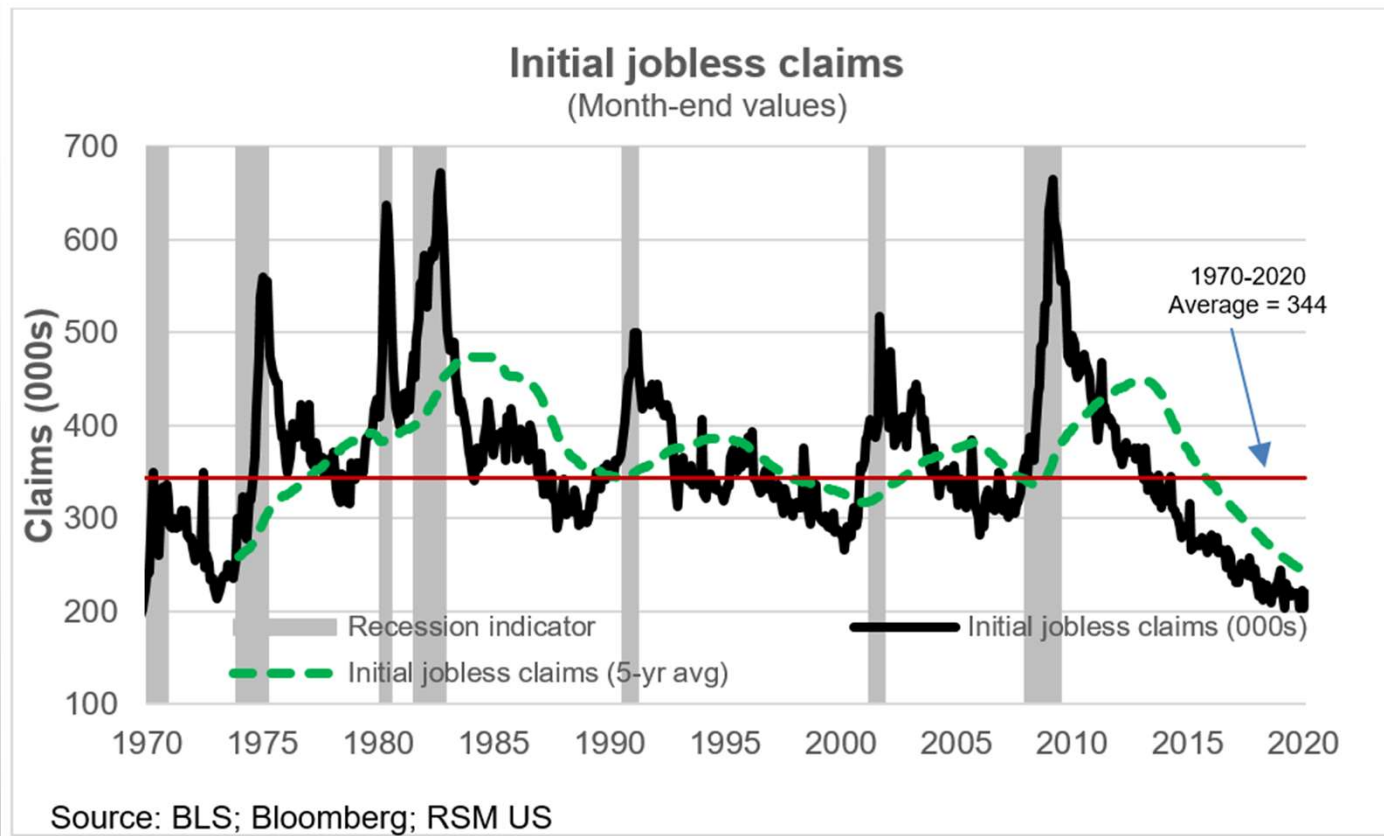


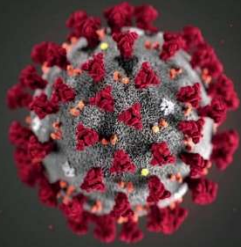
WELCOME

- **WELCOME TO THE TURNAROUND MANAGEMENT ASSOCIATION'S NORTHERN OHIO CHAPTER WEBINAR – “STABILIZING YOUR BUSINESS IN THE COVID-19 ERA.”**
- **WE WELCOME YOUR QUESTIONS, WHICH YOU CAN SUBMIT BY CLICKING ON THE BLUE BUBBLE IN THE LOWER CENTER OF YOUR SCREEN AND TYPING IN YOUR QUESTION, WHICH YOU CAN DIRECT TO ANY ONE OR ALL PANELISTS. WE WILL TRY TO GET TO AS MANY OF YOUR QUESTIONS AS WE CAN.**
- **THIS WEBINAR IS BEING RECORDED AND WILL BE AVAILABLE TO YOU ON THE NORTHERN OHIO TMA CHAPTER WEBSITE.**
- **THE POWERPOINT PRESENTATION ALSO WILL BE AVAILABLE ON THE TMA WEBSITE AND WILL BE EMAILED TO EACH PARTICIPANT.**



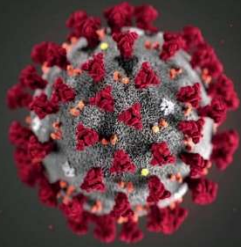
WELCOME





BUSINESS & FINANCIAL PRESENTERS

Larry Goddard	CEO	The Parkland Group, Inc.	lgoddard@parkland.com	216-533-5857
Rick Szekelyi	Managing Director	Phoenix Management Services	rszekelyi@phoenixmanagement.com	216-832-6977
John Lane	CEO	Inglewood Associates LLC	jlane@ingw.com	216-533-5860



LEADERSHIP

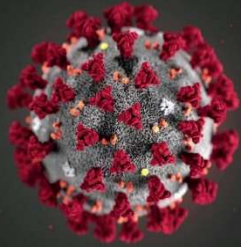
➤ **THREE CATEGORIES OF BUSINESSES**

1. **“THUMBS UP”** - WILL BE OK, MAY EVEN BE ABLE TO GROW.
2. **“WE CAN HANG IN”** – SIGNIFICANTLY REDUCED REVENUES BUT CAN DEAL WITH THE PROBABLE LOSSES.
3. **“THUMBS DOWN”** – NO WAY TO SURVIVE; MUST “HIBERNATE”.

➤ **DIFFERENT CHALLENGES AND STRATEGIES FOR EACH CATEGORY. MUST REACT ACCORDINGLY!**

➤ **COMMUNICATE**

- CALM BUT ACTION-ORIENTED COMMUNICATIONS.
- PEOPLE NEED INFORMATION AND REASSURANCE.
- DON'T BE AFRAID TO ADMIT YOU DON'T HAVE ANSWERS.



ACTION

➤ **CATEGORY 1 (THUMBS UP)**

- CAPACITY MANAGEMENT; SUPPLY CHAIN CONTINUITY; WORKING CAPITAL MAXIMIZATION.

➤ **CATEGORY 2 (CAN HANG IN)**

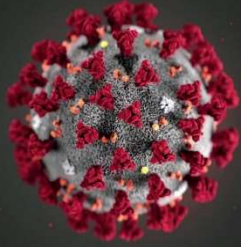
- MAXIMIZING REVENUE; PIVOT TO NEW OPPORTUNITIES; BECOME “ESSENTIAL”; SLASH BREAK-EVEN POINT; MAXIMIZE CASH FLOW.

➤ **CATEGORY 3 (THUMBS DOWN - HIBERNATION)**

- DETERMINE OPTIMUM WAY TO HIBERNATE; CONSERVE CASH; PLAN RESTART.

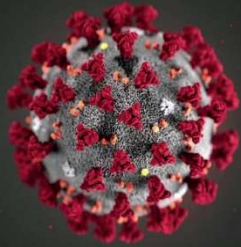
➤ **ALL CATEGORIES**

- EMPLOYEE & CUSTOMER WELLBEING & SAFETY.
- EMPATHY FOR EMPLOYEES – HELP THEM WITH NECESSARY TRANSITIONS.
- EFFECTIVE BALANCE OF ON-SITE AND REMOTE WORK – WITH NEEDED COMMUNICATION.



PLAN

- **STRATEGY & CASH MANAGEMENT**
- **MULTIPLE SCENARIOS**
 - BEST, LIKELY, WORST AND EVEN WORSE.
- **USE BEST INFORMATION YOU HAVE – WON'T BE PERFECT**
 - ADAPT ON THE FLY; YOU WILL KNOW MORE TOMORROW THAN TODAY.
 - BRAINSTORM AND COMMUNICATE.
- **IDENTIFY ROADBLOCKS TO SUCCESS**
 - DEVELOP ACTION PLANS TO MANAGE.



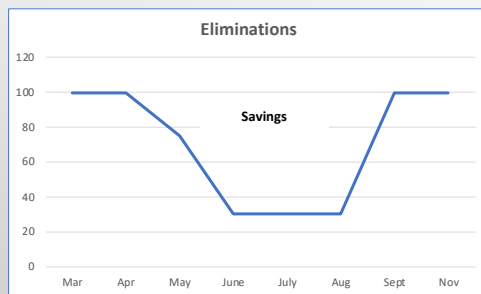
CASH IS KING

➤ ACT QUICKLY AND DECISIVELY TO REDUCE EXPENSES

- PUT “OPTIMISM” AWAY!
- GOAL – PRESERVE THE BUSINESS FOR THE “RESTART”.

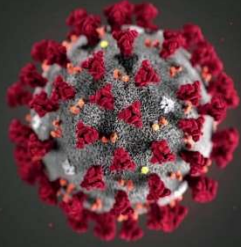
➤ TWO TYPES OF REDUCTIONS – ELIMINATIONS AND DEFERRALS

➤ ELIMINATIONS:



- NON-ESSENTIAL EXPENSES, I.E., MANAGEMENT AND PERSONAL PERKS
- STAFF ADJUSTMENTS – LAYOFFS, REDUCED HOURS, COMP ADJUSTMENTS
- TEMPORARY BRANCH CLOSURES
- SUSPEND PRODUCTION OF PRODUCTS WITH LOW/NO DEMAND
- SUSPEND DEVELOPMENT PROJECTS
- DEFER CONSTRUCTION PROJECTS
- CANCEL PURCHASE ORDERS
- EXAMINE ALL EXPENSES FOR TEMPORARY ELIMINATION





CASH IS KING

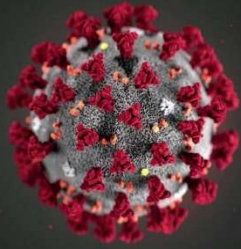
➤ TWO TYPES OF REDUCTIONS - ELIMINATIONS & DEFERRALS (CONTINUED)

➤ DEFERRALS:



- HEALTH INSURANCE PAYMENTS – DEFERRED 60 DAYS
- WORKERS COMP PREMIUMS – DEFERRED TO JUNE 1ST
- BONUS PAYMENTS
- RENTS
- VENDOR OBLIGATIONS - DEFER, EXTEND, NOTES
- LOAN PAYMENTS – AT A MINIMUM PRINCIPAL
- TEMPORARY SALARY REDUCTION WITH PAYBACK

➤ WARNING: DEFERRALS NEED TO BE PAID ON THE OTHER SIDE!



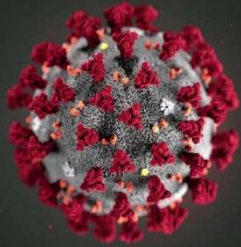
CASH IS KING

➤ OTHER SOURCES OF FUNDS

- SBA ECONOMIC INJURY DISASTER LOANS – UP TO \$2.0MM
- FULLY DRAW LINES OF CREDIT BEFORE THEY ARE BLOCKED
- IF YOU HAVE COLLATERAL OR A STRONG PERSONAL GUARANTEE – ARRANGE A STANDBY LOAN
- SELL OFF EXCESS INVENTORY AND/OR EQUIPMENT – EVEN IF AT A LOSS
- IF CRITICAL SUPPLIER TO YOUR CUSTOMER – ASK FOR SUPPORT: PURCHASE MATERIALS, SPECIAL PRICING, DIRECT LOANS
- ...AND MAYBE
 - \$350 BILLION+ LOANS/GRANTS FOR SMALL BUSINESS – MAY BE TIED TO PAYROLL

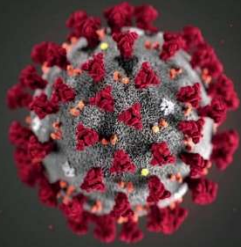
➤ MAINTAIN A WORKING CAPITAL FUND FOR THE RESTART

- GOAL – PLAN FOR LIQUIDITY NEEDS WHEN THIS CRISIS IS OVER AND ALL “RETURNS TO NORMAL”



YOUR BANKING RELATIONSHIP

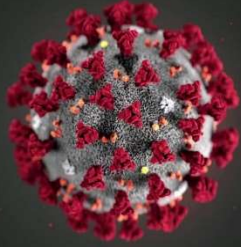
- **COMMUNICATION IS THE KEY – BOTH GOOD AND BAD NEWS.**
 - IF YOUR ACTIONS AND PLANS RESULT IN ULTIMATELY CASH POSITIVE OPERATIONS, THEN YOU DESPERATELY WANT THAT KNOWN.
 - IF LOSSES ARE SUSTAINED AND LIQUIDITY EXHAUSTED, YOUR CURRENT BANK MAY BE YOUR ONLY WAY OUT OF THE CRISIS.
 - IF YOU GUARANTIED THE LOAN, YOU AND YOUR BANK'S GOALS ARE ALIGNED – I.E., SEEKING THE RESOLUTION OF THE LOAN WITHOUT THEM PURSUING THE GUARANTEE.
 - REGULATORS HAVE COMMITTED TO LIGHTEN UP ON LOAN MODIFICATIONS, BUT YOU STILL NEED TO WIN YOUR BANKER TO YOUR SIDE.
 - IF YOU HAVE BEEN TALKING WITH YOUR BANK SINCE THE BEGINNING OF THE RELATIONSHIP, YOU ARE MORE LIKELY TO RECEIVE COOPERATION.
 - ALSO RECOGNIZE THAT THE BANKERS WILL BE SWAMPED WITH CALLS, EVEN AS THEY ADD RESOURCES TO THEIR WORKOUT DEPARTMENTS.
- **BANKS ARE AWARE THAT BAD THINGS ARE HAPPENING AND, IF THEY DO NOT HEAR FROM YOU, THEY MAY ASSUME THAT YOU ARE OBLIVIOUS TO THIS CRISIS OR OTHERWISE ASSUME THE WORST.**



YOUR BANKING RELATIONSHIP

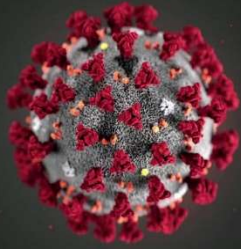
➤ WHEN COMMUNICATING WITH THE BANK:

- GO IN PREPARED – WRITTEN PLAN AND 13-WEEK CASH FLOW FORECAST (THE “HOLY GRAIL” FOR BANKS).
- DEMONSTRATE THAT YOU AND YOUR MANAGEMENT TEAM ARE IN CONTROL, TAKING SPECIFIC ACTIONS.
- TO AVOID HAVING AVAILABILITY REDUCED OR ELIMINATED, BE PREPARED TO CONTRIBUTE CASH OR COLLATERAL.
- BUT, DO NOT CONTRIBUTE PRIOR TO REACHING AN UNDERSTANDING WITH THE BANK.
- FORBEARANCE AGREEMENTS BUY YOU TIME, BUT FORCE TO YOU GIVE UP CERTAIN RIGHTS – CONSULT WITH A KNOWLEDGEABLE RESTRUCTURING ATTORNEY BEFORE ENTERING INTO.
- NOTE THOUGH, ONCE YOU GET INTO WORKOUT, THE BANK OFFICER’S JOB IS TO PROTECT THE BANK, NOT HELP YOU GROW.



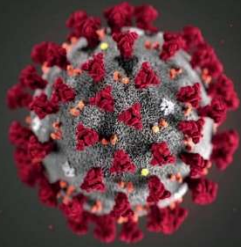
EVALUATE ALL TOOLS/ALTERNATIVES

- **THINK “OUTSIDE THE BOX” – LOOK FOR:**
 - NEW WAYS TO DO BUSINESS,
 - STRUCTURE YOUR COMPANY,
 - DELIVER PRODUCT TO CUSTOMERS/MAKE THEM FEEL COMFORTABLE,
 - AND, ALSO SEEK OPPORTUNITIES DURING THIS CRISIS.
- **WEALTHY FRIENDS OR FAMILY MEMBERS FOR TEMPORARY SUPPORT.**
- **CONSIDER A SALE OF PART OR ALL OF YOUR COMPANY, MERGING OR TEMPORARILY PARTNERING WITH A COMPETITOR.**
- **BANKRUPTCY AND RECEIVERSHIPS SHOULD BE CONSIDERED AS THE LAST RESORT. THESE ARE VERY EXPENSIVE AND WILL MOST LIKELY RESULT IN THE SALE OF THE BUSINESS.**



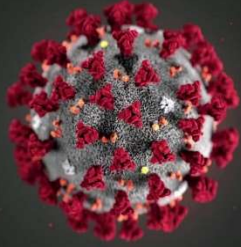
LEGAL PRESENTERS

Scott Opincar	Partner	McDonald Hopkins LLC	sopincar@mcdonaldhopkins.com	216-348-5753
Daniel DeMarco	Partner	Hahn Loeser & Parks LLP	dademarco@hahnlaw.com	216-274-2432
Harry Greenfield	Partner	Bernstein-Burkley, P.C.	hgreenfield@bernsteinlaw.com	216-294-4950



WHAT IS A WORKOUT

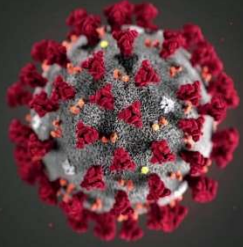
- **GENERALLY, A “WORKOUT” IS AN OUT-OF-COURT FINANCIAL RESTRUCTURING OF A BORROWER’S BUSINESS.**
- **MORE SPECIFICALLY, A “WORKOUT” IS A NEGOTIATED PROCESS BY WHICH A FINANCIALLY TROUBLED BORROWER AND ITS LENDER AGREE TO MODIFY THE TERMS FOR REPAYMENT OF A LOAN IN ORDER TO REMEDY DEFAULTS, MAXIMIZE RECOVERY, AND ENABLE THE BORROWER TO REMAIN IN BUSINESS.**
- **NO SINGLE AND PRE-DETERMINED FORMULA EXISTS THAT ALL WORKOUTS MUST FOLLOW.**
- **A COMMERCIAL LOAN WORKOUT CAN TAKE MANY FORMS, AND IT MAY INVOLVE A COMBINATION OF APPROACHES.**



EXTERNAL SIGNS OF WEAKNESS

➤ EXTERNAL SIGNS OF LOAN DETERIORATION INCLUDE:

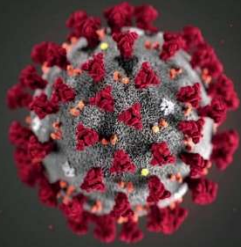
- A POOR OR STRUGGLING ECONOMY,
- ABSENCE OF ALTERNATIVE CREDIT (INCLUDING FROM THE BORROWER'S SUPPLIERS),
- LOSS OR BANKRUPTCY OF THE BORROWER'S MAJOR CUSTOMER,
OR
- OVERALL WEAKNESS IN THE BORROWER'S INDUSTRY.



INTERNAL SIGNS OF WEAKNESS

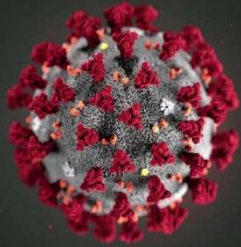
➤ INTERNAL SIGNS OF WEAKNESS INCLUDE:

- BREACH OF COVENANTS
- VIOLATION OF BORROWING BASE PROVISIONS
- OVERDRAFTS, ETC.



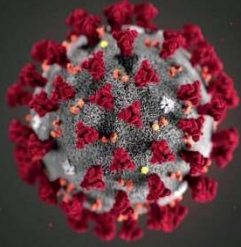
REVIEW THE LOAN DOCUMENTS.

- **THIS REVIEW MAY REVEAL DEFICIENCIES SUCH AS MISSING OR INCOMPLETE DOCUMENTS, OMITTED SIGNATURES, OR A PROBLEM WITH THE VALIDITY, PERFECTION, OR PRIORITY OF THE LENDER'S SECURITY INTERESTS OR MORTGAGE LIENS ON COLLATERAL FOR THE LOAN.**
- **IF ANY SUCH DEFECTS OR PROBLEMS EXIST, THE LENDER MAY WANT TO UTILIZE THE WORKOUT NEGOTIATIONS TO ADDRESS OR REMEDY THEM, WHILE AT THE SAME TIME THE BORROWER OR GUARANTORS MAY WISH TO USE THOSE DEFECTS OR PROBLEMS FOR BARGAINING LEVERAGE TO OBTAIN CONCESSIONS FROM THE LENDER.**



IDENTIFY DEFAULTS

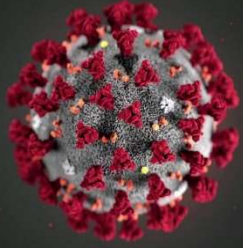
- **THE LENDER AND BORROWER SHOULD IDENTIFY ALL DEFAULTS UNDER ITS LOAN DOCUMENTS (INCLUDING COVENANT DEFAULTS), ALL REMEDIES AVAILABLE UPON DEFAULT AND HOW TO EXERCISE THEM, AND WHAT PROCEDURES ITS LOAN DOCUMENTS REQUIRE.**



ABILITY TO PAY

➤ WHAT IS THE COMPANY'S ABILITY TO PAY THE OBLIGATION.

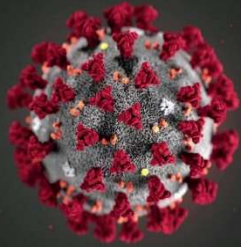
- DOES THE BORROWER CASH FLOW
- ARE THERE ASSETS THAT CAN BE SOLD QUICKLY
- WHEN DOES THE CASH FLOW SUGGEST THAT THE BORROWER WILL BE CASH FLOW POSITIVE



VIABILITY

➤ IS THERE A BUSINESS?

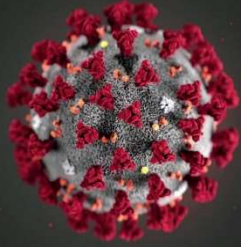
- WHAT IS YOUR BRAND?
- WHAT IS YOUR CLIENT BASE?
- HOW DO YOU MAINTAIN YOUR BUSINESS SO IT CAN BE RESTARTED EFFICIENTLY?



VALUATION

➤ VALUATION OF THE ASSETS OR THE BORROWERS ENTERPRISE VALUE:

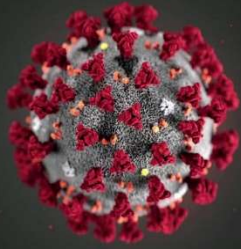
- IS THE LENDER OVER-SECURED
- WHAT WOULD BE THE TIMELINE FOR THE LENDER TO RECOVER ON THEIR COLLATERAL



GUARANTIES

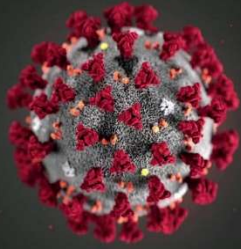
➤ HAS ANYONE ASSOCIATED WITH THE BORROWER GUARANTIED THE OBLIGATION?

- LENDERS FREQUENTLY HOLD PERSONAL GUARANTIES
- VENDORS/ LESSSORS MAY HOLD PERSONAL GUARANTIES
- YOUR CORPORATE AMERICAN EXPRESS CARD CARRIES PERSONAL LIABILITY
- YOUR TRUST FUND TAXES CARRY PERSONAL LIABILITY
- IMPACT OF INTERCREDITOR AGREEMENTS



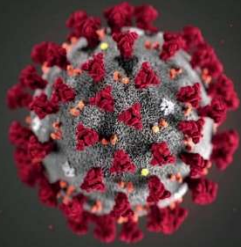
CORONAVIRUS SPECIFIC ISSUES

- **HOW LONG WILL IT TAKE TO RESTART OR GET TO FULL OPERATIONS?**
- **WHAT CASH IS NEEDED TO GET TO FULL OPERATIONS?**
- **WHAT HAS BEEN THE DAMAGE TO YOUR BRAND?**
- **DO YOU HAVE BUSINESS INTERRUPTION INSURANCE?**



CORONAVIRUS LEGISLATION

- **CONGRESS IS STRUGGLING TO PASS A MASSIVE STIMULUS BILL IN RESPONSE TO CORONAVIRUS (UPWARD OF \$1 TRILLION) – STAY TUNED**
- **SBA ECONOMIC INJURY DISASTER LOAN PROGRAM**
 - AS PART OF ITS \$7 BILLION DISASTER ASSISTANCE PROGRAM, THE SBA IS PROVIDING LOW-INTEREST WORKING CAPITAL LOANS OF UP TO \$2 MILLION TO SMALL BUSINESSES AND NONPROFITS AFFECTED BY THE CORONAVIRUS.
 - THESE LOANS CARRY AN INTEREST RATE OF 3.75% FOR SMALL BUSINESSES AND 2.75% FOR NONPROFITS. LOAN REPAYMENT TERMS VARY BY APPLICANT, UP TO A MAXIMUM OF 30 YEARS.
 - AS OF MARCH 23, BUSINESSES IN EVERY STATE PLUS AMERICAN SAMOA, GUAM, THE NORTHERN MARIANA ISLANDS, PUERTO RICO AND THE U.S. VIRGIN ISLANDS CAN APPLY.
 - YOU CAN USE THE LOAN TO COVER ACCOUNTS PAYABLE, DEBTS, PAYROLL AND OTHER BILLS THE CORONAVIRUS HAS AFFECTED YOUR ABILITY TO PAY.
 - YOU CAN APPLY ONLINE AT WWW.SBA.GOV, IN PERSON, OR BY MAIL.



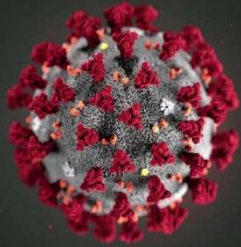
CORONAVIRUS LEGISLATION

➤ **SBA ECONOMIC INJURY DISASTER LOAN PROGRAM (CONTINUED)**

- YOU'LL NEED TO SUPPLY REQUIRED SUPPORTING DOCUMENTATION THAT COULD INCLUDE THE BUSINESS'S MOST RECENT TAX RETURNS, A PERSONAL FINANCIAL STATEMENT, AND A SCHEDULE OF LIABILITIES THAT LISTS ALL YOUR CURRENT DEBTS.
- UNLIKE OTHER SBA 504 AND 7(A) LOANS, THE FUNDS COME DIRECTLY FROM THE US TREASURY. APPLICANTS DO NOT NEED TO GO THROUGH A BANK.
- THE MAXIMUM UNSECURED LOAN AMOUNT IS \$25,000. COLLATERAL IS REQUIRED FOR ANY LOAN THAT EXCEEDS \$25,000. THE SBA WILL NOT AUTOMATICALLY DENY A LOAN FOR A LACK OF COLLATERAL.
- ONCE ALL INFORMATION IS RECEIVED, THE APPROVAL PROCESS TAKES BETWEEN 8-21 DAYS. ONCE APPROVED, A LOAN IS TYPICALLY CLOSED WITHIN 5 BUSINESS DAYS.

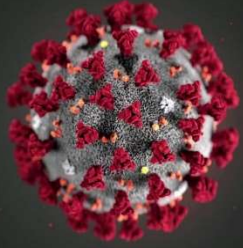
➤ **FAMILIES FIRST CORONAVIRUS RESPONSE ACT**

- FOCUS ON RELIEF FOR EMPLOYEES WHO TAKE ILL AND EMPLOYEES WHO ARE FURLOUGHED.
- NOTHING ABOUT 1099 WORKERS, CONTRACTORS, GIG WORKERS AND SOLE PROPRIETORS.



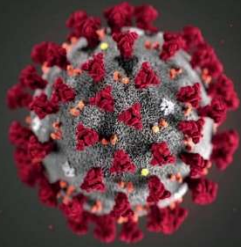
LENDER/BORROWER LEGAL ISSUES

- **IN THE MEANTIME, WHAT LEGAL FACTORS WILL IMPACT THE BALANCE IN THE LENDER-BORROWER RELATIONSHIP?**
- **ACCESS TO COURTS.**
- **EFFECT OF ANY LOCAL MORATORIUM ON FORECLOSURE OR EVICTION**
- **SETOFF RIGHTS**
 - CAN SETOFF REACH PAYROLL ACCOUNTS
- **LINES OF CREDIT**
 - AVAILABLE?
 - NEVER TOO LATE TO DRAW DOWN?
 - MATERIAL ADVERSE CHANGE LIMITATION?
 - FORCE MAJEURE LIMITATION?
- **NO SUBSTITUTE FOR COMMUNICATION**



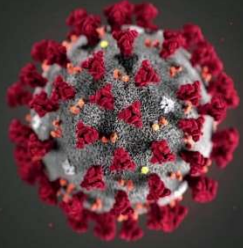
LENDER/LESSOR/VENDOR PROGRAMS

- **CHECK WITH YOUR LENDER/LESSOR, OR VENDORS TO SEE IF THEY HAVE INSTITUTED ANY PROGRAMS TO HELP BUSINESSES HARMED BY THE SELF ISOLATION.**



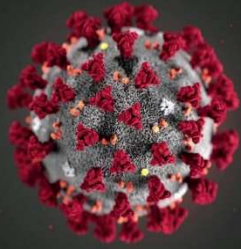
BANKRUPTCY-CHAPTER 7

- **THERE IS NO CLEAR OR UNIVERSAL ANSWER TO WHETHER OR NOT A FAILED BUSINESS SHOULD FILE A CHAPTER 7 BANKRUPTCY CASE.**
- **A CORPORATION DOES NOT GET A DISCHARGE IN A CHAPTER 7 CASE.**
- **COMPANIES CAN GO OUT OF BUSINESS WITHOUT FILING BANKRUPTCY: THEY LIQUIDATE THEIR ASSETS AND CEASE OPERATIONS. CREDITORS HAVE A RIGHT TO RECOVER THEIR CLAIMS FROM THE ASSETS OF THE CORPORATION. OFFICERS AND DIRECTORS HAVE A DUTY TO TRY TO MAXIMIZE THE VALUE OF THE ASSETS BEING LIQUIDATED.**
- **HANDLING THE SHUT DOWN OUTSIDE OF COURT HAS SOME DOWN SIDE:**
 - MAY PREVENT MANAGEMENT FROM ACCEPTING NEW EMPLOYMENT;
 - MAY REQUIRE COOPERATION FROM CREDITORS AND LESSORS; AND
 - MAY INCREASE LIKELIHOOD THAT A DISGRUNTLED CREDITOR WILL SUE OFFICERS AND DIRECTORS ALONG WITH THE COMPANY.
- **CHAPTER 7 IS A FILING WHERE A TRUSTEE IS APPOINTED OVER ALL OF THE ASSETS OF THE DEBTOR ENTITY.**
- **THE TRUSTEE WILL LIQUIDATE ALL OF THE ASSETS OF THE BANKRUPT ENTITY.**
- **GENERALLY, DEBTS WILL BE DISCHARGED EXCEPT FOR SOME TAX LIABILITIES.**



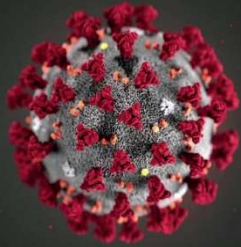
BANKRUPTCY-CHAPTER 11

- **A CHAPTER 11 BANKRUPTCY PROVIDES THE FILING ENTITY WITH THE ABILITY TO RESTRUCTURE ITS DEBTS.**
- **IF A BUSINESS IS VIABLE AND HAS VALUE, THIS MAY BE A WAY TO CREATE AND MAINTAIN VALUE.**



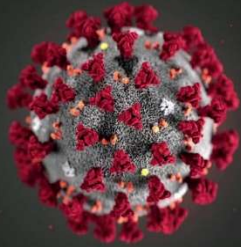
QUESTIONS

- **THE PANEL WOULD BE PLEASED TO ANSWER YOUR QUESTIONS.**
- **PLEASE USE THE WEBINAR CHAT FEATURE.**



CONCLUSION

- **THANK YOU FOR JOINING US THIS MORNING. AS THE COVID-19 CRISIS PROGRESSES, OUR TMA CHAPTER IS COMMITTED TO PROVIDING MORE RESOURCES LIKE THIS WEBINAR TO OUR MEMBERS AND TO THE BUSINESS COMMUNITY.**
- **THIS WEBINAR IS BEING RECORDED AND WILL BE AVAILABLE TO YOU ON THE TMA WEBSITE.**
- **THE POWERPOINT PRESENTATION ALSO WILL BE AVAILABLE ON THE TMA WEBSITE AND WILL BE EMAILED TO EACH PARTICIPANT.**
- **THANK YOU AND STAY SAFE AND HEALTHY!**



PRESENTERS

Larry Goddard	CEO	The Parkland Group, Inc.	lgoddard@parkland.com	216-533-5857
Rick Szekelyi	Managing Director	Phoenix Management Services	rszekelyi@phoenixmanagement.com	216-832-6977
John Lane	CEO	Inglewood Associates LLC	jlane@ingw.com	216-533-5860
Scott Opincar	Partner	McDonald Hopkins LLC	sopincar@mcdonaldhopkins.com	216-348-5753
Daniel DeMarco	Partner	Hahn Loeser & Parks LLP	dademarco@hahnlaw.com	216-274-2432
Harry Greenfield	Partner	Bernstein-Burkley, P.C.	hgreenfield@bernsteinlaw.com	216-294-4950