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KANE FAMILY VALUES

From left to right:
Dennis, David, John and Richard

MANAGEMENT TIPS AND
LIFE LESSONS FROM A
WASHINGTON WARLORD

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KANE FAMILY VALUES

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Four area brothers reflect on lessons learned from their trucking magnate father

Cover Photography by Bryan Burris



Kane Family Values

The brothers Kane arrived separately on a cool August evening each armed with war stories from their workday and their childhood. These brothers in arms, four titans of Washington industry, meet frequently after work for a drink and to discuss matters that few others would understand. Like what it takes to run a company, what it was like to grow up in a strict Irish Catholic family of 11 run like a work camp. What it means to be the son of Eugene I. Kane.

The house in Potomac, MD, is owned by David Kane, 43, the fourth sibling of nine. Once a monastery, the building is now a grand Spanish-style home. David bought it several years ago at auction, no doubt using his acumen as president and CEO of Kane Real Estate Services. David's on a conference call in his study, while Dennis, 40 and brother number five, fills the cooler out on the veranda that overlooks a sloping lawn that stops at a line of woods beyond. Dennis is president and CEO of Kane Construction, Inc. Next to arrive is Richard, 35, brother number six and the second youngest sibling. Like the other two men, Richard is dressed like the executive that he is, president and CEO of International Limousine Service, Inc.

Last to arrive is John Kane, 45, the third brother and president and CEO of the Kane Company, the largest business that includes Office Movers, Office Archives, Kane JPL and Kane Printing Services. John arrives a bit late and blissfully beaten, by both the afternoon sun and his own son on the golf course.

Though their businesses are now separate entities, the brothers are forever linked by family bond, business leads, and two generations of shared experience.

On any given day or night, the name Kane can be seen on a massive fleet of moving trucks, on boxes, on limousines and minibuses, on construction sites, and heard on the lips of many around Washington who know the name Kane from the earliest days of the Kane Transfer Company in the 1940s and then E.I. Kane Company. If they were still one, the group of Kane-related businesses would boast about \$100 million in annual revenue.

The businesses – office moving, data storage, construction, commercial real estate and limo services – are common not just because they came from the hard work and good fortune of E.I. Kane. They each represent the antithesis of the dot-com era. They are vital organs of the stable and growing Washington economy, delivering materials and people, constructing and selling real estate in both good times and bad.

So often during these early evening sessions the conversation shifts back and forth from brotherly ribbing and fierce sibling rivalry to the real and serious questions about business strategy. The brothers consider themselves informal board members for each others' company. The big question lingering in the air, now two years after their father succumbed to lung cancer, is "What would E.I. do?"

On this occasion the brothers begin to recall and retell the story of the Kane family, of how an industrious and determined E.I. Kane turned a paternal relationship with his uncle into a career and then a conglomerate, of how this man ran his family of one wife, six sons and three daughters the only way he knew how (like a business), and how four of the brothers emerged from their strange and challenging childhoods with bittersweet memories of the father who made them into men and executives.

Management lessons and tough love from a Washington Warlord

BY TIMOTHY BURN
PHOTOGRAPHY BY BRYAN BURRIS

Like a corporate facility

The Kane brothers and sisters grew up never wanting or needing much more than a little face time with Dad. Until the very end of his days, the type of quality father time most people know – ball games, story time, heart-to-hearts – was seldom available. Such soft commodities are hard to come by in big families where nine siblings are competing for attention with just one mom and one dad. When your father is an increasingly successful and driven trucking industry magnate, it's best to schedule an appointment.

From the outside, the Kane siblings must have seemed like your typical rich kids, living in a rambler with a pool and a stable of horses on six acres of land. Some may have called them “Silver Spoons,” but Dennis is quick to point out that they grew up in Silver Spring, in a hard working family of Irish Catholic values, church and family first, then work ... and that was pretty much what there was time for.

In the retelling, the four brothers remember their upbringing with various mixtures of pride, incredulity, anger, laughter and love.

“I think we had about six or seven acres and we had these moving parts,” Dennis remembers. “Everything from the silliest little in-ground pool you ever saw, a 500-gallon in-ground gas tank, three-car garage, two-stall barn with horses, tennis court and a rambler with a circular driveway with a well and septic tank. We had three tractors. There was always something to do. You were feeding horses, shoveling stalls, tilling the garden, fixing tractors, using them to cut grass, plowing snow, fertilizing, mulching, cutting down trees.

“We were all [dad's] maintenance crew starting at an early age. It wasn't the Brady bunch but we loved him.”

On a piece of land that size there is always plenty that needs to get done. And with six able-bodied boys, E.I. apparently decided early in his career as a father – and as a budding entrepreneur – that he could accomplish a lot by keeping his boys busy. Earliest memories for each of the brothers include work around the property. E.I. ran his sons like a work crew, each with a to-do-list and a time sheet.

“It was all business with my father,” says the youngest brother Richard. “If we did work around the house we got paid by the hour. And it wasn't just cutting grass in the yard. Sometimes we'd be working for eight to 10 hours a day.”

At the end of each week, the boys would sit down individually with E.I. to go over their time sheets and to get paid. Calculating their earnings, E.I. would make sure to deduct 10 percent for “room and board.” When they got older, each of the boys also had to contribute \$1,000 a year from their household earnings to help pay for tuition at Our Lady of Good Counsel High School.

“As a kid I didn't even know what room and board meant,” says Richard, with a chuckle. “Then my dad would point to the kitchen and say, ‘That's board, and your bed is the room part.’”

Each of the boys also had a passbook savings account, which E.I. controlled up until the boys got into their teens. “I'd ask Dad how much money I had, and he'd go get my passbook and show it to me. Then he'd take it away,” says Richard. “But I was proud to see how much money I was saving.”

The brothers took various lessons from their work-camp style childhoods. The four on the veranda managed to turn those lessons into lucrative careers in business. The two oldest brothers – Gene and Peter – were much more resistant to E.I.'s style of parenting. Their reactions say as much about their era – the late 1960s and early 1970s – as they do about the challenge of being first sons.

“Peter never saw eye to eye with his father on anything,” recalls Dennis. “He was that second son looking for attention, and perhaps he chose the wrong methods to get it.”

Peter's full story is cloudy. He was unavailable for an interview as his brothers do not know of his whereabouts. By his brothers' various accounts, Peter was a smart guy and a dreamer who constantly challenged his father's parenting methods from the beginning. Eugene was less confrontational, but nonetheless showed no interests

in business, or his business-style upbringing. What Eugene learned from his father was that he did not want to be a part of the family business. Instead, he became a successful lawyer and, unlike Peter, remains close with his family.

Dennis, one of the middle children, also had a tough time with his father growing up. E.I. was never interested in sports, and did nothing to encourage an interest in his sons. In fact, he seemed to see sports as an unnecessary diversion from work and family. Not Dennis. Dennis got the jock bug at an early age and played throughout his childhood in a local Catholic football league.

“I did not ever expect to look up into the stands while I was playing football and see him. And I didn't at the time understand why. I just knew that my father was different.”

The two older brothers, John and David, apparently had the benefit of watching their older brothers Eugene and Peter butt heads with Dad. They learned to do things a bit differently, both doing the work and making the most of it. David early on began to think like an entrepreneur.

“My Dad always wondered why the tractors were so out of gas and beat up,” laughs David. “That's because I was working them extra hard.” David, after working hours on the weekends mowing his own fields, would take the riding mower and do lawns in the neighborhood. He also admits to making liberal use of E.I.'s open account at the local hardware store. “I had an entire garage of tools. I was a real gear head.”

The four brothers on the veranda agree that they were all eager to please their father and win the attention of a man who was seldom available to them.

“I was always very proud of what I accomplished on a daily basis for my father,” says John. “To this day I maintain an attitude of ‘pleaser’ in that when presented with a situation or a challenge, I always ask myself, ‘How do I get this done so that the person is happy with what I've done for them?’”

Things were a bit different for the women of the house. The mother, Jane, ran things inside the house (though like any Kane, she was also heavily involved in the family business). The three daughters, Loretta, now 38, Rosanne, 36, and Margaret, 32, managed to avoid the outside labor, and the stiff father/time sheet moments. But the household vibe was 1950s and the women were expected to do inside chores. Rather than hourly pay for their efforts, they were given allowances.

“It was all business with my father,” says the youngest brother Richard. “If we did work around the house we got paid by the hour. And it wasn't just cutting grass in the yard. Sometimes we'd be working for eight to 10 hours a day.”



A budding entrepreneur

The Kane brothers' upbringing may have seemed strange to them at the time as they watched their friends running free in the neighborhood all afternoons and into the summer. But it must have been quite familiar to E.I. who from an early age became intrigued with business and what a hard day's work can do for a man.

E.I. didn't grow up in a very business-oriented family. “It's funny. We didn't hear a lot about our grandfather growing up,” says Dennis.

E.I.'s father worked for the government his entire life, with the exception of a couple of years when he went to work

The writing on the wall appeared in the form of Francis's two son-in-laws who came to work for the company in high positions, and began to eye the top spot. E.I. was desperately afraid he'd be working for them, and calling in from the 18th green telling him how to run the company.

night watchman to dispatcher. When he left the Navy as a young man, he went to work for Francis full time.

Francis had two daughters and no sons, so his budding relationship with his nephew was as natural to him as it was for E.I., who quickly climbed the ranks in the company.

"It was a great deal for Francis because he had a guy who was well regarded in the industry, and it looked really good having that guy sit back running the place, while Francis went about his political ambitions and Florida play days," says Dennis. "He was like the man in plaid pants calling from Palm Beach asking E.I. how many trucks were on the street."

Many around town simply assumed that E.I. was his son. As E.I. rose in the company he began to assume that Francis would cede a portion of the company to him in some way as he approached retirement, or at least make certain that E.I. was taken care of. This was no small matter to E.I. whose own family was growing and in need of financial stability. E.I.'s assumptions about his future with Kane Transfer would lead him to a brutal lesson in business, one that echoes to this day in the halls of his sons' various enterprises.

By the time he tried to purchase Kane Transfer from Francis, E.I. was executive vice-president of the company. He was always concerned about who had control of the shots. He was trying to get equity in the company. He wanted to own a piece of it so that when Francis did die he wouldn't be battling with a bunch of non-managing equity people. The writing on the wall appeared in the form of Francis' two sons-in-law who came to work for the company in high positions, and began to eye the top spot.

E.I. was desperately afraid he'd be working for them, and they would be calling in from the 18th green telling him how to run the company. It should be noted here

for his brother Francis. His father was a career government guy, and E.I. was all about work.

"E.I. always said he could set his watch by what time his father got home. That irritated my father who always believed that you don't get home at a certain time. You get home when the work is done," Dennis recalls.

Like his sons, E.I. got the "wheel bug" early on. As a boy he was caught driving his father's Model T around town, and was later found writing his initials on the side of his dad's car. Naturally, E.I. gravitated to his uncle Francis, a dapper man about Washington who owned his own trucking business, the Kane Transfer Company.

By observing his uncle in action, E.I. began to learn about what you could achieve with hard work, how you could then carry yourself in a dignified way.

"Because it [Kane Transfer] was free enterprise, you could make money. And then you could do good things for the church and charities, and be more of a benevolent dictator. I think he was big into that," says Dennis.

E.I. began working for his uncle in high school as much as he could, doing everything around the company from

that these issues – managing a large company, fighting for a share and a financial future – were weighing heavily on E.I. at the same time that he and his wife Jane were raising their children. While he was by all accounts not an emotionally indulgent father, it is clear E.I.'s thoughts were heavy when he came home from work each night.

E.I. and Francis kicked around a number of ideas over a period of several months regarding the future of Kane Transfer. E.I. really wanted to buy it outright. But it boiled down to two fierce Irish business warriors trying to get the better of the other, and in the end Francis appeared certain to pass his company on to his daughters and their husbands.

The lifelong relationship between E.I. and his powerful uncle came to an abrupt halt one morning when E.I. was perusing the *Wall Street Journal*. He came across an advertisement that said "Trucking company with Washington and Baltimore rights for sale; Management in place."

That was the first clue to E.I. that his uncle had no intentions of selling him Kane Transfer. What's worse, it appeared to him that Francis was trying to sell off his management staff, which included E.I., as if these people were a fleet of trucks. That's when E.I. pulled his chips off the table and never spoke to Francis again.

Instead, E.I. borrowed \$5,000 from his mother and took out a sizable loan from Mercantile Bank, which he used to open the E.I. Kane Company, a trucking company in direct competition with his uncle's Kane Transfer. There were a number of lessons E.I. took from this bitter experience. First among them was to never let there be ambiguity among family members about the family company. As he began to build his Washington trucking empire, E.I. maintained a "One chief and everybody else an Indian" business philosophy. Everyone, including his sons, were Indians until his final days.

Right away, the E.I. Kane Company was busy and as successful as a company could be in an industry as heavily regulated as trucking was in the 1970s. A trucking company could only charge a specific amount for its routes, which were assigned by the government. What's more, the trucking industry was heavily unionized, and as such, wages and benefits were subject to intense negotiations.

But E.I. Kane showed an early creativity in an industry that was all about wheels and miles and tonnage. E.I. planted roots in both Baltimore and Washington, building his headquarters in Baltimore and residing in the city to the south, where he soon opened a terminal in nearby Landover.

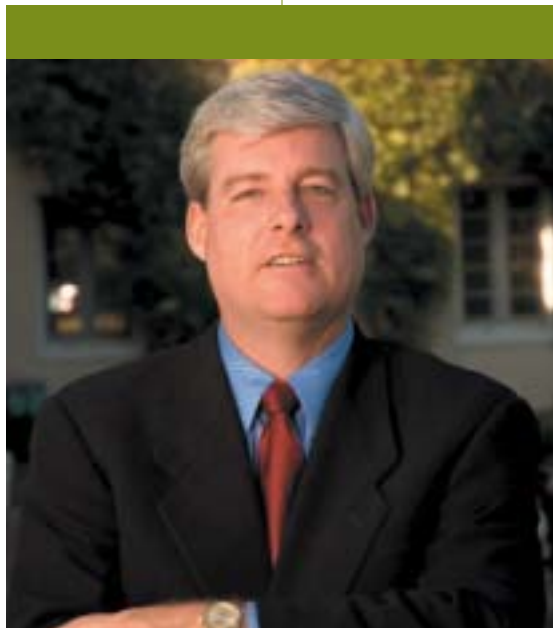
E.I. soon noticed that this little government town had a growing need for large-scale office moving. E.I. had a big fleet of trucks that were just sitting idle after the standard workday of a union truck driver. The government and quite a few new commercial tenants had a need for a company that could move entire floors of furniture in a weekend. Kane was often called upon by the White House to move the presidential papers of the departing residents, including Richard Nixon, Gerald Ford, Jimmy Carter and Ronald Reagan.

"He was making a profit during the day moving freight, and everything at night outside casual labor and maintenance was profit," notes Dennis. "He paid off his bank loans quickly. It was brilliant. He took all of his paid-off infrastructure and pushed into a related – yet unregulated – industry and immediately became the 800-pound gorilla. Whether it was dumb luck or genius, it set the stage for the family's future success."

The work crew rises

Just as E.I.'s family compound in Silver Spring needed a homegrown staff to maintain, the E.I. Kane Company too was growing and in need of "Indians."

Lest you think that the brothers only did a little lawn mowing and horse feeding to keep them busy, it should be noted that each brother can drive down almost any street in Washington and describe the interior of some of the office buildings. As soon as their adolescent backs were ready, these boys were dispatched in trucks along with other staff grunts to move office furniture. They were paid of course, and they seldom objected. Working was what you did in the



{John Kane}



“My father’s main concern was to not ruin us with his success,” says David. “He did not want us feeling we were entitled to success or found money in the future. He always said, ‘my kids will not be driving around in Jaguars when I pass away.’”

Kane family.

“When I was at Mount Saint Mary’s College I was a labor source for my dad,” recalls Richard with a smile. “I’d bring my buddies down from college to do move jobs. If I needed five guys I’d ask 10 of them because you never knew who was going to wake up on time the next morning.”

Though the work was tough the money was good. For E.I., it kept his boys out of trouble and gave them a taste of what one could accomplish if one was willing to put in the hours. As his boys became young men, each of them individually began to eye the E.I. Kane Company for what it was, and began to wonder how they might fit into the growing business. When you build a household of hard workers you also get a house full of young men who want a piece of the big pie. Because the six brothers were separated by 13 years, they each began to have these ideas at different times and under different circumstances, resulting in different outcomes.

Such issues as who would get what piece of the company were never discussed. E.I. simply expected his sons to put in a good day’s work. But E.I. did make it clear to his sons that none of them would have anything simply handed to them.

“My father’s main concern was to not ruin us with his success,” says David. “He did not want us feeling we were entitled to success or found money in the future. He always said, ‘my kids will not be driving around in Jaguars when I pass away.’”

This concern was paramount to E.I. who had seen this sense of entitlement among the well-off all over Maryland. It reminded him of his day at Kane Transfer when the brothers-in-law arrived and seemed to expect a piece of the company regardless of whether they worked for it or not.

None of the Kane brothers expected to get the keys to the company for free. But each of them had been E.I.’s employee ever since just a few summers after they could walk. They wanted their dad to see what they had done, and could do. They were brought up to think like entrepreneurs and they wanted the opportunity to be real ones.

While the two eldest brothers went their own way, the four younger brothers

each dove into the company business as young men. Watching Gene and Peter flame out, as it were, John, the next in line, took a different tack and eagerly joined the E.I. Kane Company, starting off in sales in the company’s growing Office Movers enterprise. “I quickly went into an operations and sales capacity which involved opening new warehouse service centers in six locations in four states. They all made money and the employees and customers were happy, and that in itself was a sign of success for my father.”

By the time the other brothers were ready to try to take an active leadership role at E.I. Kane, John was way ahead of them, already working, already proving himself, already making a beeline for the top spot in the company.

While these days, the other brothers are proud of John’s work and rise at the company, David, Dennis and Richard, also looked at his trajectory and sensed that they were too far behind to compete with John for one day taking the keys of the company from E.I.

“Keep in mind that John wasn’t the first brother,” notes Dennis. “The bewilderment was that the first two brothers didn’t show any interest or ability to fill the void, and the third in line was there. From the death of my mother [Jane, of lung cancer in 1996] and the expansion of the company, my father needed to put what family he had at the top position. John was the beneficiary of timing. Everybody would have loved to have been that guy, but I also would not have wanted to give up my college years.”

School of hard knocks

The next two brothers, David and Dennis, were anxious to find their place in the company, make names for themselves and win their father’s admiration.

But E.I. was always like a shop boss to his boys, and not wanting them to feel entitled, he made his boys start at the bottom of the ladder just like anybody else.

David, the industrious one who turned his dad’s lawn equipment into a business, started out in the truck shop keeping an eye on the fleet. Right away he knew he was in the wrong spot. Though he tried to get off on the right foot with his boss in the



shop, David said that man never trusted him. By his own account David was fired a few months after starting when he informed his boss that after working several days straight and through the weekend he was taking a Monday off. He came in the next Tuesday and was told he was fired.

David went to his dad and suggested that perhaps there was a better place for him in the business, perhaps more of a management role. David recalls his father telling him, "I have no moral obligation to move you around my company until you find a place where you are happy."

And that was that. David never worked for his father again. It was a tough lesson, though David betrays no animosity towards his father for his harsh stance. E.I.'s tough love from the beginning had made David a confident entrepreneur. In his few months working inside his dad's company he developed an interest in the physical property side of the business.

David entered the world of commercial real estate leasing, starting in the ground floor of a company that later became CB Richard Ellis. He developed a knack for representing tenants in their commercial lease transactions, and like his father before him, he entered the right business, in the right town, at the right time, catching a piece of the Washington area commercial real estate market as it began to rocket forward in the late 1980s. Today he owns Kane Real Estate Services, a small boutique real estate firm that is on target for \$200 million in transactions for 2005.

Dennis' story is a similar lesson in the toughest form of fatherly love. Dennis took an early interest in cars, just like his dad, accepting an entry-level position at his dad's newest venture, International Limousine. Working with limos seemed a lot more fun than moving furniture.

Right away, Dennis felt a severe dose of hazing from the company staff as his manager worked him hard. Complicating matters, Dennis was living under his father's roof at the time. Though his father was somewhat emotionally distant, he saw the guy 24/7. At work, E.I. treated Dennis like he was nothing more than another employee. At home, E.I. treated Dennis like an employee who – for some reason – was living in his house. Dennis, a young man at the time, quickly grew weary of this treatment.

"I was basically an \$18,000 a year employee who was rooming and boarding with his boss," recalls Dennis. "I had hoped and expected that he would be my mentor, not a time cop when I would come home at night."

Dennis hated what the job was doing to his relationship with his father. He wanted something different, better. After a number of run-ins at work Dennis left International Limousine in search of his own way.

"I wanted to carve something for myself because my father obviously wasn't going to give me the time of day. Maybe that was his way of showing me the ropes. But I wanted to learn the ropes from him, and he wasn't the easiest guy to talk to."

Dennis embarked on his own professional discovery and soon saw potential in real estate. With the help of his older brother David, he found a job at a company called Sargis & Jones, where he started as a project estimator. After a year he went to a competitor called Leapley, and quickly excelled. His coworkers were surprised by his work ethic given the fact that he was the son of E.I. Kane, trucking magnet. By age 26, Dennis was a vice president at Leapley. Like a true entrepreneur, he was looking for a way to take a leadership role at Leapley, though like his father before him, he realized after two years that the "one chief and everyone else an Indian" rule was working against him at Leapley.

But Dennis was beginning to build some professional skills and knowledge on his own. He had an aptitude for commercial real estate construction, and could see his way to eventually running his own company. Dennis then went to work for a small real estate company in Laurel, MD. By his account, he had a verbal agreement with the owner that Dennis would build revenue and then be given the option to buy the company. The first part of the agreement happened. Dennis helped turn a \$1 million a year company into a \$2.5 million company in about 1.5 years. But the

owner decided not to sell.

By this time, E.I. began to take a new interest in his fifth son. Dennis approached E.I., and the family lawyer, to inquire about how best to convince the man in Laurel to sell. The lawyer advised Dennis to forget about buying that company, and instead to ask his father about starting his own company. Reluctantly,

Dennis did just that, and E.I. helped him start E.I. Kane Construction. Now called Kane Construction, Dennis' company has two offices, 30 employees and is on target to do close to \$22 million in revenue this year.

Then Richard came of age. Like his older brother John, Richard was the beneficiary of good timing. Richard had the good fortune to be E.I. Kane's last son. Any father, however tough, is going to ease up at some point. Richard jokes that he had it easier growing up since unlike his brothers, he only had to pay for half of his car. The other half E.I. presented to Richard in the form of a loan, to be paid off over four years.

Richard, who had worked at International Limousine washing cars as early as age 12, took a swift professional interest in that company. Though a bit softer these days, E.I. told Richard that he had to go work for another company for a time before joining the family business. Richard spent two years as a stockbroker for Merrill Lynch, and then, on his father's advice, took a job in Cherry Hill, NJ, as a dispatcher for United Van Lines. E.I. decided he wanted to open an Office Movers terminal in Atlanta and encouraged Richard to move down there. Richard took up with a competing company and lasted for two years before getting laid off as a result of industry forces.

After three years, Richard's skill level and timing was just right, and E.I. said, "O.K., it's time to bring you in." For his part, E.I. was getting on in years and trusted the running of the business to Richard.

It was around this time, when his various sons were taking their place in his businesses and in their own ventures, that E.I. had a professional falling out with his third son John, who was essentially running the Kane flagship enterprise, the Kane Company.

"My father and I had never really worked directly with each other until the president of Kane Company, my boss, retired," recalls John. "The friction my father and I soon found ourselves in was typical of many first generation owners with second generation family management."

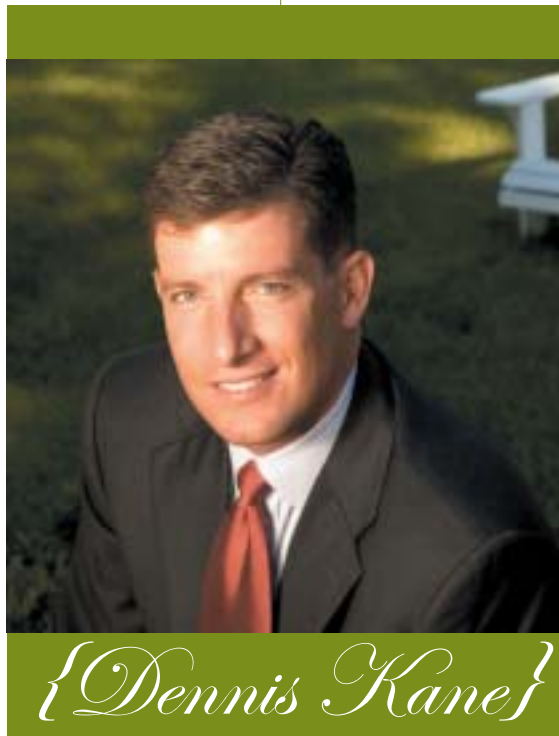
John says E.I. was reluctant to grow and take on debt, while John felt that taking on debt and investing was the only way to grow and maintain the attention and interest of the management team.

"That caused friction, and he thought I was taken too much of a role in the strategic direction of the company rather than just running it at his direction," recalls John.

After much tension and back and forth, E.I. decided he'd be better off just "cashing in his chips" and letting the next generation take over. The disagreement had eerie hints of E.I.'s tense relationship with his uncle, though in the end E.I. chose family over business.

Passing the torch

In 2003, E.I. Kane succumbed to a brief and fierce bout with lung cancer,



"I wanted to carve something for myself because my father obviously wasn't going to give me the time of day. Maybe that was his way of showing me the ropes. But I wanted to learn the ropes from him, and he wasn't the easiest guy to talk to."

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{E.I. Kane}

the same disease that took his wife, Jane, seven years before in 1996. It was a difficult time for the family, but also a special time as E.I., the once gruff man of business, softened up. As in years past the family got together and spent some time at Pine Island on the Outer Banks, NC, where E.I. made a point to spend special time with each of his children individually.

"Basically, after so many years of not being on the same page, he told me how proud he was off me in my professional and personal accomplishments," Dennis recalls of that walk on the beach. "For the first time he admitted a few regrets he had in his 'handling' of me, but that by all accounts, as he had told me when Kane Construction started and I became a father that same year, that I had made him extremely proud."

E.I. Kane's legacy lies within his sons and his name that to this day is splashed brightly on trucks, boxes and construction sights all over the Mid-Atlantic. But E.I. also had a fierce devotion to the Catholic Church, a critical pillar in the foundation of his vast family.

E.I. was heavily involved in his parish. He generously contributed both time and money to Our Lady of Mercy Catholic Church and to Our Lady of Good Counsel High School, where his boys attended. One of E.I.'s proudest moments took place in 1979 when he, wife Jane, and their nine children, were asked by Cardinal Baum to present the offertory gifts to His Holiness Pope John Paul II at the Eucharist during the Papal Mass on the Mall in Washington, DC.

The sun begins to set on the veranda behind David Kane's huge Spanish-style home. His young children spill out from the house with a couple of friends, followed by a golden retriever puppy. One of his boys goes to David and gets a bear hug before trotting into the yard to kick a ball around. The puppy waddles over to David's beer glass and dips his tongue in for a taste. David picks him up gently and scratches his fur.

Life is good for the next generation, full of love and promise, though the brothers Kane all are readying their sons for an ample list of chores ... with pay of course.

CEO