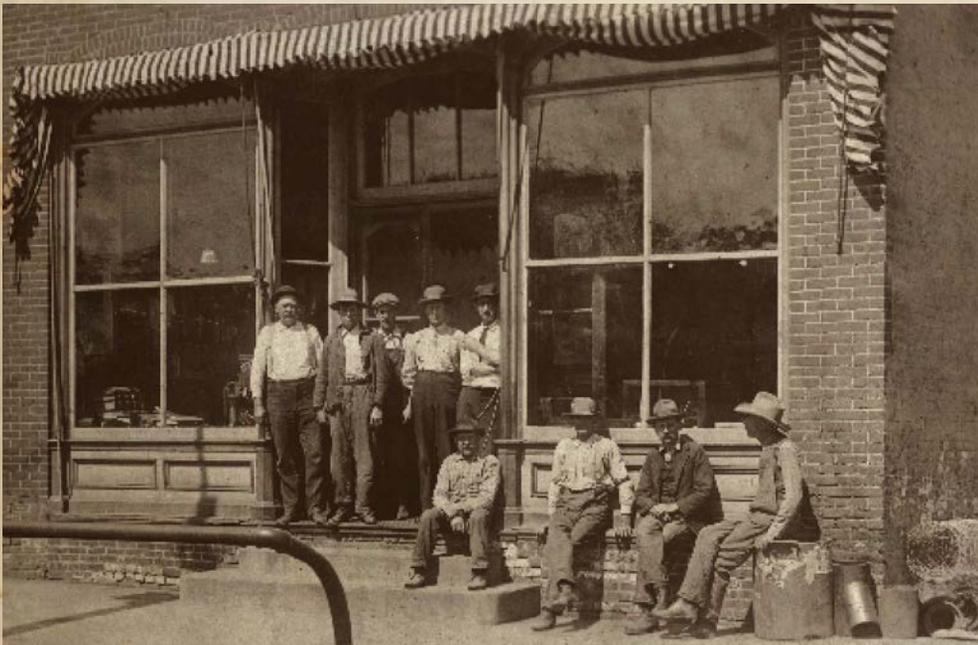


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Indiana's Story: Rich History, Intriguing Potential

Those involved in business in Indiana have so many things to be thankful for. Certainly there are challenges, but the people, the places and the economic climate in our state make it special.

We don't focus on the present – too much – in this issue of *BizVoice*®. I do encourage a look, though, at a preview (Page 14) of some key issues in the 2017 Indiana General Assembly. Moving forward on those, and others, will take today's excellence to an even higher level.



Instead, we go in-depth on both an illustrious past and a promising future filled with exciting potential.

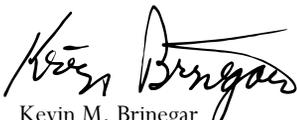
- One year ago, *BizVoice*® and our state began a yearlong bicentennial celebration. But many stories were left untold. Stories of people, companies and industries that have more than stood the test of time.

We share some of those – from Rex Ottinger's 57 years of cutting hair in Roanoke (Page 38) to the business and community contributions of the Gramelspacher family in Jasper and Dubois County (Page 68) over multiple generations. In all, 44 pages of photographs, profiles and personalities. I'm confident you will enjoy this step back in time.

- On the future side, a yearlong technology and innovation series begins. John McDonald and Bill Soards, leaders of the Indiana Technology & Innovation Council Policy Committee, set the stage with an inspirational column (Page 16) outlining the mission and the prospects.

We continue (beginning on Page 20) with exploration and analysis of both the Internet of Things – you may not know what it is today, but you will soon – and innovation-driven enterprises. And a series that will span all six issues of 2017 will follow the encouraging development of Recovery Force (Page 30). Today, it's a start-up with tremendous potential. Tomorrow's story is yet to be written.

Thank you, as always, for reading *BizVoice*® and for your support of the Indiana Chamber.



Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

Cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises.



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Madam Walker on the porch of her business (*Madam C.J. Walker Collection, Indiana Historical Society*).

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A visit to Rex's Barbershop in Roanoke is a trip back in time. There is no phone in the store. Never has been and never will be. Find out what else is unique.

40 **Down on the Farm**

Indiana's rich agricultural history is well known. Learn more about family farms that predate the state itself, with some Purdue University analysis.

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From Babbs SuperValu to McCormick's Creek State Park and beyond, there is something special in Owen County. Take a trip with us and discover for yourself.

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A Fort Wayne mechanical contractor has been in business since 1856. The story of an Allen County restaurant goes back even further – to 1837.

64 **From Gas to Glass**

The discovery of natural gas led to expansive glass production in East Central Indiana in the late 1800s. The industry lives on today.

Cover photos: Globe Stove & Range in Kokomo in 1900, Madam C.J. Walker and soil improvement efforts on the farm.

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Long-term infrastructure funding, expanded preschool opportunities and efforts to reduce smoking are among the key issues.

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Ann Compton made the White House her second home over a lengthy news career. She brings those experiences to our state for the Indiana Chamber's 2017 Legislative Dinner.

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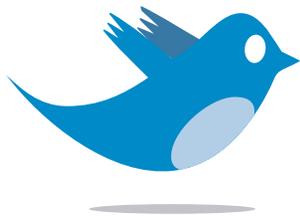


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What's Chirping on Tweet Street?

The Indiana Chamber has over 16,000 Twitter followers. Are you on the list?



@IndianaChamber

Congrats to our Small Biz Champions of 2016: Sens. Travis Holdman & Tim Lanane, & Reps. Matt Lehman, Karlee Macer & Ed Soliday. #INLegis

Thanks to @Sendavidlong, Sen. @TimLanane & Reps. @Brian_Bosma & @ScottDPelath for speaking at our #INLegis Preview! (Pres. by @IceMillerLLP)

Read more on why Rep. Dan Leonard was named our 2016 Government Leader of the Year <http://ow.ly/oKJs306nklp> #INLegis @INHouseGOP

Get the full story (and video) on our 2016 Business Leader of the Year - Sonny Beck of @BecksHybrids (Atlanta, IN) <http://ow.ly/dQbE306iYDT>

Enjoyed today's BizVoice visit to new @IndianaHistory You Are There exhibit: "Eli Lilly at the Beginning" <http://ow.ly/6EkX306hEw8> @LillyPad

Excited to begin tenure of new Chair, Ron Christian of @VectrenIndiana! (Thx to Tom Hiron of @hironandco for his work last year.) #INAD16

What others are saying to – or about – the Indiana Chamber:

@IIB: Infrastructure, Pre-K Among Chamber Priorities. <http://ow.ly/lw3306oURU>

@BrandonjSmith5: .@IndianaChamber CEO Kevin Brinegar says state's poor health record is holding Indiana back economically

@FishersIN: ICYMI: We're honored to have been named @IndianaChamber's 2016 Community of the Year!

@OneZoneCommerce: @IndianaChamber Legislative Preview explaining their top priorities. Infrastructure, Education Health Care are 3 of the top areas

@SusanWBrooks: Congrats to @CITYOFCARMElin pi lab & @BecksHybrids CEO Sonny Beck on their awards from @IndianaChamber

@IHACConnect: .@IndianaChamber's Kevin Brinegar speaks to business, employer case for improving IN's poor health metrics #HealthierIndiana

@CPACOE: Thanks for the fantastic write up in your November BizVoice @IndianaChamber and @cbazel ow.ly/GpG2306eLeJ



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All About Integrity

A Conundrum of Organizational Culture



Lisa Price

EDITOR'S NOTE: Lisa Price was the winner of the 2016 Ogletree Deakins Human Resources Professional of the Year award. Nominations are open for the 2017 award with a March 3 deadline (www.IndianaHRConf.com/award).

When offered the opportunity to write this column, I considered many worthy topics from around my organization – community involvement, training and development, and new tools that simplify the employee experience. But instead of highlighting a problem we solved or a program we implemented, I opted to cover a more abstract concept that is central to any organization's success: integrity.

As human resources professionals, we often find ourselves in a conundrum of culture. On one hand, we're entrusted to promote a positive work environment that engages employees, fosters creativity, and attracts and retains the best talent. At the same time, we're charged with enforcing the policies necessary to maintain compliance, mitigate legal risk and safeguard corporate reputation. Finding the perfect balance of these two interrelated responsibilities can be challenging, particularly in areas without hard and fast rules.

Integrity as a pillar of culture presents a unique challenge because integrity itself can be difficult to clearly define. Conceptually, the vast majority of employees – and human beings – have a pretty solid grasp on how to think and act with integrity. Make good decisions. Do the right thing. Play fair. But integrity doesn't lend itself to a succinct set of rules, and it would be both daunting and futile to attempt compiling a comprehensive list of scenarios that do or do not meet the definition.

Integrity can also be challenging to measure. When integrity is present or working effectively in your organization, nothing happens. And because of that, you never really know you have a problem with integrity until, well, you have a problem. Most organizations like my own implement a system of operational checks and balances and monitoring capabilities that safeguard against dishonesty or unfair business practices. But none of these tactical approaches truly get to the heart of advancing cultural integrity.

Balancing act

And so, with little more to go on than "I know-it-when-I-see-it," how can any organization effectively enforce or promote integrity? How can you ensure integrity is more than simply a word on the wall, but less than a rigid edict ultimately doomed to fail? I certainly don't have all of the answers nor a perfect blueprint for success, but there are a few central concepts that have helped keep integrity front and center at my company.

First, integrity needs to start at the top. The primary role of any CEO or executive is to set the tone – and the example – for the rest of the organization.

Integrity must be a standard part of his or her repertoire and needs to be a deliberate conversation in the board room all the way through manager and employee one-on-ones. Leading by example is the absolute floor for integrity, because management's words, deeds and actions will be imitated and repeated throughout every corner of your organization.

Setting the stage

But at its core, integrity is an organic and personal value – so it must also come from the bottom up. Talking at – versus with – employees and telling them to act a certain way is rarely convincing or effective. Set clear expectations on integrity and the accountability that goes with it. Acknowledge being unable to set rules for every scenario, but give easy, practical ways to think about it. "Would you want your friends and neighbors to see this on the news tomorrow?" or "Would you be proud to talk to your children about your actions?" are great everyday guides for employee decision-making.

And finally, find those areas in your organization where integrity is healthy, living and breathing. Pick out those instances of doing the right thing and celebrate them wildly. Too often we only communicate about integrity when things are going wrong or in response to a negative event. But it is even more important to highlight the positives – individuals who have done the right thing and how their actions helped win or keep a customer, deliver better results or make a positive change. Let those be the shining examples for your organization and let their stories serve as both the foundation and guideposts for your future.

Seeking that perfect balance between promoting and policing integrity and all of our company values is one of the most challenging and motivating parts of my role. When it's missing, I am driven to find it. And when it happens, the results are incredibly gratifying.

As you consider nominations for the 2017 Ogletree Deakins Human Resources Professional of the Year Award presented by the Indiana Chamber, I encourage you to think about leaders who have found innovative ways to effectively balance these roles and advance positive change in their own companies, industries and communities.

AUTHOR: Lisa Price is executive vice president of human resources for KAR Auction Services, Inc. Learn more at www.karauctionservices.com



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Indianapolis

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November 15, 2016



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Mayor Scott Fadness accepts Fishers' honor as the 2016 Lifeline Data Centers Community of the Year.



Government Leader of the Year Dan Leonard.



Indiana Vision 2025 Dynamic Leaders of the Year Don Inmon (left) and Matt MacBeth of pi lab.



Business Leader of the Year Sonny Beck.



George F. Will delivers a sobering, yet inspirational, message about our country's future.

VOLUNTEER AWARDS LUNCHEON



Named directors emeritus of the Indiana Chamber board were Gus Olypidis, Family Express (Jill Ritchie accepting his honor), Jim Edwards, Edwards & Associates (right) and Phil Newbold, Beacon Health (not pictured). Pictured with Tim Hirons, 2016 Chamber board chair (left) and Chamber President Kevin Brinegar.



Sam Schlosser, 2016 Samuel C. Schlosser Volunteer of the Year Stuart Buttrick and Chamber President Kevin Brinegar.



Volunteer of the Year Todd Miller.



Don Wetrick, innovation coordinator at Noblesville High School.



Volunteer of the Year Mark Richards.



Key Statehouse topics: Roads, pre-K and cigarette taxes.

LOFTY LEGISLATION

Chamber’s Key Goals in Focus

By Rebecca Patrick

While one can never be 100% certain when policy and politics mix, there are unmistakably positive signs from Indiana General Assembly leadership that at least two outstanding, high-profile needs will be more fully addressed in 2017.

Those are long-term transportation infrastructure funding and expansion of state-funded preschool. Both are also among the Indiana Chamber’s Top 8 legislative priorities for the new session.

Whatever strategies are ultimately settled on as revenue streams for roads and bridges, the Indiana Chamber will be advocating for two thresholds to be met.

“There must be funding for both maintenance needs and important new projects, as well as a mechanism to ensure that every user pays their fair share,” offers president and CEO Kevin Brinegar.

At the Indiana Chamber Legislative Preview event in late November, Indiana House Speaker Brian Bosma echoed the sentiment of “fees to those who use the assets” and said, above all, he will be looking for legislation that will last for a “generation or 20 years” – not the life of an administration.

Senate President Pro Tem David Long chimed in that states were going to be on their own for infrastructure funding after 2020. Long had been part of a recent conversation with U.S. House Speaker Paul Ryan on the subject.

“The federal government can’t keep raising these revenues. ...

It’s sobering to understand but we can’t keep looking to Washington for these massive transportation plans – nor should we,” Long emphasized. “It’s inevitable that we have to find new sources of money.”

Specific funding strategies the Indiana Chamber could support include: indexing the fuel excise taxes/fees to inflation (which Long calls a “logical step”); raising fuel excise taxes/fees; charging fees for

Top Targets

A summary of the Top 8 Indiana Chamber legislative initiatives:

- Support establishing a long-term sustainable funding stream for the state’s roads, bridges, etc.
- Support the expansion of publicly-funded preschool initiatives for children from low-income families
- Support a comprehensive approach to decreasing the state’s smoking rate
- Support suitable testing for students and accountability for all involved in the education process
- Support a statewide water policy to assure future resources and our economic prosperity
- Support making technology innovation an integral part of the state’s identity
- Support maintaining and enhancing our attractive tax climate
- Support a work share program that will allow employers to maintain a skilled stable workforce during temporary downturns



alternative-fuel vehicles (which aren't subject to the regular fuel tax); tolling a major interstate; and dedicating all of the sales taxes on fuel to infrastructure (the current model allots a penny with the other six cents going to the state's general fund).

The Indiana Chamber would support replacing any revenue lost to the general fund with another revenue source so that the general fund is left whole.

When it comes to pre-K expansion, "the expectations aren't as ambitious due to overall revenue forecasts, but the desire to build on what we have and progress along that path is evident," Brinegar notes.

In 2014, the Legislature authorized state-funded pre-K with a pilot program in five counties.

Going forward, the Indiana Chamber wants "disadvantaged youngsters to take priority for the state's limited dollars that will be available," Brinegar begins.

"We hope to see legislators focus on fiscal responsibility, ensure preschool programs are of high quality and adopt a mixed delivery model that includes public schools, Head Start programs, licensed family and center-based childcare, as well as community-based organizations. All of those things are vitally important." The Indiana Chamber is part of the All IN 4 Pre-K coalition.

Bosma calls himself a preschool proponent and wants "more counties and more low-income students" into the state program "whether that's twice as many or three times as many."

He also cautions against universal pre-K efforts: "That price tag would approach one-third of what the state's current total budget is for K-12 education. We can't jump into that."

Long concurs with a deliberate approach. "If we expand, another five counties would be a prudent move." He also indicated the need to see more "outcomes" from the pilot group to warrant more robust program increases.

Another matter that is slated for the Statehouse spotlight in 2017 is a cigarette tax increase.

Last year, a bill made it through the House with the generated

revenue designated for road funding. This time, the Indiana Chamber and the new Alliance for a Healthier Indiana (healthierindiana.org) will be advocating that at least a portion of that money be earmarked for health-related needs. Specifically, that it will go to cover a more expansive smoking cessation program and potentially Medicare costs for smokers.

In the most recent data available, for every cigarette pack sold and taxed at 99.5 cents, the state spends at least \$15.90 in related health care costs.

"Obviously that's not a sustainable tradeoff and needs the state's attention," Brinegar remarks.

Of the two legislative leaders, Bosma can be characterized as more receptive to the tax hike.

"I thought it was a smart plan (in 2016). The goal (with that legislation) was not to have the highest tax in the Midwest and it wasn't," he stated at the legislative preview.

A measured Long offered: "It's a possibility. . . . We're not real excited about it in the Senate Republican Caucus." But he did acknowledge that the cigarette tax increase "may be one that the public could support."

Indiana ranks 44th in the nation (where No. 1 is best) for highest percentage of smokers. Tobacco costs Indiana \$6 billion annually in health care costs and lost productivity.

"We hear from our members consistently about the impact smoking has both on their business and employees. Workers who smoke are less healthy, have higher insurance premiums and miss more days on the job – and some are not able to work at all," Brinegar declares. "It affects all types of industries and size of workplaces."

The Indiana Chamber and the Alliance for a Healthier Indiana (including the Indiana Hospital Association, Indiana State Medical Association and Anthem Blue Cross and Blue Shield in Indiana) are proposing a comprehensive approach to reducing the state's smoking level. Other steps are increasing the smoking age from 18 to 21 and repealing special privileges for smokers (that prohibit employers from asking possible new hires if they smoke).

RESOURCE: Full details of the Indiana Chamber's top priorities and additional areas of focus for 2017 are available at www.indianachamber.com/priorities.

Securing Our State's Future

Vision, Leadership to Drive Tech Agenda



John McDonald

Indiana lawmakers and business/community leaders have done an excellent job enhancing our economic climate and making our state one of the leading locations for companies and jobs. The mission, and we're confident all Hoosiers will accept it, is to act today to help ensure similar success for generations to come.

Let's borrow the words of others to help shape the job in front of us.

"The future belongs to those who see possibilities before they become obvious."

— Businessman, entrepreneur and investor John Sculley

We may think first of the Wright Brothers and air flight, or Madam C.J. Walker and her entrepreneurial ventures, as just two examples of "seeing possibilities." But forward thinking and long-term opportunities can, and must, be adopted by all.

"To grasp and hold a vision, that is the very essence of successful leadership — not only on the movie set where I learned it, but everywhere."

— Ronald Reagan

The words of the 40th President of the United States ring true today and going forward. Embracing the outcomes we desire and keeping our focus on the ultimate goals are essential.

"Destiny is not a matter of chance, but of choice. Not something to wish for, but to attain."

— Politician and three-time presidential candidate
William Jennings Bryan

Indiana simply needs to control its own fate as much as possible. Having a plan is the first step; striving to achieve it is even more critical.

"I can teach anybody how to get what they want out of life. The problem is that I can't find anybody who can tell me what they want."

— Mark Twain

What we want, in the mission of the Indiana Chamber, is to "cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises." What we want, more specifically, is to continue the evolution of our economy over 200 years — from leadership in agriculture and manufacturing to logistics and life sciences — to today's technologies that will partner with those industries and many more.

What do we need to succeed? Talent, capital and an ecosystem that builds upon itself.

Talent

Indiana must retain, attract and grow the available talent for innovation-based businesses. Talent is the

No. 1 factor in company decisions to expand, relocate and, most importantly, create new jobs. We must retrain displaced workers and keep more of the talented individuals who graduate from our universities.

Capital

It takes money to make money. Expanding and making transferable Indiana's Venture Capital Investment Tax Credit is a strong initial step. As Indiana's own private venture capital base continues to mature, providing support for entrepreneurs to obtain financing from venture-rich communities will accelerate the growth of those companies and the state.

Ecosystem

Northern California became what it is today in the tech/entrepreneurial world due to efforts dating back to 1939 and the Hewlett Packard Garage — the official birthplace of the Silicon Valley. It has reached the point where ideas, people, dollars and the reinvestment of each have created a most powerful economic engine.

Indiana is building its own ecosystem. Each ExactTarget or Interactive Intelligence sale, as two examples, puts all the key ingredients back into play for further growth. As the ecosystem matures and more of the initial financing comes from within the state, the proceeds and future rewards will be even more Indiana focused.

Our evolution will be accelerated by leading the way in the Internet of Things (IoT). Businesses in the IoT space, both those operating today and others still to come, are providing the connectivity and analysis that will shape our lives in the years ahead. IoT will complement our existing business strengths and change the way Hoosiers — and all others — work, live and play.

Being engaged is mandatory, not optional. Leading — seeing possibilities before they become obvious; grasping and holding a vision — will produce a more prosperous Indiana.

One way of quickening the pace is to enhance open data capabilities. Discovering new information is less of a challenge than coordinating the vast amounts of data already available and using it to enhance both entrepreneurial business development and public sector decision-making and policies.

In a recent interview, one of Indiana's IoT leaders says it can be the "biggest thing since anything." The same sentiment applies to Indiana's prospects for job, business and economic growth.

As Sculley, Jennings Bryan, Reagan, Twain and others have articulated, it just takes clear vision and dynamic leadership to help control our own destiny. Let's go!

AUTHORS: John McDonald and Bill Soards are chair and vice chair, respectively, of the Indiana Technology & Innovation Council policy committee. Learn more at www.indianachambertech.com



2017 Indiana Chamber **LEGISLATIVE DINNER**

Tuesday, March 14

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Longtime White House Reporter

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'OUTSIDE the BUBBLE'

Ann Compton Reflects on Favorite Moments, New Power Centers

Ann Compton is fiercely protective of her impartiality.

She does not portray her personal feelings for a political party, candidate or American president. And she's come to know seven presidents (and their families) throughout her 40-year career as a White House press corps broadcast journalist.

The drive to remain absolutely neutral has been critical to her integrity.

Compton retired from ABC News in 2014 and is now able to observe the political theater from the sidelines. But in addressing organizations around the country, she still does not let on about her personal feelings.

Compton will be the featured speaker at the Indiana Chamber of Commerce's 2017 Legislative Dinner on March 14 in downtown Indianapolis.

"In all the speaking I do, I am meticulously careful. I never take sides on political parties or the political spectrum. That's my identity and credibility," she stresses.

In her most recent role as a fellow with the Institute of Politics at Harvard University (which ended in late 2016), Compton saw the tumultuous election season play out through the eyes of first-time voters.

"I've stressed to them that this is unconventional; this is not the way this usually works," she says of the 2016 election.

Even to those students, she doesn't let on about her own opinions.

"I continue that as I deal with the students here, to maintain that objectivity. That said, this is the most unconventional political election year that I have ever covered," she asserts.

"This election was not only unconventional in the way it unfolded, but the way it ended. It was breathtaking and I think particularly powerful, because it's probably the reverse of what 90% of the American people thought – not what they wanted possibly, but what they thought – would happen.

"And I didn't think I'd see another election in my lifetime where the winner of the popular election did not win the presidency."

Compton is referring to the last time that scenario played out, in 2000, when Republican George W. Bush won the electoral college, yet lost the popular vote to Democrat Al Gore.

"All of a sudden, the DNC (Democratic National Committee) chairman, Terry McAuliffe, comes running out and saying '(Gore's) not going to concede; it's too close.' The networks – NBC had called Florida for Gore and then pulled it back. That may have been the most dramatic conclusion of an election. It was the 12th of December before we finally had a decision," she reflects.

What was strikingly different in 2016 was the way candidates could reach past the media, directly to their audiences through the use of social and digital media. That leads, however, to a proliferation of non-mainstream news sources and also a lack of depth in reporting.

"The American people, I think, have found it harder and harder to find the kind of deep context and reporting that will provide them with the information they really need to make decisions on the choice of candidates and presidential victor," Compton explains.

She offers that the forecasts, polling and media predictions were wrong because they all saw what they wanted to see and missed the actual story. It's an easy trap to fall into, Compton notes, and she had to remind herself of it in her own reporting at times.

"Don't look at a story and see what you think you want to see. Don't go in with a preconceived idea and look for the information that validates that. Keep your eyes open for what is unexpected. Many reporters covering the story saw what they wanted to see," she stresses.



Ann Compton, pictured here in 1985, covered seven presidents, 10 presidential candidates, and major national and world events as a White House press correspondent for ABC News.

Overcoming inexperience

ABC News brought Compton back over the summer to help cover the national party conventions. Her prolific career and institutional memory allowed her to reconnect with and interview longtime political heavyweights on the convention floor, including Jesse Jackson, Michael Dukakis and Walter Mondale.

Compton was assigned to the ranks of the White House press corps in 1974; she was the first female broadcast journalist (there were some female print journalists at the time) and one of the youngest.

“Being the first woman had a benefit. I went from office to office to introduce myself and I was instantly recognizable and I stood out. The high visibility was a great benefit. I was the beneficiary of good marketing and I was lucky in that way,” she recalls.

It was her age that presented more of a challenge. She had to overcome a lack of experience while covering one of the toughest journalism beats in the country.

“When I walked out of the White House driveway on the very day that marked 41 years (with ABC News) September 10 (2014), I was now the wise man, the old grey beard. I had an institutional memory of how things work at the White House and how presidents get into the predicaments they can (get into). I think I shared that as often and as fully as I could with my colleagues.

“I walked out as confident as I have ever been in the strength, wisdom and training of the young reporters picking up where I was walking when I was 26 years old.”

Moments of ‘crisis or celebration’

In covering seven presidential administrations and 10 presidential candidates, Compton’s award-winning work (she’s earned an Emmy and a Peabody, among other accolades), includes reporting on major national and world events.

There were moments of “crisis or celebration”, she says, including the terrorist attacks on September, 11, 2001, the fall of the Berlin Wall, the Camp David Accords, and breaking news on various policy and economic matters, to name a few.

Notably, Compton was the only broadcast journalist aboard Air Force One with former President Bush as he was trying to make his way back to Washington D.C. in the aftermath of the 9/11 attacks. (She plans to discuss that story in Indianapolis during the Chamber’s Legislative Dinner.)

Compton points to another day, however, as one that radically changed the world: Christmas Day, 1990. After her family opened their Christmas presents – Compton and her husband have four children – she reported the fall of the Soviet Union from the White House lawn.

“That was the day that changed every map in every classroom in every school in every corner of the world. To be able to give up my Christmas Day with my children, I say to my children, ‘You’ll always remember the day Mommy had to go to work on Christmas,’ she recalls.

“It’s a day you stand on the front row seat of history and you can’t believe your eyes.”

Aside from those defining world moments, Compton says what she’s treasured most are the personal memories she made with presidents and their families. She’s flown on diplomatic missions with first ladies and seen up close how presidents have handled events both big and small.

Recently, Compton and her husband were in Texas at the invitation of the first President Bush for a program at his presidential library. They were greeted by the former president and first lady in their apartment, reminisced over wine and hors d’oeuvres, and marveled together at the November Supermoon, which they viewed from the Bush balcony.

Compton snaps a pre-retirement selfie before boarding Air Force One for the last time. She was the only broadcast journalist aboard Air Force One with former President George W. Bush on September 11, 2001.



“You remember they’re human. They are people. They’re doing their best with really, really, really hard jobs. Every president I have covered has been an honorable man who has gotten into this because he was doing everything he could to make the United States of America a better place,” she emphasizes.

Looking forward

When Compton is in Indianapolis, she will do some analysis of the 2016 election, along with what she calls the new “power centers” of politics.

“In the winter, we will be able to look closer to 20/20 vision in the rearview mirror of what happened to bring to the end two political dynasties – the Clintons and the Bushes. We’ll be able to better assess why a woman lost. I don’t think she lost because she was a woman. I think it was because she has political baggage (and has for all her 24 years in the national spotlight),” Compton guesses.

The power centers include something she calls the “Pence-Ryan” partnership.

“Between Michael Pence and Paul Ryan, we have two Republican leaders, both who have now run national campaigns. One who is the Speaker of the House; he is a heartbeat away behind Pence, and Pence is one heartbeat away from the presidency. And how will they use their close friendship and proximity to help? Where are the new power centers, starting with the Pence-Ryan power center?”

When she’s not traveling the country speaking and staying on top of politics from “the outside looking in,” Compton spends her time with her three (soon to be four) granddaughters. She hopes for a more idyllic political landscape for them.

“I spend every waking minute with them that I can,” she says. “I want them to grow up in a world where politics is not hostile, and government operates because people believe in the value of a democracy that works, and not the kind of confrontation and political divide that has prevented things from being done.”

RESOURCE: Secure tickets to the March 14 Indiana Chamber Legislative Dinner at www.indianachamber.com/special_events

TELLING THE TECH AND INNOVATION STORY IN 2017

No matter the media outlet, storytelling is the name of the game in effectively communicating a message.

While each of the bimonthly issues of *BizVoice*[®] remains an excellent way to share stories, it also doesn't take advanced mathematics to realize that six storytelling opportunities are better than one.

BizVoice[®] has featured recent yearlong series on the Business of Sports, workplace wellness and, in 2016, corporate social responsibility. The topic this time around is technology and innovation.

The Indiana Technology & Innovation Council, formed by the Indiana Chamber in mid-2016, is the partial impetus. As is *Indiana Vision 2025*, the Chamber's long-term economic development action plan. Both emphasize next steps needed to ensure our state's economic future.

Below is a brief listing of some of the topics coming your way.

- Following pages: Internet of Things; innovation-driven enterprises
- March-April: Assembling a team; attracting and keeping talent in our state
- May-June: Dealing with regulatory requirements; innovative ways to meet space needs
- July-August: Communities investing to drive economic development
- September-October: Financing innovation businesses; successfully telling your story
- November-December: Achieving progress in all areas of the state?

In addition, we will bring you along as Recovery Force, a Fishers-based start-up, continues its progression from promising research and product development to licensing agreements and customer benefits. Thank you in advance to CEO Matt Wyatt and the Recovery Force team as they share their story throughout the year.

Despite special sections in each issue, there are still too many tech/innovation/entrepreneurship stories to tell. That is good news for Indiana as the new economy blends with existing strengths to, as the Indiana Chamber mission says, "cultivate a world-class environment which provides economic opportunity and prosperity for the people of Indiana and their enterprises."

And that message being shared: Our future is here; let's help make it shine brightly.

VORBECK: LET'S ADD DOLLARS TO EXISTING STRENGTHS

By Tom Schuman

Bison Financial Group served as sponsor of the inaugural Indiana Technology & Innovation Council Policy Summit on December 15. Dave Vorbeck is CEO of Bison, which he founded in 1999 with the mission to provide a highly customized analytical investing approach that helps clients define, understand and achieve their goals.

Vorbeck shares his thoughts on the summit and Indiana's role in the technology economy.

Supporting the effort

"Our decision to sponsor the summit is really about our support of the Indiana Chamber. We think the organization is critical to businesses; a statewide organization devoted to economic development and business collaboration. This is important – for the Chamber to continue taking its lead role in promoting business growth and technology; for us to support the Chamber in that mission; and for all of us in business to understand we have a connection to technology.

"It's important that Indiana stake out a footprint in technology development – for the state to say, 'We are going to create an environment through various policy initiatives to support the technology economy and promote businesses that are engaged in things we haven't even thought of yet.'"

Financial equation

"Wells Fargo Advisors is our partner. It does business with about 600 firms like ours across the nation. We are the 10th or 11th largest. We do realize the global resources of Wells Fargo Advisors, resources we are able to bear for our clients. Wells Fargo Advisors is one of the largest purveyors of capital finance. It was important (at the summit) to hear about the financing space for technology, which in many cases presents some of its own challenges."

Indiana's technology environment

"I think that many entrepreneurs, thought provokers, inventors have pretty good opportunities in places like Purdue's Technology Park to license technology that already exists, apply it to new pathways or to create that technology. Purdue, in cooperation with the state, has done a good job of creating that fertile soil. I still think that one of

the biggest pieces missing for a lot of these firms is mid-level capital.

"We see what happens in the tech park, which is amazing. What we don't like seeing is the exit strategy for the emerging entrepreneurial and near enterprise level companies – that exit strategy being some sort of tie-up with an out-of-state company because that draws the employment base away. As a state, I think we need to find a better way to create a broader capital strategy for these companies that both makes it more feasible to find that development level capital and maintain that employment base and corporate structure in the state of Indiana."

Money matters

"Creating this great environment where people from all over the world can come (to start and grow technology businesses) without having an eye on how we lock that enterprise level success into the state is a big mistake." The successful areas across the country not only have that entrepreneurial base, "but they also have intermediate, late stage and final stage capital – at least access to those things. Indiana is a great state to do business in; there's no question about that.

"But the best states to do business in are where you can find the money to do the business. If your exit plan for your new technology venture is to be acquired, which is kind of traditionally what has been happening, the acquirer is more than likely going to move that corporate base out of state."

Workforce strength

"Look for example at what GE is doing here in Lafayette with the LEAP engine. They didn't choose Lafayette because there was an intersection of two suitable highways and nearby rail access. That's certainly important. But those sorts of infrastructure opportunities for a company like GE are found in thousands of places around the country.

"I'm sure what GE is hoping to capitalize on is an employment base that has a long, long, long history of what has historically been advanced manufacturing. The state I think has been in pretty good shape all the way from Studebaker, that was pretty advanced manufacturing for the day, to Fairfield Manufacturing – what Fairfield was doing 30, 40, 50 years ago was cutting edge stuff.

"We have a lineage of labor-ready advanced manufacturing employees. That's phase one. And then secondarily, I think you see companies like Cook doing amazing things with technology – created and perfected right here in Indiana. Cook is an example of one of the biggest success stories statewide: something sort of percolated, and grew and grew and grew – and that's what we want more of."



"Indiana is a great state to do business in, there's no question about that. But the best states to do business in are where you can find the money to do the business."

– Dave Vorbeck
Bison Financial Group

RESOURCE: Dave Vorbeck, Bison Financial Group, at www.bisonfinancialgroup.wfadv.com. Bison, based in Lafayette, also has Indiana offices in Mishawaka, Terre Haute and Valparaiso.

INTERNET OF THINGS

'Biggest Thing Since Anything'

By Tom Schuman

One popular definition of the Internet of Things (IoT) is: A network of everyday devices, appliances or other objects equipped with computer chips and sensors that can collect and transmit data through the internet.

Question 1: What does that mean?

- For industrial giant Emerson and others, that's helping make oil and gas investments more profitable. Improving the production capacity of a well from 88% to 93%, for example, could mean a difference of \$100 million in one year.
- Johnson & Johnson is reportedly the first pharmaceutical company to win approval from the Food and Drug Administration to shift a product from batch to continuous manufacturing. No more stopping production, taking samples, sending to a lab and waiting for results. In-line sensor technology will eliminate the separate testing and sampling steps.

Question 2: What does that mean for me?

- John McDonald, CEO of CloudOne in Fishers, gives a popular example. We paraphrase here: Your car radio picks up on the fact that it's 3:00 a.m. and you aren't driving as safely as you had been

earlier. There is a 24-hour Starbucks ahead; your payment information is sent ahead to the store and your favorite hot drink is ready when you drive through.

- Damage from faucet leaks becomes a thing of the past. Bob Rodenbeck, director of research and development at Delta Faucet in Indianapolis, says the company will be launching in 2017 a leak detection device that alerts the homeowner before damage occurs.

CloudOne continues to accumulate widespread recognition for its work in helping companies develop and implement IoT solutions. McDonald, the enthusiastic and charismatic leader, admits, "I listen to myself sometimes giving examples (of IoT impacts) and think, 'What a lunatic.'"

But he quickly returns to form with this IoT assessment: "I think it can be the biggest thing since anything."

How big is big?

Consultants McKinsey & Co. estimated in late 2015 that IoT could generate as much as \$11.1 trillion a year in economic value. It also estimates that nearly 70% of that value will flow from business-to-business applications.

McDonald outlines the four elements that need to be in place for a successful IoT project:

1. Ideation – idea of data-driven service
2. Developers – people that can code and maintain software/data models attached to those ideas
3. Cloud services – operations, analytics, data services
4. Edge computing – blockchain technology, sensors, networks that ease transfer of information

"No one has all those pieces under one hood," McDonald shares. "If a company needs to renovate its products for IoT, those skills exist in small companies in pieces. (The question is) how do you bring those things together."

News is expected soon about one or a series of IoT labs in Indiana that would help integrate people and resources.

"Something like co-working spaces," according to McDonald. "Launch Fishers with concrete floors that you can roll a jet engine into. It's like a new form of incubator."

Chief supporter

Ian Steff is an unabashed advocate of Indiana's current and future position in the IoT world. Much of his optimism is based on existing industry strengths (advanced manufacturing, agriculture, automotive, life sciences and more) being paired with both business and university research capabilities.

As chief innovation officer for the Indiana Economic Development Corporation, Steff terms it as a "convergence forming new sectors." The Pence-Holcomb administration's \$1 billion entrepreneurship initiative announced in July 2016 is key to



There is no doubt in the mind of Ian Steff, Indiana's chief innovation officer, that Indiana is and will be an IoT leader.

overcoming challenges.

“The IoT revolution is ours to lead,” he exclaims. “Why? Because you see that industry leaders throughout the state coming together and fully recognizing the ability to capture data, embed sensors in engines or other devices that provide real-time feedback is certainly a market that Indiana is well poised to take to the next level.”

The challenges referenced earlier?

“Talent is certainly one thing that will be very important – talent generation from major research universities, from the community college system,” Steff continues. “It will also take availability of capital. That could take the form of venture capital, and the (administration’s) plan does just that.”

Steff spent significant time working for the Semiconductor Industry Association before coming to Indiana in May 2014. He notes that he and Indiana Secretary of Commerce Victor Smith recently met with those industry leaders in Silicon Valley. The invitation is open for them to visit Indiana for a first-hand look.

“We are on the map of everyone who knows anything about this industry in terms of our leading-edge research. We have a great diversification of our manufacturing base. The co-location of this R&D in a place where one is actually making things is not trivial. No other states come close to that,” he says, punctuating the excitement in his voice by adding, “I’m very passionate about this.”

Business case

For Delta Faucet’s Rodenbeck, IoT is all about people and customers. He notes that the company started watching the evolution as long as five years ago before “getting serious” a couple of years back with some research activity.

“In the past, we’ve never been able to find out where our products are placed, how they are used, how long they stay in service,” he states. “This can create a deeper relationship with your customers and bring value in ways that they probably never imagined or envisioned.”

The research told company leaders that “what people really value is protecting their home.” Thus, the leak detection device.

Will it be successful?

“(For customers), is it a real tangible benefit – did it make a difference or save me money? Ultimately, for businesses you have to see sales. There are probably some more natural connections to other industries, but you just have to find out what the lever is and exploit it.”

While there remains the potential for IoT to be the “biggest thing since anything,” Rodenbeck believes that answer is not clear yet.

“It’s at that stage where we’re not sure how big it’s going to be. We’re still a little uncertain how this is going to impact our industry,” he contends. “It’s already into a lot of people’s homes – the innovators. It hasn’t gone mainstream yet, but it’s working its way up to the early adopters. We want to be on the front end of that wave, not the back end of it.”

McDonald agrees with the assessment of the current state of IoT. “We’re still not collecting massive streams of data and knowing how to compile them and collaborate and use cognitive technologies to understand what they’re telling us. Why can’t my car order coffee for me? No one is collecting all the data streams yet.”

After two years of teaming with others to host an IoT conference in Fishers, McDonald calls the current climate the “arms dealer phase. Some of them are shooting their feet off. It’s a dangerous phase but exciting as companies try to figure out what their game plan is here.”

On the way

While the IoT story has yet to play out, there are plenty of players in the game. McDonald points to the Illinois Technology Association and its Chicago-centric Midwestern IoT Council. There



CloudOne, working with customers nationally and globally, has been recognized with numerous awards for its tremendous growth.



are the tech strongholds of Boulder, Colorado; Austin, Texas and the Bay Area. International manufacturing challengers include Japan, Korea and Germany.

But two more examples illustrate how the world has been and will continue to change.

“One morning you woke up and went an entire day without seeing a pay phone and you never realized it. In fact, you have been living for years now without pay phones,” McDonald reminds. “But when you and I grew up, they were everywhere. They were five to a street, every street corner; a hotel had 20.

“I think many of the things related to IoT are going to be like that. There are going to be things we used to have to do that are automatically handled for us without us consciously realizing we no longer do them anymore.

McDonald goes on: “I was mowing the lawn. The plastic chute that attaches to the side of the mower came off and I rolled over it with the mower. It was Saturday morning, 9 a.m. There is a number stamped on the inside. I put in the part on the first link to the page on Amazon and there’s my little plastic chute available for same-day delivery. No longer than six hours later, a guy pulls over and drops the box off with the plastic chute. That’s astonishing to me.

“Think about how you had to have done that 10 years ago,” he continues. “You would go to the Toro dealer and it was closed. You would go back on Monday. There was a big parts book on the counter. They said, ‘We’ll order it.’ They call when the part is in and you wouldn’t



Lawnmowers and faucets – two common items impacted by IoT.

be home. It would be a month before you would get that part.”

No matter whether it’s plastic lawnmower part or medical supply chain advances, Steff is confident Indiana is set to compete.

“One is making sure the venture capital environment is readily accessible to those with ideas. Second is working with the university system and ensuring we have industry-driven partnerships promulgating throughout the state,” he offers in reference to the public sector role.

“That is not just an accident we call them industry-driven partnerships. We want to be tapped into the heartbeat of industry.

“The role of the state is as a convener of interested parties. You will not see the state say, ‘Here is where we need to go on IoT’; you will see the state asking questions of all those coming together: Where do they need to go on IoT to meet their customer needs and to create jobs here in the state of Indiana?”

RESOURCES: John McDonald, CloudOne, at www.oncloudone.com | Bob Rodenbeck, Delta Faucet, at www.deltafaucet.com | Ian Steff, Indiana Economic Development Corporation, at www.iedc.in.gov



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ENTREPRENEURS TIMES TWO

IDEs Require Different Approach

By Tom Schuman

All entrepreneurs have a number of important choices to make. But one crucial selection – whether they are an SME or an IDE – is largely determined by the type of business they choose to engage in.

Example A: Tom sees a need for a dry cleaning operation in his neighborhood. He has some experience in the industry and believes his new operation could both provide a valuable service to the community and a solid living for his family and the associates he hires. Tom is starting an SME – small and medium enterprise.

Example B: Mary has worked for 14 years for a software company. She and several colleagues see the opportunity to start their own business, assisting potential customers around the country and globally by more thoroughly analyzing the results and implementing strategies based on feedback reports of customer experiences. Mary is starting an IDE – innovation-driven enterprise.

Both businesses are entrepreneurial. Both are important in the jobs they will create and the services they will provide. Each is very different, however, in the type of support they will need in order to be successful.

In other words, an SME and an IDE cannot be treated the same.

That is the premise of *A Tale of Two Entrepreneurs: Understanding the Differences in the Types of Entrepreneurship in the Economy*, a 2013 Kauffman Foundation report authored by two directors of the Martin Trust Center for MIT (Massachusetts Institute of Technology) Entrepreneurship.

More than technology

John Wechsler, CEO of Launch Fishers and a veteran entrepreneur, is quick to cite the Kauffman paper. His work in Fishers and through the broader Launch Indiana program is focused on IDEs.

He calls the nine-page report a “validation of the kernels of ideas and thoughts I have formed over a career in innovation tech. When I saw that white paper, it was kind of the “aha” moment. I finally had some blue chip research to back up the crack ideas I was walking around talking about.

“It really crystalized why this is important for economic development folks, municipalities, states, leaders that are looking to build environments for entrepreneurs – which is where I have kind of found myself the last four years. It really became apparent that this is the model we need to look at for creating wealth for the state of Indiana.”

John Wechsler passionately advocates for assisting Indiana’s innovation-driven businesses.



The Kauffman researchers make clear that this is not simply a technology push. They wrote: “We very consciously do not use the term ‘technology-driven’ entrepreneurship because innovation is not limited to technology. Innovation can come in many varieties, including technology, process, business model and more.”

What is the primary difference between SMEs and IDEs? Again, in the author’s words: While SMEs are the “lifeblood of many

economies, they are serving local markets with traditional, well-understood business ideas and limited competitive advantage. IDEs pursue global opportunities based on bringing customers new innovations that have a clear competitive advantage and high-growth potential.”

Go two steps further and we are talking about jobs and wealth. Let’s say Tom’s dry cleaning business creates 14 jobs and provides a steady income for himself and his employees. Mary’s strategic operations and consulting firm may end up with 14 worldwide offices, 1,000 employees and be valued at \$300 million before it is acquired by a larger firm.

“Enterprises that sell on a local, or even statewide or regional basis, have limited opportunities to bring a lot of wealth back into a community,” Wechsler offers. “They tend to circulate wealth. But these IDEs sell on a national or global basis. The opportunity is to not only bring money from operations into a community but ultimately create significant wealth for the shareholders, investors, early employees. To me, that’s super exciting.”

A Tale of Two Entrepreneurs outlines the differences between SMEs and IDEs (see chart). It also acknowledges the risk/reward factor.

“IDEs have a job multiplier effect, creating five jobs for every direct IDE job. Of course, these companies are highly risky – they have a high chance of failure. On the other hand, they have a small chance of being an overwhelming success and being the next Google or Genzyme, creating hundreds of high-skilled jobs and many thousands of auxiliary jobs.”

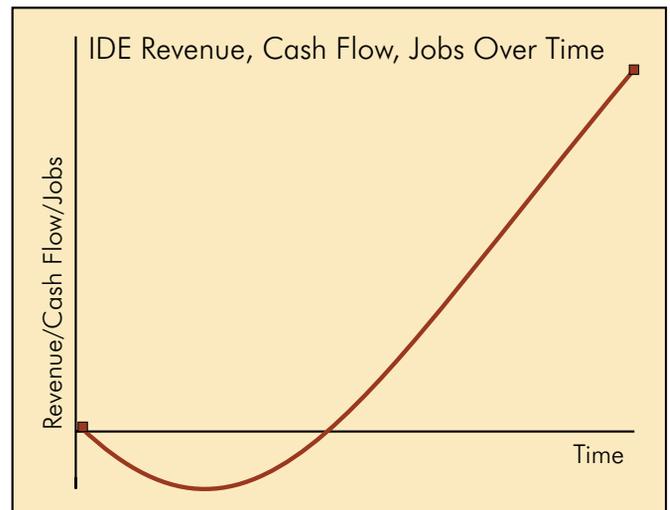
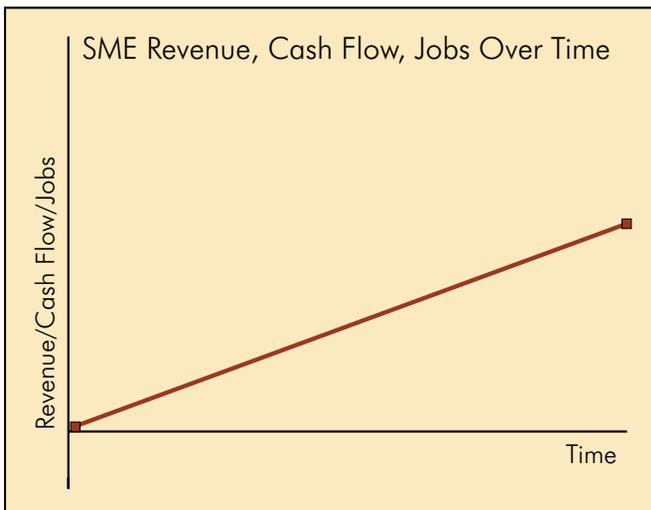


Small and Medium Enterprises (SME)

- Focus on local, regional markets only.
- Innovation not necessary to establishment and growth.
- “Non-tradable jobs” – jobs generally performed locally.
- Most often family businesses, very little external capital.
- Grows at a linear rate. When money put into the company, revenue/cash flow/jobs/etc. will respond quickly in a positive manner.

Innovation-Driven Enterprises (IDE)

- Focus on global markets.
- Based on some sort of innovation (tech, process, business model) and potential competitive advantage.
- “Tradable jobs” – jobs that do not have to be performed locally.
- More diverse ownership base including wide array of external capital providers.
- Starts by losing money, but if successful will have exponential growth. Requires investment. When money put into the company, revenue/cash flow/jobs numbers do not respond quickly.



Money talks

Wechsler gives a practical example, one that involves dollars and sense.

“If you couch it as care and feeding instructions for different types of businesses, these IDEs really require a different kind of handling. Responsiveness to capital is a really big one,” he explains. “People understand that from a manufacturing enterprise, putting a piece of equipment on the plant floor, making things, selling them, shipping them and having profits at the end versus somebody who is decoding the human genome or working on drug discovery or working on software that is going to change the world. Those things don’t immediately turn around and start generating revenue.”

Mark Dobson, president and CEO of the Economic Development Corporation of Elkhart County, says he spends the bulk of his time with traditional brick and mortar businesses. But in working with those in

the IDE space, he shares, “Probably the biggest thing we can do is get them access to angel capital.

“The angel network has been extremely valuable. The initial motivation (for investors) is growing their region instead of their own bottom line. They see how their investment in this entrepreneur might grow the region.”

Regions, and states, benefit when the IDEs hit it big. ExactTarget in Indianapolis is one prime example as its leaders and many employees have reinvested both their proceeds and talents into new enterprises.

“The real big thing at the end of the day,” according to Wechsler, “is we need to get the flywheel effect going – start-up, success and then reinvesting. Once that flywheel is going, it is its own little engine. That’s what you see in Silicon Valley after like 45 years. They had decades of a head start on the rest of the world.”

When an ExactTarget or Interactive Intelligence, for example, are acquired, it’s big news in Indiana. Some lament the fact that local

leaders are bowing out, while others recognize the opportunities the additional capital brings.

Wechsler cites the history of success for an Eli Lilly and Company, which means less public attention regarding releases of new drugs, earnings reports or similar news.

“It’s not something that becomes a huge celebration for the community because there’s a level of success happening there,” he contends. “We’ve got to get our tech economy, our innovation economy to the same level where these are just every day successes and they ultimately feed back into that ecosystem.”

Different approaches

The Kauffman report is adamant that “lumping” IDE and SME entrepreneurs together in regard to public sector support is a recipe for disaster. “Regardless of their stated intentions, over time they tend to allocate proportionally more resources to SMEs at the expense of IDEs because of the need for immediate and visible results.”

Dobson is a big fan of the Launch brand – there are iterations in Elkhart and Goshen. “That shared space, that co-working space, the investment of some local government funds in those entities is really helpful.

“Most of this innovation stuff doesn’t really fit that traditional economic development model – bricks and mortar, groundbreakings, ribbon cuttings,” he continues. “It’s not what elected officials are accustomed to. Investment in broadband and WiFi in a downtown,

while seemingly innocuous, is really helpful in that innovation space.”

Regional partnerships are also essential. In the north central part of the state, Dobson acknowledges that Innovation Park at Notre Dame is likely to be approached first by entrepreneurs with an IDE plan. He cites a recent example of a factory direct RV idea that launched at Innovation Park but now has advanced to start-up status in the RV Capital of the World in Elkhart County.

At the state level, Wechsler points out that all businesses can benefit from government limiting regulation and staying out of the way. With the focus on IDEs, he is particularly enthused about the \$1 billion entrepreneurship initiative announced last summer by Indiana’s executive and economic development leaders.

“I think at the end of the day it’s a responsible part of portfolio management to make sure you have some money in these early-stage ventures. Creating an environment in which it’s favorable for Indiana investors to invest in our companies. Investing with pension funds and state monies into our communities. It gives us a great opportunity to generate wealth that stays inside the state.

“You look at some of our most successful IPOs (initial public offerings) and M&A (merger and acquisition) activity, multiple billions of dollars, most of the capital, especially in the later stages, came from outside the state,” he confirms. “One in particular that sold for \$535 million; 65% of its cap table came from outside the state of Indiana. So when that enterprise sold, ultimately that money went back outside the state and we’re right back on the treadmill again.”

RESOURCES: *A Tale of Two Entrepreneurs* at www.indianachambertech.com/resources-and-materials | John Wechsler, Launch Fishers, at launchfishers.com | Mark Dobson, Economic Development Corporation of Elkhart County, at www.elkhartcountybiz.com



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Matt Wyatt (right), Recovery Force co-founder and CEO, and director of engineering Jeff Schwegman with some of the products in use today that they are looking to improve upon.

EVOLUTION of a COMPANY

Recovery Force Shaping Road to Success

By Tom Schuman

EDITOR'S NOTE: In a six-part series throughout 2017 with Fishers-based Recovery Force, BizVoice® will feature the challenges and opportunities of growing an innovation-based business. Part 1 provides a company overview. Subsequent stories will include assembling a team, financing, dealing with regulatory requirements and more.

When the National Institute of Health (NIH) terms your technology “a marvel in engineering,” you have to think you’re on to something. That quote from an NIH examiner tells two stories for Recovery Force – tremendous behind-the-scenes accomplishments in the last three and half years and moving closer to a commercialization that is much broader than originally envisioned.

Matt Wyatt is no stranger to medical devices, having successful exits after co-founding Nexxt Spine in 2005 and AMB Surgical a year later. The initial focus for what might be best described as “shape-changing memory fibers” to generate additional blood flow was also on the medical side of the equation.

Wyatt admits, “I was quite narrowly focused on the medical application for this. Brian Stasey (co-founder, partner and endurance athlete) saw the need for this technology also in the athletic field. We very quickly recognized crossover application to the military.”

The potential uses expanded from the back and calf to additional body parts (knee, quad, arm, elbow, hand) as well as:

- “How to train and use this material in footwear – so when the foot is in motion, the shoe is tight; when not in motion, the shoe loosens.”
- Sports bras – to reduce breast bounce
- For diabetic patients – to enhance vascular blood flow
- In a decompression wrap for pets, particularly dogs – to reduce anxiety

The result for Wyatt, a Mount Vernon High School and Ball State University graduate:

“I tell my wife that most mornings I feel like I got out of bed shot by a cannon. I’m just excited to be doing what we’re doing. I’m probably even more excited today than in the beginning because we’ve done so much of the heavy lifting. We’re across the threshold into seeing light at the end of the tunnel to monetize the company. I’m a little surprised that I continue to be this excited on a daily basis.”

How it all began

With a three-year non-compete agreement in place after selling a medical device distributorship, Wyatt had plenty of time to ponder the next move in his business future. With about 10 to 15 different possibilities on the whiteboard in his home office, it dawned on him that he needed a filter.

“What I came up with was the three P’s,” he reflects. “I needed to be passionate about it, it needed to be purposeful and it needed to have some prosperity to it. When I looked back at my whiteboard, it narrowed it down to just two things left, I think.”

At the same time, Wyatt was doing some “loose consulting” for a company that made pneumatic cuffs. The question was asked: Why can’t these go mobile? Previous attempts to make the pumps that allowed for the air compressions small enough for mobile use had failed. In addition, his father, already with several health challenges, was facing bilateral knee surgery. Whether he would take the time and make the effort to undergo the typical treatment was questionable.

The Recovery Force solution is to weave nickel titanium into textile fibers. The wearable wraps and sleeves will change shape – based on the proprietary methods and algorithms the company is using – while on the body. The technology allows the user to be mobile and not tethered to a chair or bed with hoses connected to a pump plugged into an outlet.

For patients, Wyatt, says, there is an expected increased compliance because of comfort and mobility – reducing the risk of blood clots. For sports enthusiasts, comfort, “feel good” and ease of use will contribute to using the products before, during and after exercise to enhance recovery.

“The challenge for us is to make this material behave in a manner in which it doesn’t want to behave. It’s not a new material, but the way in which we asked it to behave is very challenging – metallurgy challenges, physics challenges, properties of these materials that were never considered because no one has tried this before,” Wyatt explains.

“These challenges have been tackled by some extremely brilliant people. If you would have told me I would have two Ph.D.’s on my team, I would have chuckled at you.”

On the business side, Wyatt’s prior experience has been most helpful. Despite that, “the old cliché that it’s going to take twice as long and cost twice as much money as you project is very accurate.”

The unique work by the 10 Recovery Force employees is both a blessing and a curse.

“We don’t have people to turn to; we’re learning as we go,” Wyatt confides. “But the barriers to entry are quite high for others. We have patents, provisionals. Others have tried to do this in the past, but we’re thinking we’re two to three years ahead of anyone else.”

Looking ahead

The plan from the beginning, for various reasons, has been to license the technology instead of going directly to consumers. While that remains the preferred route, if exclusive licensing arrangements are not in place in a timely manner, Recovery Force is prepared to proceed with launching two products under a private label.

“What we’re really good at is the innovation and engineering and the science behind this,” Wyatt offers. “What we would need to scale and hire for would be the marketing and distribution for it. We’re willing to do that, but there has been enough interest from several of these strategic global brands that it may make more sense for us to exclusively license our technology to them and continue to work in the background, be the intel to do next generation and next evolution products for them.”

Immediate next steps include:

- Food and Drug Administration clearance (expected as soon as February) followed by clinical trials for the medical products.
- Technology transfer to a contract manufacturer: “We just signed an agreement with a well-respected, publicly-traded manufacturer. We need to be able to demonstrate a manufacturable product to give the certainty this can be built and scaled.”

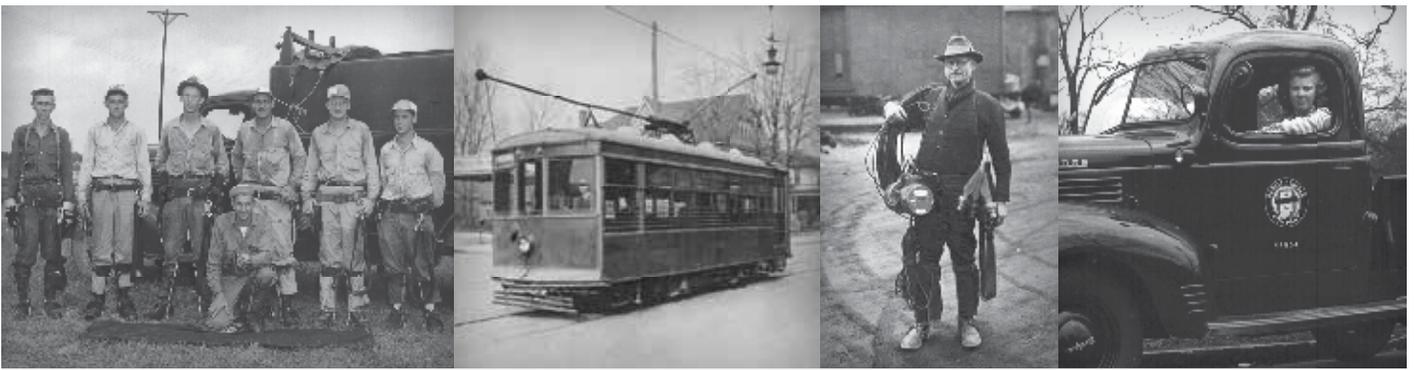


Expansion into footwear (and many other areas) and meticulous sewing work are all part of a day at Recovery Force.

- Ongoing strategic discussions with global brands: “Those conversations continue to be a bit more substantive today than they were say six months ago. We expect some closure to at least one or two exclusive licensing agreements in 2017.”
- Raise additional funds (\$4 million-\$5 million) beginning in the first quarter. Previous funding, primarily from angel investors, included \$2.2 million (Series A) in February 2014 and \$4.7 million (Series B) in October 2015. “The intention is to seek capital from a couple of strategic groups.”

Based on these developments, Recovery Force hopes to begin to see significant revenue beginning in 2018. While official approval of the NIH grant application that prompted the “marvel in engineering” comment was not yet received in late 2016, Wyatt points to its primary significance as “tremendous validation and need in the marketplace for this technology.”

RESOURCE: Matt Wyatt, Recovery Force, at www.recoveryforceusa.com



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Citizens National Bank – Tipton (1910)



Globe Stove & Range – Kokomo (1900)

Stewart-Carey Glass Co. – Indianapolis (1912) *Bass Photo Co. Collection*



CAPTURING A GLIMPSE OF INDIANA'S EXPANSIVE BUSINESS HISTORY OVER THE NEXT 44 PAGES

Photos and assistance provided by the Indiana Historical Society.



Rhodes and Bros. Livery Stable – Paoli (1885)

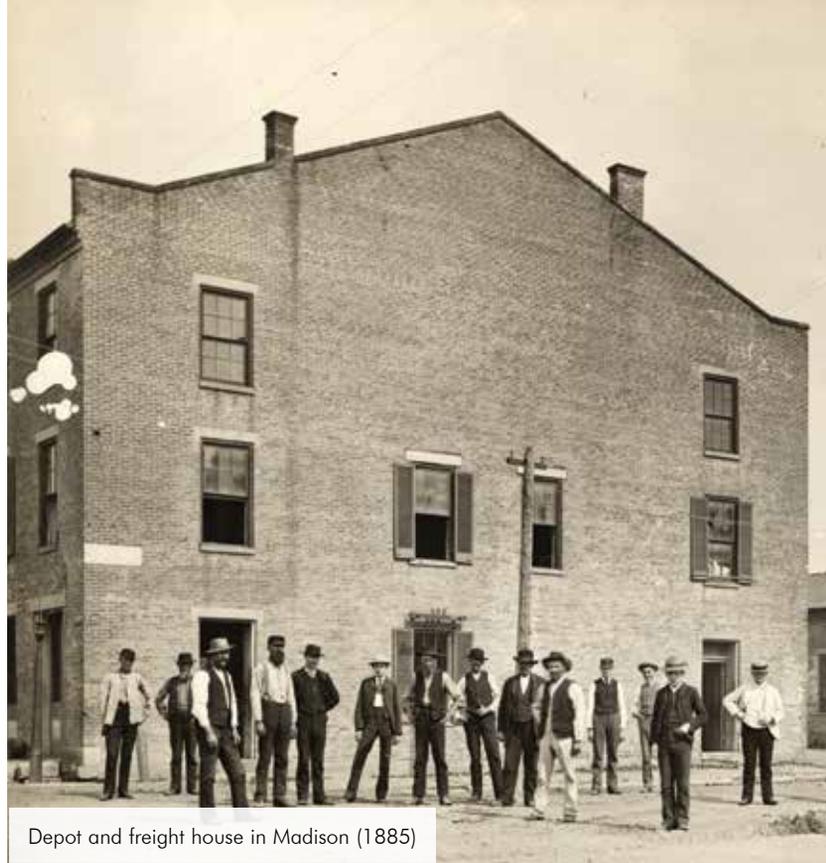
Dry goods store in Greenfield (1900)



BizVoice/Indiana Chamber – January/February 2017 2016



A view of Newton Street in Goodland (1900s)



Depot and freight house in Madison (1885)



Blacksmiths in Blackford County (1890)



Slippery Noodle Inn – Indianapolis (1850) *Bass Photo Co. Collection*



L.S. Ayres – Indianapolis (1875)



Stigleman Manufacturing Company – Spiceland (1900)

One immediately feels at home entering Rex's Barber Shop in Roanoke.

Rex Ottinger stands beside his trusty barber chair. It's early, but he's already cutting longtime customer Mike's hair.

Mike, eyes closed, peacefully dozes. "He usually sleeps," Rex confides with a grin.

Ed lounges – hands folded – nearby in a wooden chair. Across from him on a table is a large checker board. Local art, photos, an old-fashioned clock and a humorous no-smoking sign adorn the walls.

Rex's shop is open Wednesday through Saturday from 8 a.m. until noon. Haircuts cost \$12.

"I don't push myself like I did 50 years ago," he observes. "I worked 12 hours a day, five days a week, for years and years – from daylight to dark."

Ed remembers it well.

"On Saturdays, he'd always take walk-ins and he'd start at 7 in the morning," he notes. "At about 6:30 a.m., cars would line up out here. When he opened the door, he'd pass out tickets so you knew when to come back."

Chuckling, Rex adds, "It became a competition for some of them to see who could be first."

He doesn't have a phone in his barber shop. Never has. Never will.

"No phone. No TV. No computer. We operate about the same as we did 57 years ago," he remarks. "So many of us older people think it's kind of rude to be interrupted to answer the phone. Plus, my system of scheduling the next hair cut when customers leave works very well. And surprisingly, people don't miss their time to come in."

Suddenly, the door opens and a tall gentleman enters.

"Call me Old Jack," he says wryly upon meeting this *BizVoice*® writer.

What's kept him coming back for more than 25 years?

"Camaraderie. And he does a good job," Jack declares, before joking, "We hope he outlives us. We don't want to go shopping for a new man."

Rex, in his soft-spoken but confident voice, contends that they won't have to.

"I don't look forward to turning the key in the door for the last time," he expresses. "So, I'm still here."

'Cutting' his teeth

Rex grew up in Roanoke. He met wife Mary Sue when he was 20 years old.

"We hadn't dated very long before I decided she was the one," he divulges. "We got married before I went to barber college. I'd saved enough money to pay for a year's rent and she worked in a dime store



RAZOR SHARP

Barber Shares Lifetime of Memories

By Symone C. Skrzycki



in Indianapolis. We've been married 57 years."

"I think it's 100 years," quips Pastor Dick Bunnell, peeking over his newspaper.

Rex graduated from International Barber College in Indianapolis in 1959. He spent a few years in Fort Wayne before returning to his hometown and partnering with others from 1963-1976. At that time, he purchased a former dry cleaning shop on Main Street. He's been there ever since.

Cultural changes have left their mark on the industry. Many barbers went out of business in the 1970s as long hair became a popular style for men. Another milestone: anti-smoking awareness.

"Blue smoke used to roll in here," Rex recalls. "Back whenever everybody first started saying it's not a good idea to smoke, I put up the no-smoking sign. I had some customers that were very disappointed.

"I had one person say, 'You know those hoses they have in the garage? They hook it onto your exhaust. What if we put one of those hoses in so we can blow our smoke?'"

The room erupts in laughter.

Rex's response? An affable smile.

"I said, 'Just step outside. You'll be all right.'"

Pulling together

The Roanoke community has weathered its fair share of storms. Among them was the "flood of '89."

"That's when I had water running from the back door out the front," Rex comments. "Fortunately, I had so many volunteers coming in we were in each other's way. Everything was cleaned up so quickly. I had phone calls where people wanted to come and help."

About a year ago, Rex was hospitalized with a heart-related illness and contracted an infection. He was out of commission for 30 days recovering in a rehabilitation facility in Huntington.

"I had a lot of company. Ed came up to see me," he conveys warmly. "I had several people that never got their hair cut until I got back!"

Shaping memories

In 2013, Rex's granddaughter Maddy joined him at the barbershop.

"It was her first job and she wanted to learn about the barber business," he explains nostalgically. "Now she's working at a salon in Fort Wayne. We had a wonderful time. She has a very sweet personality and got along quite well with the guys."

While spending countless hours doing what he loves, Rex has collected irreplaceable memories.

He reveals a handful:

- Famous visitors: Sen. Dan Coats (received a haircut) and Vice President-elect Mike Pence (Indiana governor at the time). "I didn't cut his (Pence's) hair, but he was in town for an event. Usually when somebody's in town, this is one place they stop."
- Oh baby! "I had a guy run in here. He said, 'My wife's going to have a baby! And she's not going to have it until I get my hair cut.' She waited in the car for him because she didn't want to go to the hospital until he got a haircut."
- Mistaken identity: "One time, an older guy followed a young guy into the shop. As they were waiting, they struck up a conversation. The younger guy – whose hair I cut first – said, 'My dad will pay for my haircut' and left. When it was time to pay, the older man said, 'This is the first time I've ever met that guy!'"

As for the young customer? "I never saw him again."

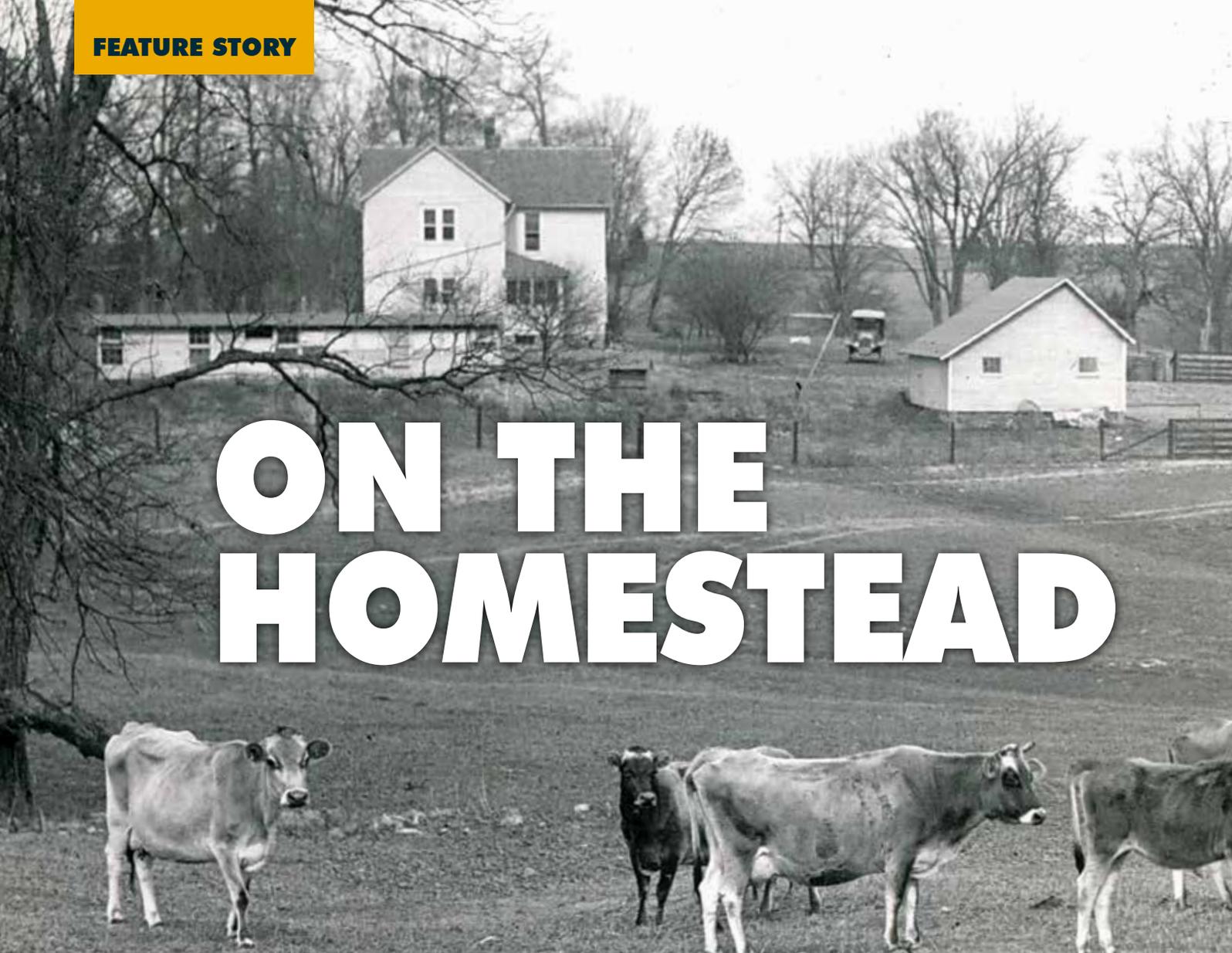
It's Pastor Bunnell's turn to impart a memory about Rex: "He takes pride in every person that sits in that chair. He's cut so many people's hair for so long, you don't have to tell him how to cut it. You just sit in the chair and he knows."

Rex holds his customers in high regard.

"I have such a great opportunity to see people from all walks of life – pastors, doctors and lawyers," he declares. "If I have a problem with something, I have almost anyone I can turn to. And on top of that, I have all of these friends."



Rex Ottinger, who walks to work at age 77, takes pleasure in cutting hair and cherishes friendships he's formed with customers through the years.



ON THE HOMESTEAD

For those who grew up gazing out bedroom windows at Indiana bean fields or hiding within rows of towering cornstalks during exhilarating games of flashlight tag (that was technically cheating, but that’s another story), agriculture is synonymous with Indiana history.

For some, it’s an integral part of their family’s livelihood as well.

By Matt Ottinger

Ninety-two Indiana families were honored by the Indiana State Department of Agriculture and then-Lt. Gov. Eric Holcomb in August with Hoosier Homestead Awards. Four earned the most prestigious designation as Bicentennial Award winners, meaning the farm had been in the family for at least 200 years and counting. Those winners included:

- Byrne family (farm founded in 1808 in Harrison County)
- Porter family (farm founded in 1811 in Fayette County)
- Mathew family (farm founded in 1816 in Posey County)
- Saltzman family (farm also founded in 1816 in Posey County)

Revolutionary journeys

The Byrne family farm lies just northeast of Corydon and now houses three generations of the family on its premises.

“Charles Byrn (the family name was spelled differently then) migrated here in 1806,” explains owner Gary Byrne. “He came from North Carolina and his father fought in the Revolutionary War, and was deeded 640 acres down there around 1787. Once (the father) died, they split the farm up among the six boys. He sold that around 1805 and migrated this direction. Four of the brothers came this way.”

Byrne adds that Charles fought alongside his own brother in the Battle of Tippecanoe in 1811 and is buried on the farm.

Creighton Porter, now 87 years old, also reflects on his journeyman ancestor, Joshua Porter, who secured his family’s farm near Connersville in 1811.

“He came from Virginia,” notes Porter, who has called the farm home for his entire life. “We always thought it was because it was hilly around here and there’s a creek nearby, so maybe it reminded him of where he came from.”

The Spoor Farm spanned 80 acres near Salem in Washington County. Shown in 1922, it was purchased by J.A. Spoor, chairman of the Union Stock Yards and Transit Company in Chicago. He ultimately turned it over to Purdue University for improvement and reorganization (*J.C. Allen and Purdue University photo*).

Agriculture Remains a Family Tradition

Creighton and his brother own the land, while his nephews handle farming its corn, beans and hay.

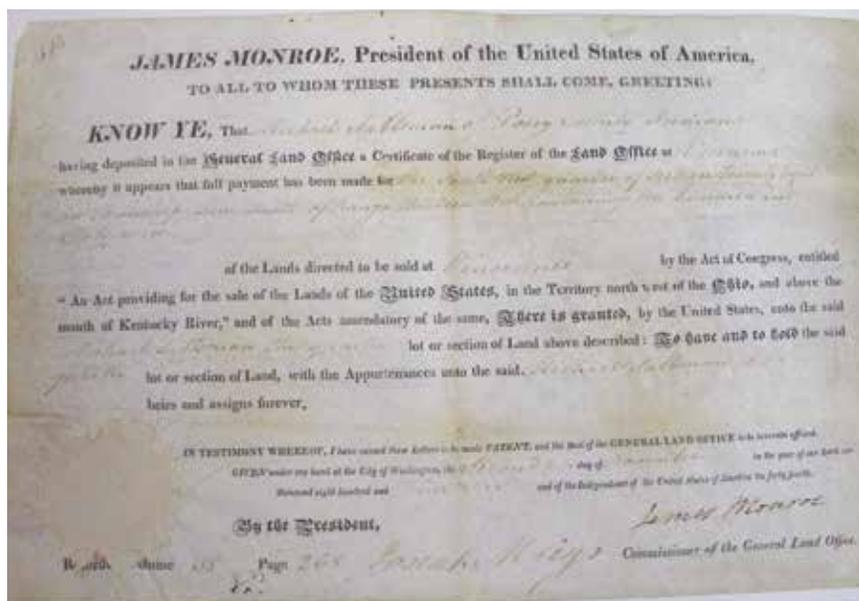
Linda (Saltzman) McCall was among those accepting the award for the Saltzman family. The Posey County farm now spans about 76 acres, although 640 acres originally belonged to the family.

“The Rappites from Pennsylvania, led by Frederick Rapp, were the ones who settled New Harmony,” she relays, adding that several families decided to make the trek and build a new life. “So when Father Rapp started scouting out a new location, a lot of farmers who weren’t part of the Harmonists community decided to come with them to seek the new frontier as well.

“In 1816, they came down the river in flat boats with their families,” she adds.

She lives in Illinois now and a nearby farmer takes care of the Saltzman family land, which produces soybeans, corn and sometimes wheat.

“Initially, it had corn and for a long time we had pigs, cows and chickens on our farm. That was our meat,” reflects McCall, who grew up just a mile from the farm where she spent many hours working.



Linda (Saltzman) McCall still has the sheepskin deed for her family's farm, signed by President James Monroe. “The story is that Michael Saltzman walked to Vincennes to get the deed,” she reveals, adding, “it’s amazing it’s in such good shape.”



Representatives (from left) of the Saltzman, Porter and Byrne families were on hand in August to receive their Hoosier Homestead Bicentennial Awards.

In the hay day

McCall considers how life has evolved for the modern farmer, as technology has changed the mechanisms and the speed at which crops can be harvested.

“When I was young, we had two old tractors and wagons that carried hay out to the animals,” she reminisces. “Grandpa had a team of mules he used in the fields. We didn’t have big farm equipment. Now, they can go in and get rid of our crops in just a matter of a day. Back then it was small combines and small pickers. Part of our job as kids was to go out with our mom with feedbags and gather the corn we could find in the fields. That gave us more milk money; it was very different.”

R. Douglas Hurt, professor and head of the history department at Purdue University, contends agriculture has had a monumental impact on manufacturing in Indiana as it has prompted creative thinking and innovation that has changed the world.

“Agriculture feeds so many things, whether it’s the manufacturing of ethanol, corn starch or selling corn and soybeans to pharmaceutical manufacturers for fillers and coatings,” he points out, “or whether it’s livestock in the pork packing industry; poultry; corn syrup; the multiplicity of things that can be extracted from components of Indiana agriculture.”

“An investment here and an investment there – if they were all to disappear, the state would have a difficult time sustaining itself,” he adds. “The contribution to the economy, not just in jobs, but dollars generated that can be invested in other projects is phenomenal.”

When asked about the challenges facing family farms through the years, McCall quickly responds, “Weather.” It’s a sentiment that still resonates today.

“One of the bottom lines of farming is

nobody can control the weather,” Hurt elaborates. “So it doesn’t matter in some respects about policy and crop insurance; those things can only make up for disasters in part. The weather makes it a high-risk business and it will be. That’s the nature of the game and they understand that. Some farmers have ruined their health worrying about the weather. It’s just part of the job, but most of them wouldn’t trade it for anything else.”

Seeds of change

As family members pursue other professional endeavors and commodity prices drop, smaller farms become less of a means to generate income and more about carrying on a legacy.

“If I was there and trying to live off of 70 acres, I couldn’t do it,” McCall explains. “It wouldn’t support the cost of a new tractor or combine.”

Hurt, an author who consulted on Ken Burns’ documentary series, “The Dust Bowl,” is a student of the economic realities of agriculture. He offers his perspective on consolidation, another factor that has impacted family farming.

“Part of the issue on consolidation is that this is the result of the success of Indiana farmers,” he contends. “High productivity, despite American agricultural policy, has often driven prices down and has created income levels that children don’t particularly want to be linked to anymore. The other thing is places like Purdue and land grant colleges in the state give young men and women opportunities they wouldn’t have had before.”

“If you look back to the 1880s,” he continues, “with the agricultural education and other forms of higher education improving in the state, it became axiomatic that if you educated your children, you would lose them. They would have training and

knowledge that would allow them to find higher paying jobs. So consolidation is one of the responses to that, along with technology.”

Yet maintaining a small family farm still has its benefits.

“We use it to supplement income,” Byrne offers. “We’re not a big ag business. We all have other jobs. It’s a way to pay for property taxes and keep the farm in the family.”

As far as the future, Hurt anticipates a continuing evolution.

“As a historian, I may be a bad person to ask about the future,” he quips. “But based on the past as prologue, I think we’ll have greater consolidation and reliance on biotechnology, and greater concerns with international trade – both problems and opportunities.”

Hurt offers that much of what happens to Indiana farmers “will be determined by forces beyond their control in terms of the world market, the price of wheat and corn in Argentina and that type of thing. It’s a high-risk business, but one that’s been successful for Indiana farmers.”

Deep roots

Like the others honored, Byrne appreciates not just the Homestead Award from the state, but those who came before him.

“Being the state’s Bicentennial, it was a good year to do it,” he remarks. “All I did was get the paperwork together, but for our ancestors to keep it in the family all these years has meant a lot to the family.”

McCall concurs, recalling her days picking up hay, feeding animals and milking cows alongside her family.

“I was really proud to (receive the award),” she concludes. “The farm was always such a big part of our lives. My grandparents were so proud that the farm had been in our family for many years.”



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LeRoy Troyer

Builder 'Drafts' Well-Rounded Life

By Matt Ottinger

“You know the Dos Equis man? The ‘Most Interesting Man in the World?’ To me, he’s just that – because of the things he’s done.”

Luke Troyer reflects on the legacy of his grandfather, LeRoy, with a clear abundance of pride and amazement. Luke serves as director of business development for the design, architecture, engineering and construction firm Troyer Group, which LeRoy founded in 1971.

“I saw his car backing out of the driveway all throughout my childhood. I was always interested in what he had going on ...” Luke recalls. “He’s always doing the most. He’s turning 79 tomorrow (at the time of this November interview), and he’s in Hawaii taking a much-needed break, because he still works 70 hours a week, easily. It’s just his passion to do what he does.”

I call LeRoy, eager to discuss his life and times. He offers a warm greeting, shuts the door to his vacation domicile in Maui so the ocean sounds don’t interfere with our call – and proceeds to ask me about myself.

But selflessness is a virtue common among those who grew up in the Amish communities of Elkhart County. Raised on a farm near Middlebury, the industriousness of his culture also piqued his interest in construction.

“As a young boy, when there were barn fires or tornados, my father would help rebuild barns and I’d go along,” LeRoy reflects. “That’s when you didn’t have all the laws you do today. I worked in construction at a young age. In fourth grade, we had a teacher who taught careers. She would have me go to the principal’s office to get



LeRoy Troyer’s life has been about building. That includes relationships, like his friendship with former President Jimmy Carter – shown with country music stars Trisha Yearwood and Garth Brooks and Carter’s wife Rosalynn – on site in Memphis in 2016 during the Jimmy Carter Work Project.

the blueprints of the building we were in. I went and brought them back, and she explained what architects did. I said, 'That's what I want to do.'

He adds that when he was 16, he began tracing architects' drawings to learn the craft of drafting.

"We used pencils and erasers, then came along the plotters," he notes. "Now it's on computers. It has wonderful attributes, but limitations from a creative standpoint. ... Now in construction, the trend is that supposedly in the future we'll do 3D printing for buildings."

An Irish tale

The "luck of the Irish" is sometimes attributed to the University of Notre Dame football team – at least in its more prosperous seasons. It wasn't luck, but determination and perseverance that earned LeRoy acceptance into the university in the most non-traditional fashion in the late 1960s. While the university welcomes many newcomers each year, LeRoy holds the distinction of having been 28 years old, lacking a high school diploma and supporting a family at the time of his acceptance. (He also studied abroad in Rome for a year during his tenure at Notre Dame.)

"I had almost a 'Rudy' story getting into Notre Dame, getting in without (a full high school education)," he reveals. "But some people gave me some opportunities. I had a family – three sons when I went to Notre Dame and was 33 when I graduated."

LeRoy worked for an architect who designed religious facilities throughout the country.

"I used to be in charge of his office and was a project manager. He didn't want to have a partner, so I decided to have my own firm. I started by myself. One of the things I enjoyed was working with people to help build."

After having a practice for five years or so, LeRoy determined he could tithe 10% of his time for charitable endeavors.

Building a better world for all

LeRoy's world view spanned far beyond Northern Indiana, even when he was in college. During that time, he became involved internationally. In 1968, he organized the First International Youth Conference on the Human Environment, with support from the United Nations, various governments, organizations and businesses. In fact, he was the Secretary General of the Conference.

The 1971 conference was held in Canada and 75 countries were represented at the 10-day event. LeRoy also attended the United Nations Conference on Housing in 1970, and he met with top officials in Richard Nixon's White House in the process.

"I've had the privilege of professionally serving developing countries and serving on international boards for economic development. What I've learned from developing countries is that the issues they have are similar to the plight of our inner cities today."

His passion for housing and assisting the underprivileged led him to Habitat for Humanity decades ago, and he ultimately found himself once again in presidential company.

"I met President (Jimmy) Carter in 1985. We struck up a friendship and that developed into the (annual one week Habitat for Humanity Jimmy and Rosalynn Carter Work Projects program)," he relays. "We started in Chicago in 1986 and have traveled to all continents except Antarctica."

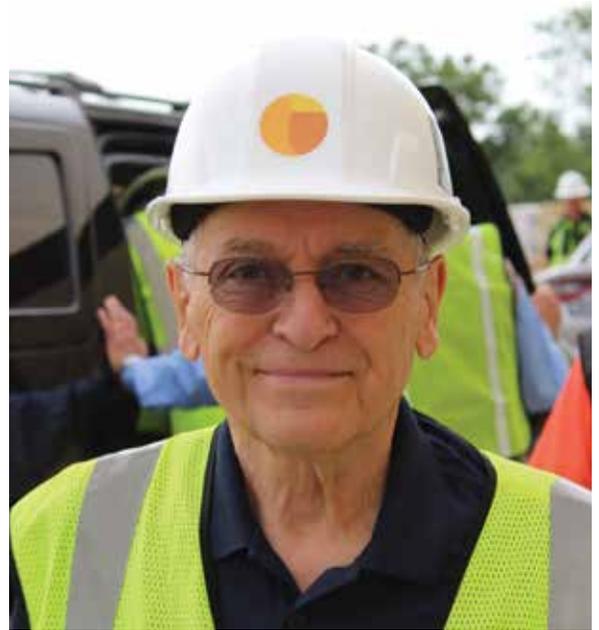
LeRoy has served as a leader on these annual projects, which have combatted poverty in the United States, Canada, South Africa, Thailand, the Philippines and more. The 2016 project took the team to Memphis, Tennessee.

"I have a lot of respect for (Carter)," LeRoy conveys. "He's 91, and he and Rosalynn were still pounding nails last August. Next year we'll be in Canada and in the following years we'll see if he will come to Indiana."

Habitat's mission remains near and dear to LeRoy.

"Sweat equity is the down payment. That's why the houses are affordable. People come together to build it, like a barn building in the Amish community."

Above all, his philanthropic efforts and his professional work for clients have taken him to the moon and back (twice, actually, if you're counting the distance).



Troyer wears many hats in his community and beyond. He's shown attending the Habitat for Humanity Work Camp in Atlanta in 1988 (middle) and being interviewed at a groundbreaking for the St. Joseph County Public Library in 1998, which Troyer Group designed.

A Man Worth Crowing About

Luke Troyer offers the following anecdotes about his grandfather LeRoy, noting, “These are things that back up my claim that (LeRoy) is super interesting.”

A birdy told me ...

“When he was young, he actually trained wild crows to be his pets. He trained these crows to be his friends, and they’d nest outside his bedroom. He had a long lane in front of the house, and in the morning he’d walk down the lane to catch the bus to go to school. The two crows would be sitting on his shoulders. Then he’d get on the bus, and they’d fly alongside the bus for a mile or two. Then they’d go back home, and when he got off the bus, they’d land on his shoulders.”

Run for glory

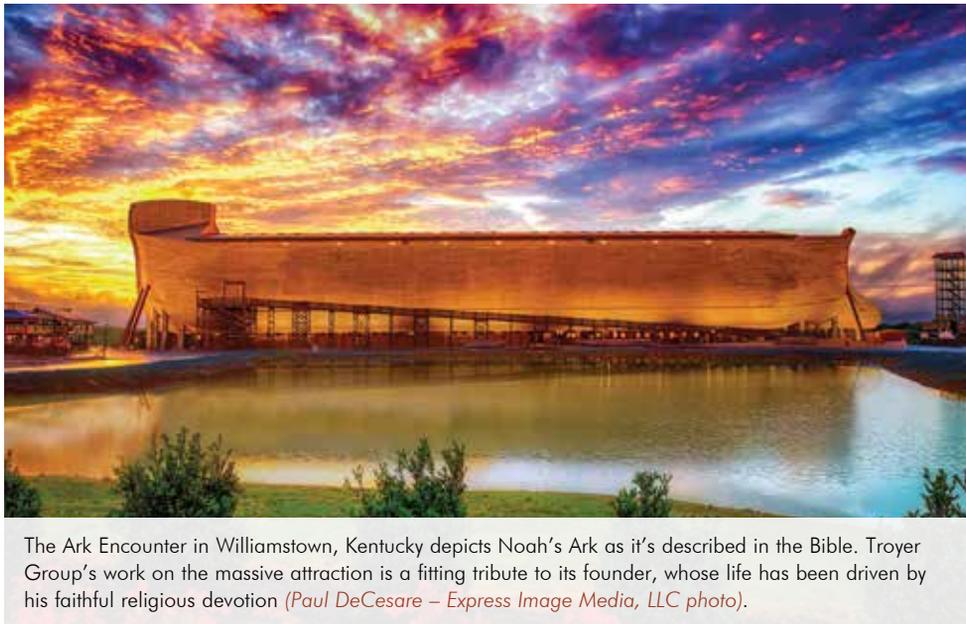
“Also, when he was about 13 or 14, he got polio and was really sick. I think he was almost near death and had been in the hospital for three weeks or so. When he was recovering, he attended his middle school’s track meet. Supposedly, one of the team members didn’t make it that day, and the coach asked him to sub in. At first (LeRoy) asked, ‘Are you kidding? I’m recovering from polio and my hip’s all messed up.’ Well, he ended up racing, and he won the race and set a county record at the time. I just think about that today and think, ‘Are you kidding me?’ To this day, his hip balance is off, so it was so incredible he could do that.”

Floating on Faith

Faith remains a critical component of LeRoy’s life, and he relishes the opportunity Troyer Group has to work on the Ark Encounter in Williamstown, Kentucky. This towering exhibit and sister attraction of the Creation Museum brings Noah’s Ark to life. Troyer estimates the ark attracts 1.2 million visitors per year.

“They thought they had to do it out of steel, but we said we could do it out of wood,” LeRoy explains. “They were surprised, but Noah did it out of wood, according to the Bible accounts. We were then commissioned to do the master planning for an 800-acre development. The Noah’s Ark is the main attraction. We also did a 1,500-seat restaurant and are working on a 1,200-seat theater.”

The ark, which opened in July 2016, is built according to the dimensions provided in the Bible – 510 feet long, 85 feet wide and 51 feet high.



The Ark Encounter in Williamstown, Kentucky depicts Noah’s Ark as it’s described in the Bible. Troyer Group’s work on the massive attraction is a fitting tribute to its founder, whose life has been driven by his faithful religious devotion (Paul DeCesare – Express Image Media, LLC photo).

“He’s been to over 70 countries and flown over one million miles,” Luke quantifies.

But through his travels, LeRoy has learned some eye-opening truths about human nature.

“We’ve learned it’s not the money – but you need to teach people how to fish, rather than giving them a fish,” he advises, reflecting on challenges in his work with Christian colleges in Ethiopia and the former Soviet bloc. “... one challenge in Lithuania is the students grew up in the Soviet Union era. They weren’t taught how to think for themselves. They were told how to think, so thinking creatively was new to them. They had to learn that.”

Family business

Since 1971, Troyer Group has grown to employ around 40 people and is into its third generation of family members.

“Size was never a goal,” clarifies LeRoy, who still works on special projects for the company. “We tried to assemble the right people to do the job.”

Building with sustainability in mind and a reverence for the landscape remain focal points.

“I like to design with nature – to build in harmony with God’s creation, rather than against it,” he adds.

Overall, creating an environment that produces creativity and facilitates family friendliness are core objectives of the business.

“One of the lessons I’ve learned is to take risks in life, but seek counsel and advice from other people – to be honest, transparent and open about relationships,” LeRoy reflects. “As a firm, we set values we embrace – service, professionalism, honesty and integrity.”

“We also want to be able to have fun, and support family life, and always do the right thing at the right time. Doing the right thing can be hard to do. It’s easy to commit to it, but the hard part is doing it.”

RESOURCES: LeRoy and Luke Troyer, Troyer Group, at www.troyergroup.com



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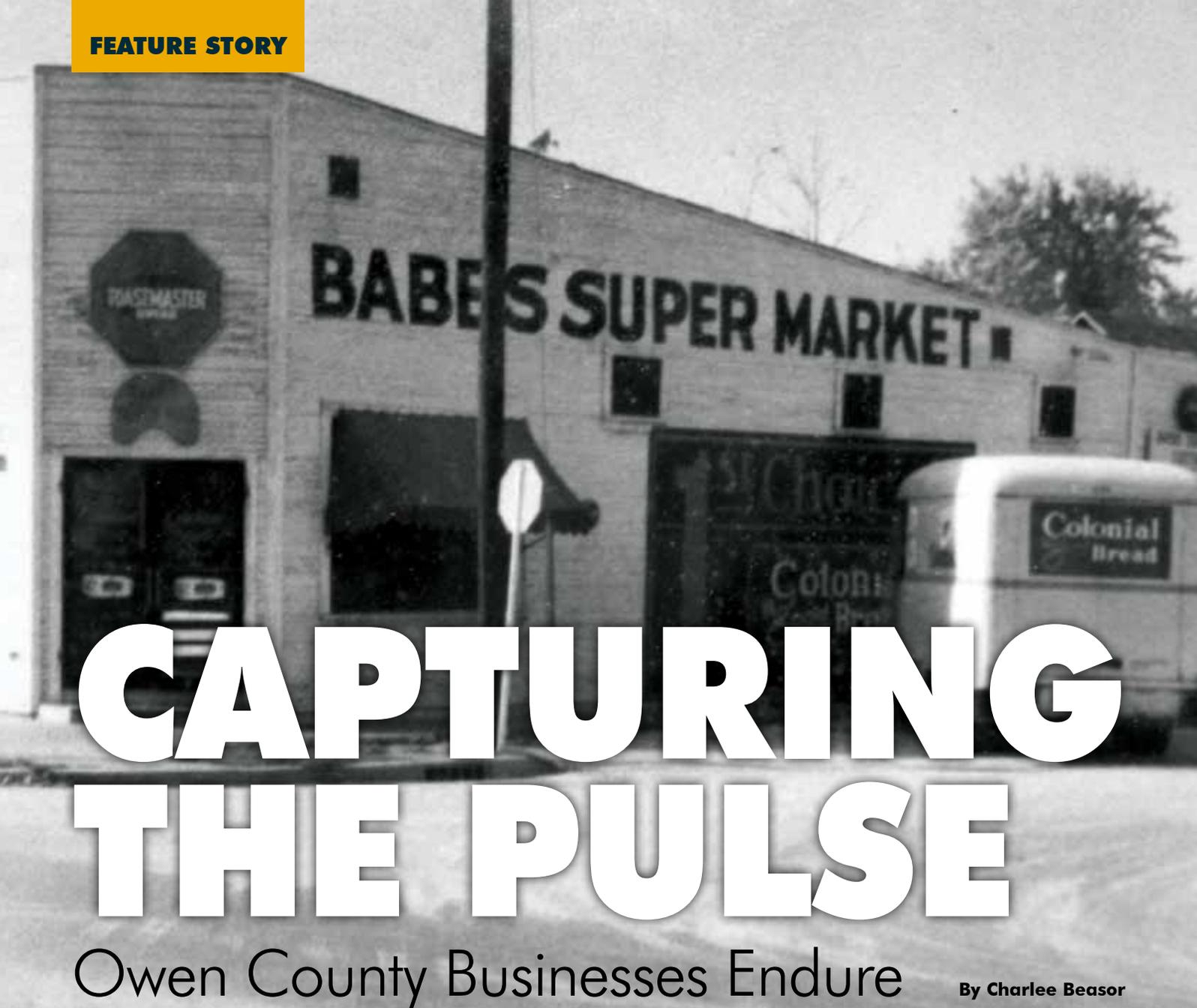
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CAPTURING THE PULSE

Owen County Businesses Endure

By Charlee Beasor

I meet Rob Babbs on a sunny and unseasonably warm day in November, just outside his family's longtime grocery business, Babbs SuperValu.

The sign reads: "Babbs Supermarket: Serving the community since 1928." The parking lot sits just off West Morgan Street, where State Road 46 and U.S. 231 converge through Spencer, the Owen County seat and home to about 2,300 Hoosiers.

We head inside and Babbs is immediately bombarded by business, greeting customers and employees like family. Unexpectedly (to me, at least), he goes behind the customer service counter, picks up the microphone for the store's sound system and announces my presence to the entire store. He instructs everyone to comply with my requests for photos or interviews.

I was a little flushed from the attention, but everyone just nods and chuckles as they continue on with their business. You can tell Babbs has done that before.

He shows me around his office near the entrance to the store and points to photos of the supermarket's original location when his grandparents started the business in 1928. The store is on its third adaptation today, having expanded each time.

Babbs' parents owned the company until

his father, Robert, passed away in his sleep at age 74.

"He was at the store and then just didn't come back on Monday," he recalls.

Further down the wall, Babbs points to a signed photo of Bob Knight. The former Indiana University basketball coach used to fish down the road and they became buddies when Knight would frequent the store.

Megan Poff scans customer items as Larry Huffman bags groceries. They're laughing about something Larry said, and I ask how long he's been an employee at the market.

"A couple years," he says. "I'm a retired machinist and I'm having a ball. This is my second time working here. When I was 15, I cleaned the store and then worked the meat department for about six months. I grew up with this family."



Babbs SuperValu – which has been a staple of Spencer since 1928 – is one of several long-standing businesses in Owen County. A family-type atmosphere exists among employees and customers.



That’s the key, he says: family.

“This is a big family. They give me a hard time, and we have a good time,” Huffman adds.

People make the difference

It’s a snapshot of an hour in the life at Babbs SuperValu, a business that has lasted three generations and nearly 90 years despite increased competition in the grocery industry (there is a Wal-Mart in town; Babbs also owns the Save-A-Lot across the street from Wal-Mart).

Marilyn Jackson, tourism director for the Sweet Owen Convention & Visitor’s Bureau, explains just how the longtime family businesses have succeeded through the years: the personal touches of a small town.

“We used to have a dime store, a dress shop, a paint store and other different things when Wal-Mart came in. But I do my grocery shopping at Babbs. I know their products are going to be fresh. I can say, ‘Hey Rob, you don’t have such and such,’ (and he’ll get it). There’s a lady in town who is a southern lady and she liked a particular type of flour and Robby got it for her. You’re not going to get that at Wal-Mart,” Jackson asserts.

Gwen Tucker, executive director of the Owen County Chamber of Commerce and Economic Development Corporation, nods to Babbs’ decision to expand his business and bring a Save-A-Lot to town.

“You capture the demographic here; there are a lot of folks that need the more economical options,” she asserts.

Babbs acknowledges the competition and says it’s a positive for the community overall.

“Competition is not bad, because it makes you a little better. You have to start doing things outside of your comfort zone,” he says.

First state park

Owen County is home to the first state park in Indiana: McCormick’s Creek State Park. The land was secured and signed over to the state of Indiana in December 1916, in honor of the state’s centennial.

Sam Arthur, McCormick’s Creek State Park naturalist, explains that Dr. Frederick Denkwalter was a wealthy Indianapolis physician who took time to recover in Owen County after suffering from heat stroke. In 1888, Denkwalter purchased a farmhouse and land that he utilized as a “sanitarium,” which Arthur likens to the mineral health

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Before entering the office of Gosport Manufacturing, your eye catches two framed photos hanging in the vestibule: a memorial to the company’s founders, Victor Goldberg and Mortimer King.

Mortimer’s son, Joe, began working for his father before age 16. Today, at 83, he continues the daily operations. That’s more than 67 years of working at, and now leading, Gosport Manufacturing.

He chuckles about the pressing from his wife and children to start thinking about retiring. But what else would he do at home? Watch reruns of “Gunsmoke” or “Matlock” all day, he supposes.

Hoosier Tarpaulin (founded by Goldberg in Indianapolis and then expanded to Gosport at Mortimer’s urging in 1944) eventually went out of business. In 1981, Joe purchased the Gosport Manufacturing division and moved the operation to its current location overlooking State Road 67. The company produces a variety of canvas, polyethylene and vinyl tarpaulins – or tarps.

Despite having worked for his father part-time for several years, Joe had no tangible plans to stay there after graduating from Indiana University. Instead, he considered becoming a basketball coach or heading into the military.

A medical discharge cut short the potential for a military profession. And Joe recalls his basketball coach advising him to stay in Gosport and help his father run the business.

A short time later, Mortimer suffered a stroke and passed away. Joe was there to keep the business running.

“I think God had a plan for me,” he contends. “My father died in

’57, and somebody had to do this job to keep it going for the small community of Gosport. I decided this is my place and I think God had that plan for me and wanted me in Gosport, Indiana. And I’ve been here ever since.”

Joe points to the employees at the time – and all those who have worked there over the years (thousands, he would guess) – that have been critical to the company’s continued success.

“It was pretty tough, but the people rallied around me. I remember the first day I came in. I got them all together and it was a very emotional time. My dad and I were very close, because I worked for him. And I just asked the people to help support me and do their best and they worked hard,” he recalls.

“They wanted to keep their jobs and we all worked together in unison and made the thing a go. The workers out there are the people that get things done. I can sit here and manage, but they’re the ones that get the product made. And if you’ve got the cooperation of your people and you treat people right, they’ll do a good job for you.”

Joe manages a staff of about 30 today. The greatest number of employees at one time, 220, was during the Vietnam War, when the business was producing tent liners and tent sections for the military effort.

Gosport Manufacturing is as busy as ever, due in part to the internet and the specialty and custom orders that come in. Additionally, the organization itself imports and resells polyethylene tarps.

“We, at the present time, do a big business besides the tarps we make, and we bring in tarps from overseas. There is no way I can even furnish the labor for what (overseas companies) sell them for. A lot of our growth has been in dealing with the imported poly tarps,” he explains.

When asked about the future of the operation, he mentions his nephew, Brad King, is the company’s sales manager (Joe’s children currently have no plans to become involved with the business). But



The employees of Gosport Manufacturing pose in front of the company's original downtown location in the 1950s.

Joe himself is pretty resistant to the idea that he needs to retire any time soon.

"I don't know how many thousands of people maybe have worked here and I would like to ... continue hopefully doing that. I'm 83 years old and I'm not going to live forever. Everybody's been on me about it. Everybody but me," he says with a laugh.

In seeking thoughts from Joe about his community service, he demurs, and mentions his brother, John, who passed away in October and was an insurance agent in town. He insists his brother did more for the community.

"He was always doing something to make life better for people. And the community is really going to miss him. He was a good steward for the community," he comments.

Joe was a torchbearer for Owen County during the recent Bicentennial Torch Relay. He has been involved in the local school board, as well as his church. He also helped launch the Owen County Community Foundation.

"The community has been good to me. I was raised in this community and went to Gosport High School. I've been involved in a lot of community activities, but I don't like to gloat or blow my own whistle," he emphasizes. "I've lived a long time and if you live long enough and you do anything (somebody honors you)."

Others, however, would disagree with Joe about downplaying his impact. The mere mention of his name elicits this response from several in the community: Joe King is a pillar for Owen County and Gosport is lucky to have him.



A tribute to the company founders, Victor Goldberg and Mortimer King, sits in the entryway of Gosport Manufacturing.

RESOURCE: Joe King, Gosport Manufacturing, at www.gosportmanufacturing.com

Capturing the Pulse

Continued from page 49

spas that were popular during the era. When Denkewalter died in 1914, his family sold the property to the Indiana Parks Commission and that group (headed by Colonel Richard Lieber) signed the land over to the state.

The Canyon Inn, which is the oldest state park inn, sits on the footprint of the farmhouse that was part of the Denkewalter property.

Despite a “sketchy” accounting of exactly how the money was raised to purchase the land from the Denkewalter family, Arthur says the official story is that the Indiana Parks Commission paid three-quarters of the \$520,050 asking price for the land, and the residents of Owen County raised the remaining one-quarter (with local children even contributing through a penny drive).

“We just happened to be in the right place at the right time. We’re lucky the parks commission did turn their attention down here, and we’re lucky the people of Owen County recognized what resources we had available to us,” he says.

Arthur asserts the tourism that results from the state park and inn is intricately tied to the local business community.

“We have campers who will come in and spend weeks with us,” he maintains. “That’s going to show up in Rob Babbs’ grocery store. They deliver food up to the camps. The restaurants see an uptick ... tourism means they’re buying gas, groceries, stopping into your restaurants and your shops.”

Babbs says the business the grocery store did during the summer months alone was enough to keep the company in the black all year long.

“That goes back to the 1930s. For our business, financially, it was very important. We had four delivery trucks delivering every hour on the hour,” he offers. “There were times, and I remember in the ’70s and ’80s, the business we did in the summer put enough money on our bottom line to make it through the year.”

The impact of those campers has lessened over the years as there are more choices of camp locations, and advances in food preservation means campers can go without regular deliveries.

Natural resources in Owen County also include Cataract Falls in the Lieber State Recreation Area and the Owen-Putnam State Forest.

History runs deep

The county is home to a number of businesses that started in the late 1800s and



Spencer Hardware & Lumber Company, started in 1865, is another long-time business in Owen County. Gary Boruff (left) has been an employee for over 25 years.



Community service and volunteerism are also critical in a small community. Rob Babbs (right) was a torchbearer for the Indiana Bicentennial Torch Relay and has been honored with various awards for giving back to the community.

early 1900s that are still in operation (despite being bought by other families or having closed for periods at a time and then re-opened).

Jackson notes that the Cataract General Store, which is about 25 minutes north of Spencer, was established in 1864 and has changed ownership hands several times in recent years. She says it was recently purchased by local residents, who are running the store and upgrading the offerings.

Another is the Cataract Schoolhouse, which dates back to 1886. A local woman purchased the schoolhouse and Jackson mentions the goal is to refurbish it so children can attend on field trips and learn about Indiana history.

Two other Spencer gems include Our

Community Bank, which has been locally owned since 1911 (it has been known by various names over the years); and West & Parish & Pedigo Funeral Home, which began in 1919. And the Casebeer & Sons Sawmill is now run by the fifth generation of the Klaiber and Casebeer families.

Down the road on State Road 46 from Babbs SuperValu is Spencer Hardware & Lumber Company (most recently known as Hanlon Brothers Hardware). Gary Boruff, an employee of the store for more than 25 years, gives me a quick history lesson on the business: It began in 1865 as Bayh’s Hardware and was in the Bernard Bayh family until 1983. The Hanlon family purchased the operation and then sold the business to the current owner.



A farmhouse from the 1800s became the site of the Canyon Inn at McCormick’s Creek State Park. The property for the first state park (below) was purchased in 1916 in honor of Indiana’s centennial. One of the oldest businesses in the county (closed and re-opened over time) is the Cataract General Store, located about 25 minutes north of Spencer.



The full-service hardware store carries a little of everything and the goal is to treat people like they’re shopping in a small town, Boruff says. It’s been special to see people’s children grow up to be adults and then start shopping there for their own homes, he adds.

It takes a (small) village

For all the talk of small businesses, the biggest industry in the county is the medical field; the two largest companies are Boston Scientific and Cook Urological.

Babbs points to those sorts of outside investments as an example of something his father cautioned: Don’t alienate people who aren’t from Spencer or Owen County.

“A lot of the people here who have made the biggest difference and have done more for our county in terms of progress are people that have moved in here,” he offers. “These are good people and you’ll die on the vine if you don’t keep bringing new people in. Let them get involved and have a say.”

Jackson herself is a transplant (from central Indiana) who

decided to stay.

“We fell in love with it down here,” she shares. “This is one of the most friendly places you can visit in the state of Indiana. I think that’s why these businesses are long-running businesses.”

The feeling, Babbs says, that people get when they visit his store or others in town is the important part. That’s the charm of the small town, and it’s what keeps people coming back.

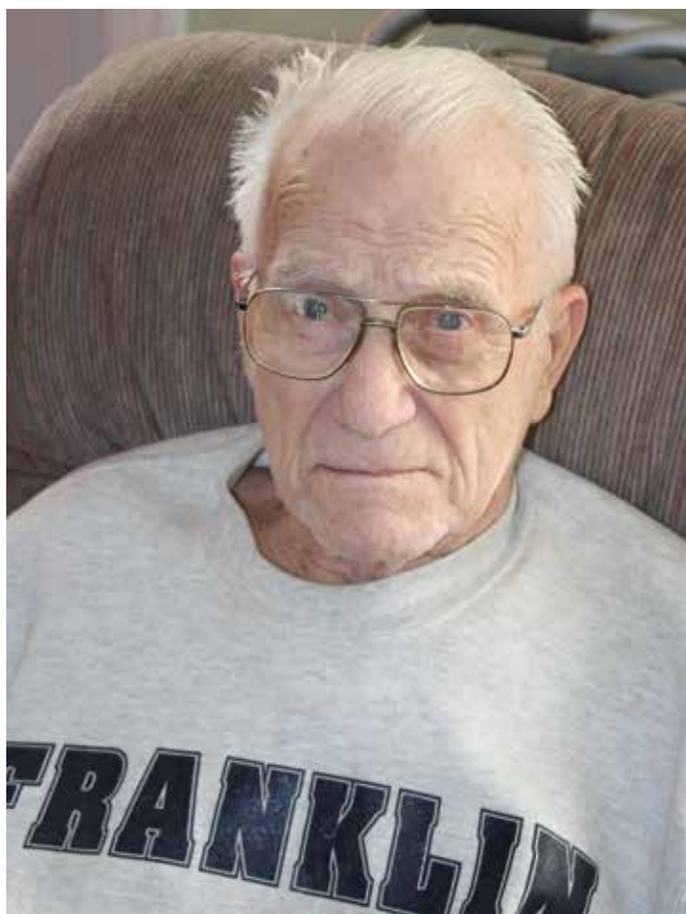
“You were in the store that day,” he reminds in a later conversation. “I got on the microphone, introduced you, who you were, what you were doing. I kidded everyone. That was a little bit joking, corny or whatever. But that works. And you’re not going to forget coming to Spencer.”

“For nothing else, that’s our job, to make sure that when you come here you say, ‘I like that place’ ... and what we want when our customers leave is to say, ‘I like shopping there. I like that place.’”

“And you’ll forget what I said 20 years from now, but you’ll never forget the way I made you feel.”

I think he just might be on to something.

RESOURCES: Sam Arthur, McCormick’s Creek State Park, at www.mccormickscreekstatepark.com | Rob Babbs, Babbs SuperValu, at www.supervalu.com | Marilyn Jackson, Sweet Owen Convention & Visitor’s Bureau, at www.sweetowencvb.org | Gwen Tucker, Owen County Chamber of Commerce and Economic Development Corporation, at www.owencountyindiana.org



When Burton Sintz went to work as a printer for the two Brookville newspapers in 1947, his father had suggested “he won’t last long.” Sintz says that was based on some previous short stints in a garage and as a school janitor, among other roles.

But this job – this passion for print – was a different story. The now 89-year-old made the short walk to the newspaper office/commercial print shop for the last time in 2008. Sitting with Shirley, his wife of 62 years, in their home one block off Main Street in the small southeastern Indiana community, he recalls the connection he formed.

“I loved my work. I was fascinated with it, never tired of it,” he says. He adds that his bosses always “really appreciated you.”

For many years, the time was divided between newspaper work early in the week and commercial print jobs on Thursdays and Fridays. Later in his career, Burton worked solely on the commercial side of the business.

Burton admits to a lack of “creature comforts” for much of that time – cramped quarters, poor lighting and a lack of air conditioning. Advances in technology, from linotype machines to offset presses and more, did help ease the printing processes.

No matter, he was ready and on the job.

“I didn’t use my sick days very much. I think I went about 15 years one time without missing a day of work,” Burton offers, bemoaning a different mentality that is often in place today. “I believed in giving the boss a full day’s work for a day’s pay.”

One of the few periods away from work was while serving his country in the Army from 1950-52. He spent 11 months in Korea, during two stints, as a jeep driver for a forward observation team. His

PRINTING PRO FOR 61 YEARS

By Tom Schuman



The exterior of Whitewater Publications offers a tribute to Brookville’s sesquicentennial, one of thousands of printing projects undertaken by Burton Sintz.

job back home, however, was protected and there was little doubt that he would return.

“One time I thought about going to another newspaper in Richmond, but she (pointing to Shirley) knocked that out. We were happy here, really.”

Shirley notes that in the popular days of catalog stores, her husband had the idea of opening a Montgomery Ward outlet. He didn’t leave his job though; rather, in Shirley’s words, “putting me in that stupid store for four years.” She later returned to her aide position in the local elementary school, where she worked for 35 years.

“She loved that like I loved printing,” Burton shares.

And Burton was not the only Sintz to call the newspapers home. His younger brother Donald – “I got him his job in the mechanical area” – also spent more than 60 years with what is now Whitewater Publications, including serving as long-time editor of the *Brookville Democrat*. Burton worked with his daughter, Donna, who continues today as lifestyle editor at the papers, for more than 30 years.

Sporting a Franklin County Wildcats sweatshirt while we talked, Burton says he and three friends always found time to go to the local school’s football and basketball games. While he laments having to give up such pursuits as well as no longer being able to work, he looks back with pride on the “fact that I enjoyed putting my best in every job.”

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By Matt Ottinger



"Eli Lilly" tells Austin Dailey, a fourth grader at Greenwood Christian Academy, about the medical industry circa 1877.

Early Days at Lilly

HISTORICAL SOCIETY TAKES YOU THERE

"I like being able to get across that Col. Lilly wasn't always a success. In particular, in the time frame that we portray (1877), he'd only been in business about a year and a half. We were in a depression ... unemployment was double digits. It was unclear if he'd be successful or not. He had many jobs in the industry prior to this."

- Mark McNees, actor
Indiana Historical Society

An actress portrays Caroline Krueger, one of Lilly's first employees, and educate visitors about the pill-making process and Lilly's dedication to perfection – a trait that gained him esteem in the profession.

In store

- Exhibit runs until January 2018
- See replica of Lilly's original laboratory in 1877, located on Pearl Street in the heart of today's downtown Indianapolis
- Ties in with Lilly's 140th year in business

A blooming Lilly

- Lilly's life was far from charmed: Ran a failed cotton plantation in Mississippi. First wife died of malaria and second son was stillborn. Returned to Indiana for a time and his business partner fled the plantation with their remaining money
- Lilly was a colonel in the Civil War
- Started with just three employees and his son; company now employs 41,000 people worldwide with \$20 billion in annual sales

Pill popping

- Lilly built his reputation on consistency and quality
- Augustus Kiefer, a wholesaler, encouraged him to go into business, promising to be his customer
- In character, Mark McNees tells visitors Lilly discarded an entire batch of pills because three were misshapen

"I've heard that people are spending a lot of time in the 1877 space, and the pill-making process is captivating people. A couple of our actresses portray (Caroline Krueger); she was one of the first employees," explains Angela Wolfgram, exhibitions researcher. "It was cool that they had a female employee that early on."

Family affair

- Features historical displays on Lilly, his family and the company itself
- Includes artifacts on loan from Eli Lilly and Company
- Lilly family members have traveled from across the country to see the exhibit



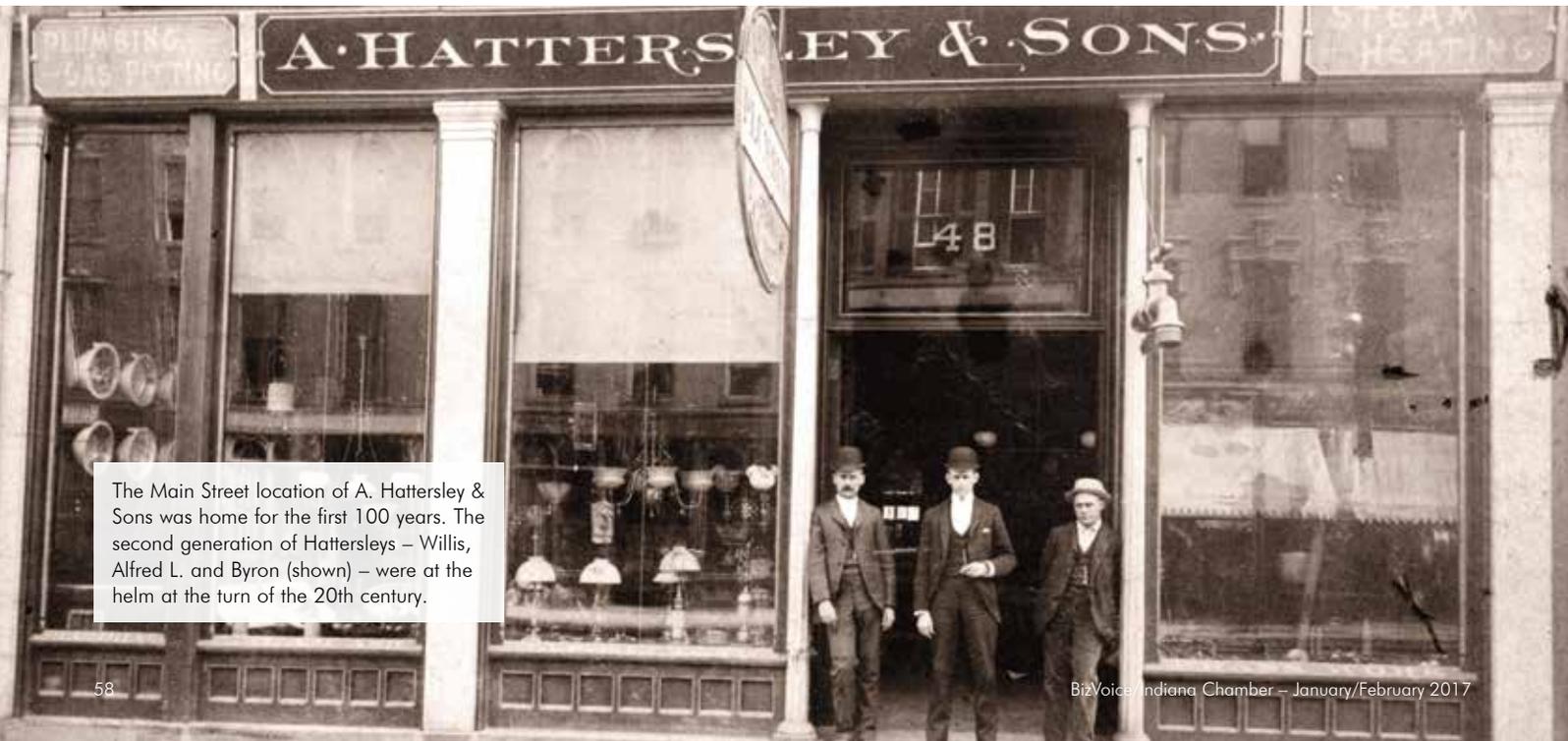
Folks in the early 1950s could not only fill their bellies at Nine Mile Restaurant but also their gas tanks at the adjoining Phillips 66.

EMBRACING THE HISTORY

By Rebecca Patrick

Allen County Business Legacies Live On

The light bulb, jeans and basketball are just three 19th century inventions that remain staples today. In Allen County, several businesses fall into that same category. *BizVoice*® highlights two that persevered through major wars and economic hardship, transformed with the times and are still a part of the Fort Wayne fabric.



The Main Street location of A. Hattersley & Sons was home for the first 100 years. The second generation of Hattersleys – Willis, Alfred L. and Byron (shown) – were at the helm at the turn of the 20th century.

A. Hattersley & Sons, mechanical contractor – 1856

The oldest continuous company in Allen County began when English immigrant Alfred Hattersley purchased the B.W. Oakley & Son firm. He relocated the store to Main Street in Fort Wayne and showcased in his windows prized possessions of the time like gas lamps; he was quick to adapt to the latest inventions and customer needs.

“Steam heating was becoming popular and we had moved out of the cistern bathrooms to going inside with plumbing as that started coming into existence,” explains current president Jack Koehne, one of three Hattersley co-owners.

Another, Jim Gill, a vice president who has been with Hattersley for nearly 30 years, adds: “When electricity came along, they hired electricians and did that work as well. They were also doing terrazzo work.”

One famed project was the Embold Theatre (now Embassy) and hotel of the late 1920s. Hattersley team members did the plumbing for both and company lore from Gill says they also completed the terrazzo in the theatre.

As operations grew more on the contracting side and away from a storefront, the headquarters moved in the 1950s to what’s now near the Interstate 69 Lima Road exit and in the thick of things on the northeast side of town.

“Back then, when this was built, there was nothing out here but a dairy farm,” Koehne quips.

The façade and interior have undergone the expected changes in the decades since, but the company history is firmly embedded in the hallways. Whether it’s a giant photo of Alfred Hattersley and family outside the original location or a picture of the early staff that is indicative of the melting pot that existed here and across the country at the time.

“You can pretty much tell where people came from by looking at the hats they wore,” Koehne points out. For Hattersley, it was Germany in addition to England.

But it’s the display case that’s a real window to the company’s origins. You’ll find accounting books, time sheets – all very formal and written neatly with ink.

“To see how they paid men back in the early 1870s ... this was after the Civil War and some of them only got \$2 a week. A workday was 10 hours and the workweek was six days. Thank goodness Sundays were around,” Gill marvels.

“Obviously those (making \$2) were the helpers. But even the apprentices, I think, didn’t get more than \$30 a week or \$5 a day. That’s what the market could bear then.”

The mini museum also features old customer receipts, more photos and some components that were used on the job.

“Back in the day there wasn’t a hardware



The 1950s ushered in much change at Hattersley & Sons – a new location on Fort Wayne’s then undeveloped northside and Harmon O. Hensley took over management.



“To the each family’s credit, they always looked for and prepared for the continuation of the organization. They didn’t just keep it in the family; they had other shareholders.”

– Jack Koehne
president and co-owner

store or what we would call a supply house to go to – you would have to manufacture your own valves and things like that,” Koehne tells. “As opposed to now, where we go to a wholesaler to buy that. So they were also making the stuff they had to install – that’s how long we go back. It’s amazing.”

Hattersleys owned and ran the company for approximately 100 years, followed by the Hensley family for the next 50 – up until just two years ago when the current trio of owners (also including vice president Brad Jenkins) took the helm.

It was the first Hensley, ex-marine Harmon O., who set the company on the path to its current success.

“After about only a year or two, he was able to show the Hattersleys how they could incorporate their company – state corporation rules had changed. Basically, he was the one who got them started showing more profit,” Gill offers.

“When I first came here (which briefly overlapped with Harmon O.’s tenure), we

were doing about \$8 million a year; now we are doing about three times that.

“We did a lot of growing the last three decades, and a lot of that obviously had to do with the Hensleys (Harmon Jr., nicknamed Harmie, succeeded his father and then his brother Brian was president until his untimely death in early 2015).”

Koehne says after 160 years, there isn’t much the company hasn’t seen and done. That experience counts for a lot, as does the culture that longevity instilled.

“My understanding and the stories that have been told and passed down about Harmon and even the stories about the Hattersleys – although those are a little grayer – is that these were people of integrity. They were handshake kind of people. Their word was their bond,” he stresses.

“Perhaps legal experts today would say they were a little too informal about how they did things but again I think that’s how they stood in the community and it worked.

Continued on page 62

INDOMITABLE LADY

Teacher, Writer, Civic Leader Turns 100

By Rebecca Patrick

I found a kindred spirit in Fort Wayne native Betty Stein when I was setting up our interview.

First, she threatened to “ply me with M&M’s” if I visited.

Then she declared she was not a morning person.

Her polite but stern phone greeting also warned off salespeople.

And all flowing from a voice so full of vigor, enthusiasm and refinement.

Our interview took place on the 75th anniversary of the bombing of Pearl Harbor – an occasion Betty remembers well – and just a few days before her 100th birthday celebration.

Once we had properly chatted, I sincerely wished this amazing woman had been my English teacher or mentor. I also told a friend I could only hope to have half her memory or be half that sharp when I retire.

Family affairs

Betty has lived in Fort Wayne nearly all her life. Her physician father and “almost nurse” mother (she met her husband and “bingo!”) were from Baltimore and came to the area for his job offer.

“I was very fortunate. I had absolutely marvelous parents and a brother two years older. They took us to concerts, to the opera. We went to museums,” she shares, which ignited her lifelong passion for the arts.

“We were given every opportunity by two fine people.”

During the Great Depression, Betty graduated at age 20 from Ohio State University with a bachelor’s degree in social administration. She had started out in journalism school but switched majors after the first assignment – “going out to solicit an ad” – wasn’t up her alley.

Betty met her husband, Curtis, who was from Germany. The young couple waited until his parents escaped their homeland and



Retired schoolteacher Betty Stein was honored in May 2016 for all she has done for students in Fort Wayne Community Schools and the middle school speech program (*The News-Sentinel photo*).

arrived here in 1939 before they got married. The following year his job opportunity took them to Dallas.

On December 7, 1941, they had called the police after noticing the trunk of their car had been jimmied and the spare tire stolen.

“We were standing out back with cops when over their car radio we heard that the Japanese had just bombed Pearl Harbor. We are at war. I thought, ‘They’ve made a mistake and we will wipe them out in two to three weeks.’ Little did I know ... Wow!”

Soon Curtis was off to fight in the war. Then Betty’s mother died. She also decided that her little boy needed a father figure – her father. So she went back home to Fort Wayne.

Her husband returned there after finishing up his military service and went into business with his dad. That business is Stein Ad Promotions, which is run today by Betty’s son and granddaughter. She also has a daughter, another grandchild, two step-grandchildren and two great-grandchildren.

Teaching and writing

Betty was in her early 40s when she “needed to think” and began studies at the University of Saint Francis. One of the sisters there steered her in the teaching direction. She completed a master’s degree in education

with certification in social studies and English.

On the very day she finished, there was an opening at Fairfield Junior High within Fort Wayne Community Schools. Betty took the post even though she really wanted to teach high school. She ended up “loving the place” and stayed for 13 years, eventually chairing both the English and social studies departments.

Betty was then curriculum coordinator at Memorial Park Middle School and has served as a consultant since her 1982 retirement. She currently goes there every Tuesday to work on the newsletter and counsel students.

Reflecting, Betty offers: “I most loved getting kids excited about learning. Getting kids to look around them and seeing the world.

“I took them to a naturalization service ... and they were so affected by the people who were so thrilled with getting their citizenship. They learned more that day than they would have six weeks with a textbook. Seeing what American citizenship meant to people. With things like this, how can you not love teaching?”

Writing has always held a special place in Betty’s heart and she was editor of her high school newspaper.

She started freelancing at *The News-Sentinel* in the early 1980s when an editor came to visit Memorial Park Middle School for enrollment consideration for his daughter; the two hit it off.

“There has to be time to teach the kids the liberal arts, the visual arts, the fine arts. I worry they are forgetting.”

“He asked me if I would like to write a column for him. So I wrote a column on Fort Wayne women I thought he should know about. And he asked me to write another column. And eventually I was writing a daily history column, a weekly column – and I’m still there!”

“Every Saturday night I have a book column and every other Tuesday I have a whatever-I-want column, which sometimes is a quiz.”

And these quizzes are not for the faint of heart. She will test your literature prowess, grammar recall or general arts knowledge.

Community service and thrills

Betty is just as thorough with her many civic endeavors. Among them: She was on the city’s Alcohol Beverage Commission for two decades, including time as the chair.

“I used to teach kids: ‘It’s your government – help support it.’ And there I was putting my money where my mouth was,” she notes.

“I urge people to do the same. It’s very worthwhile, and you feel like you are giving back a little bit. Do I sound like Pollyanna?” she wonders. After a pause, she decides: “It is

what people should do!”

Two absolute “thrills” that have happened to Betty in the last few years are indicative of her mark in her community. At age 97, she received a Doctor of Humane Letters from the University of Saint Francis. “That was the culmination,” she exclaims.

For all 40 years of the Fort Wayne Middle School Speech Contest, Betty has served as master of ceremonies. In May 2016, the traveling trophy was named in her honor.

“Oh, I was absolutely floored! I was shocked,” she says. “Fort Wayne Community Schools doesn’t do things like that. It was a marvelous gift to me.”

Words of wisdom

Betty doesn’t know the keys to her long life, but says it “ain’t in the genes” (her mom died in her late 60s; her father was nearly 75). She smoked until 1973, but she does “live a life of moderation. Moderation in all things.”

Perhaps it comes down to pure enjoyment of what’s in front of her.

“I loved teaching. I loved writing. My

father loved practicing medicine,” she begins. “I can’t imagine not loving what you are doing. And if you aren’t loving it, try to find something that you thoroughly enjoy getting up in the morning for.”

Drinking a cup of good tea, writing, sitting down with a good book. These are all elements of a great day for Betty. She also cherishes talking to her children and grandchildren, being with friends and going out to eat – and “just being here!”

Betty is quick to recognize she’s been blessed. “I still have a mind ... I’m active – thank God!”

The walker she uses doesn’t stop her from making the rounds in the least.

“Emily Webb in (the play) *Our Town* asks, ‘Does anyone ever live every, every moment.’ I think it’s such a shame when we don’t,” Betty observes. “We don’t look around. We don’t see the beauty that’s here. We don’t see the needs that are here and don’t care.

“Life is wonderful and it’s so much better when you live it!”



Past Winners

- 2016: Lisa Price, J.D., KAR Auction Services, Inc.
- 2015: Anita Buntin, Indiana Farm Bureau Insurance Company and LaVonne Cate, Federal Home Loan Bank of Indianapolis
- 2014: Charles Young, hhgregg
- 2013: Jill Lehman, SPHR, Ontario Systems
- 2012: Melissa Greenwell, The Finish Line

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Embracing the History

Continued from page 59



Nine Mile Restaurant remains popular with residents in the Hoagland and Poe areas, but it is still less well known to Fort Wayne residents, according to local historian John D. Beatty. One of its specialties: barbecue ribs.

“And I would say it’s still working. That’s what makes us so appealing to some people. We still have some, dare I say, old-timey values. But we still bring it into the 21st century in terms of how we go about conducting our business and relationships with people,” Koehne surmises.

Hattersley customers today are primarily in northeast Indiana, along the boundary of Local 166, the union plumbers and pipefitters it has arrangements with. Occasionally out-of-state projects, as far away as California, are completed for private companies.

Most of the work is institutional – schools and hospitals – and large commercial or industrial such as shopping centers. The only residential the company does is apartment buildings.

Notable structures the firm has worked on include Parkview LaGrange Hospital, Fort Wayne Museum of Art, Manchester College Science Building and Concord Junior High School in Elkhart.

At the time of this interview in late November, Hattersley was set to begin a new marquee project: Skyline Park, a \$91 million mixed-use development planned for downtown Fort Wayne, which includes office and residential towers.

In their relationship-driven business, Koehne stresses, “It’s not just a matter of competing for the sake of competing and being a lower-priced commodity, but how do we differentiate ourselves to enhance our relationships with our clients, our employees, vendors or subcontractors – everyone who comes within our sphere of contact.”

Yet with Hattersley, it all comes back to the very beginning.

“Founded in 1856” is branded in the company’s logo. “Who else is saying 1856?” Koehne asks.

“There is a legacy ... everyone knows Hattersley because we’ve been around for so long. Pressure isn’t the right word (for current staff), but you have a sense of place if you will.

“And it may say 1856 and we are proud of that, but to compete and to more importantly provide value for our customers, we have to keep evolving – and we do.”

Nine Mile Restaurant – 1837

If you are going southeast from Fort Wayne on U.S. 27 to Decatur, you pass this country establishment along the way.

John Karn opened his tavern on the site in 1837 on what was then called the Piqua Road in an area near Root. Thirteen years later John Holmes purchased the property, added an inn portion and renamed it the Nine Mile House because of the distance to the Allen County Courthouse.

“The site became one of the most important gathering places in the southern part of the county – a place where (stagecoach) travelers spent the night and where pioneers met to exchange news over a pint,” recounts John D. Beatty, a librarian at the Allen County Public Library Genealogy Center.

Beatty also served as the principal editor for the 2006 effort, *History of Fort Wayne and Allen County, Indiana, 1700-2005*, the first such history produced since 1917.

A parade of owners followed Holmes. It was once called Bubb’s Nine Mile after then-owner Anthony Bubb.

Remarkably, the original roofline from the Holmes rebuild of 1850 is still visible.

“They have built up and around it. So there are timbers in the walls and part of the roof that go back to that structure,” Beatty offers.

“(Admittedly) it’s a little off the beaten track. Today, there is the bar and also family-style dining. It’s just a wide range of food – perfectly fine to bring the family to. People who live around there know about it – the real locals.”

The Nine Mile Restaurant has received good reviews from area food critics. The last one, via *The News-Sentinel* in 2015, adorns the wall entering the dining room.

Beatty shares that his wife’s family is from Marion Township, where Nine Mile Restaurant is located.

“I had never heard of it, but we decided 10 years ago that we should try it out. It was a nice restaurant. We don’t go there that often, but we were able to go in and (we) think she probably had an ancestor that came here 100 years ago! It’s just an interesting place and good food,” he concludes.

Beatty believes it’s the oldest restaurant in northern Indiana. “I’ve heard the St. James up in Avilla claims they are the oldest but that dates to the 1870s. It’s a great restaurant too but doesn’t quite date as far back as Nine Mile.”

RESOURCES: A. Hattersley & Sons at www.ahattersley.com | John Beatty at www.genealogycenter.org | Nine Mile Restaurant at www.ninemilerestaurant.com

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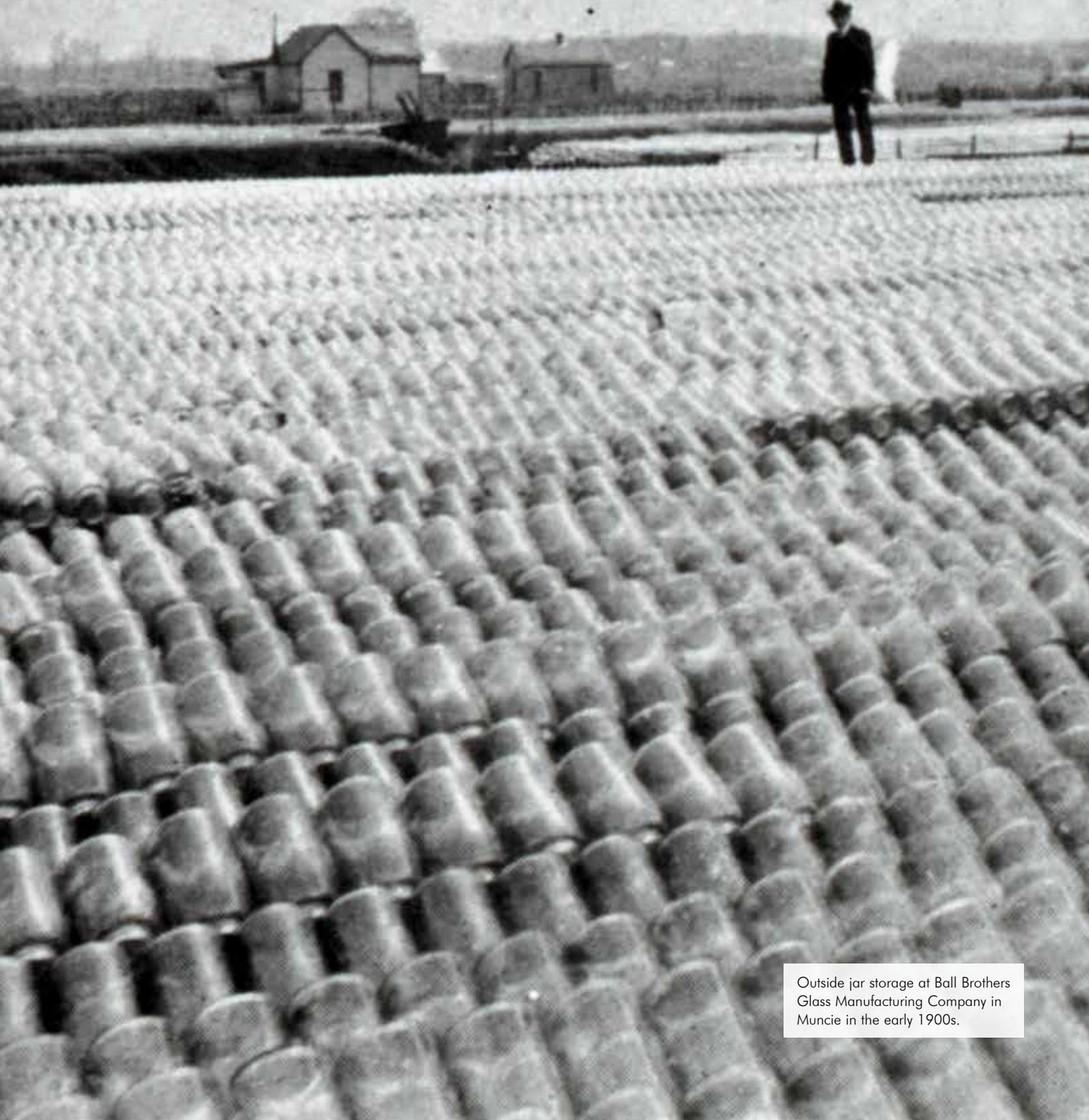
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UNBREAKABLE

Glass Makers Still Going Strong

By Symone C. Skrzycki



Outside jar storage at Ball Brothers Glass Manufacturing Company in Muncie in the early 1900s.

It all started with a bang. Make that a boom.

In the late 1800s, the discovery of natural gas in Delaware County ignited the state's glass industry – particularly in East Central Indiana.

Well drillers seeking coal first unearthed gas in Eaton, a small town north of Muncie. A decade later, natural gas was found in Portland (Jay County).

Perhaps the most well-known glassmaker is Ball Brothers Glass Manufacturing Company, which began producing glassware (with an emphasis on fruit jars) in New York in the mid-1880s and moved to Muncie several years later. (Ball, the namesake for Ball State University and still heavily impacting quality of life in Delaware County and surrounding areas through its many community efforts, eventually diversified to encompass plastics, rubber and aerospace technology).

“Every community here – Portland, Dunkirk, Muncie, Marion in Grant County – was courting the glass industry and offering access to this natural gas,” conveys Karen Vincent, director of the Minnetrista Heritage Collection (dedicated to preserving East Central Indiana history) in Muncie. “Ball was offered cash, some acres of free land and access to free natural gas for a certain time period, plus a railroad spur so they could ship their jars out.”

The gas boom brought more than 100 glass companies to East Central Indiana. But by 1900, many businesses had closed, consolidated, moved away or were purchased (many by Ball) as the gas availability began to diminish. Eventually, 12 to 14 glass companies – including the world's largest window glass company, American Window Glass (Hartford City) – remained in Blackford County.

Today, a fraction in the region have endured.

Among them are Ardagh Group, Glass – North America (largest glass container supplier to the food, wine and spirits industries in the United States) and Sinclair Glass (Hartford City's oldest operating glass house).

What's fueled their success and longevity?

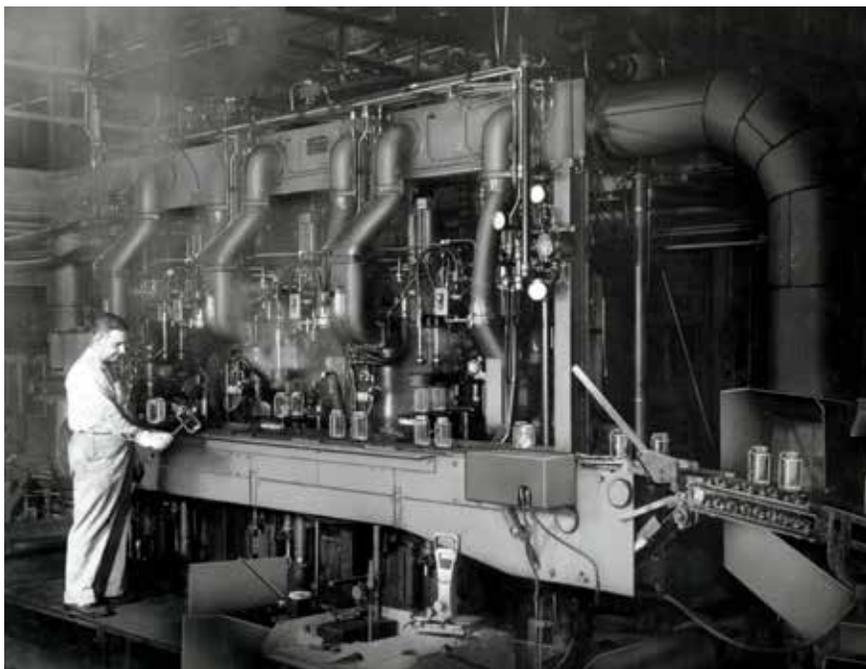
BizVoice[®] posed the question to some of the people who've been along for the journey.

112 years young

Ardagh Group operates glass and metal manufacturing facilities in 22 countries. It employs over 23,000 people globally.

Within Indiana are three glass manufacturing facilities: Dunkirk (Jay County), Winchester (Randolph County) and Glass North America headquarters: currently in Muncie, it will relocate to Fishers in 2017. In addition, it operates a glass technology center in Marion.

“The glass manufacturing facility in Winchester was built in 1904 and has been in continuous operation for the last 112 years,” explains John Riordan, president and CEO of Ardagh Group, Glass – North America, via email. “Today, the facility – which operates 24 hours a day, seven days a week – specializes in the manufacture of glass containers for the food and



Glassmaking at Ball Brothers (date unknown). Production heats up at Sinclair Glass. The gentleman in the middle is shown hand blowing a lighting piece.



spirits markets.”

Curious consumers can identify Ardagh Group’s glass bottles and jars by a punt mark on the bottom of the glass container. The symbol is the Ardagh Chalice – a famous Irish treasure and a historic and religious artifact. Beverage cans display an Ardagh Group logo printed on the body of the can.

Riordan points to product quality, reliability, innovation, customer service and geographical reach as key contributors to the company’s longevity.

Between 2015 and 2016, Ardagh Group invested nearly \$71 million in its Winchester facility.

“It’s now one of the most modern and highly invested glass container manufacturing facilities in North America,” Riordan declares. “It manufactures approximately 1.5 million glass bottles and jars each day – which is more than 17 glass containers each second.”

With a workforce of 425, it’s Randolph County’s largest employer.

Ball of fire

Born in 1923, World War II veteran Jim Dolan’s memorable career in the glass industry includes deep ties with Sinclair Glass.

A devastating fire that destroyed Fulton Glass Company’s corporate headquarters in Hartford City – where Dolan was working – in August 1966 sparked a lasting friendship and business partnership with Sinclair Glass owner Bob Hodges.

Around the same time, Hodges was adding operations under Sinclair, an organization launched some 40 years before in West Virginia that he’d brought to Hartford City.

“He had a nice factory and no business. We had one hell of a lot of business and no factory. So, he called me and invited me down,” Dolan shares. “We got together, and on a handshake, worked out a deal where our corporate offices (other plants continued operating in Vincennes and Oklahoma) got the business and sent him purchase orders. They’d manufacture it and shipped it in our name.”

“In all the years I’ve been in business, I never knew a more honorable person than Bob Hodges. I thought his word was his bond.”

Bob’s son, Dave Hodges (Dolan’s next-door neighbor), interjects.

“At that point in the mid-1960s, Sinclair became one of the most diversified glass manufacturers in the country. We did hand blowing, hand and semi-automatic pressing, sheet glass fabricating, decorating – the decorating is a whole other side of the business. We did silk screening as well as hand painting. We had hand-painted Victorian lamp parts,



Ardagh Glass – North America has approximately 1,100 employees in Indiana.

Tiffany-type shades and so on.”

Back then, Sinclair operated two plants, with each occupying approximately 10 to 15 acres. Only one plant exists today. In 1988, the Hodges sold the business to former employee Gavin Mair, currently the CEO.

It spans 80,000-plus square feet of manufacturing space and operates round the clock.

According to Sinclair’s web site: In addition to manufacturing curved glass, it supplies patterned glass, colored glass and its original antique seedy glass. Many of its products are handcrafted.

During Sinclair’s peak years it employed, depending on the season, an average of 100 workers. Dave Hodges estimates that number is closer to two to three dozen today, largely due to automation.

Withstanding the heat

In the aftermath of the glass industry’s fall, something positive began to emerge: the auto industry.

“As the wave came and glass kind of went out – with of course, exceptions – we became the hub for parts for the auto industry,” Vincent asserts. “You had that core workforce that was available and ready, and had worked in a skilled factory trade. A lot of people just made the (transition) from glass to auto.”

She muses that surviving glassmakers possessed “a savviness of looking into the future (and anticipating) what’s coming up next.”

Back to two of those businesses that have toughed out changing markets and times: Ardagh and Sinclair. Treating people with respect and diversifying offerings has played a pivotal role in their success.

“Ardagh Group has a long tradition of

hiring employees early in their career, then training, developing and promoting these individuals so they develop a career in glassmaking,” Riordan comments. “Over its 112-year history, the Winchester facility has employed three and four generations of dedicated employees, with some employees working at the facility for 30 to 40 years.”

The younger Hodges echoes that sentiment.

“We treated everybody like we wanted to be treated ourselves and provided incentives. And good-paying jobs. In the 1960s, a glass-blower with incentive rates could be knocking down \$18 an hour, which for that time (was extremely rare).”

He adds that the uniqueness and nature of Sinclair’s products were contributing factors.

“The longevity is also due to the fact that we made things that at the time served needs or purposes around the world. Whether it was restaurant ware, lenses for (airplane) landing lights or the red and green lenses that went on battle ships and barge boats (for instance). We made products that serviced companies around the world.”

In the 1970s, Hodges and his dad launched Sinclair Shops in Hartford City, which he describes as “a poor man’s Conner Prairie,” featuring trades such as stain glass making, candle making and pottery. Schools would visit for field trips and ride across the street to Sinclair to see how glass was made.

They also opened an antique auto museum and eventually turned the shops into a restaurant. “One of the cool things about that was we served dinner with glassware produced at the factory,” Hodges proudly recalls.

“We were best friends and worked side by side for many years. It was a journey.”

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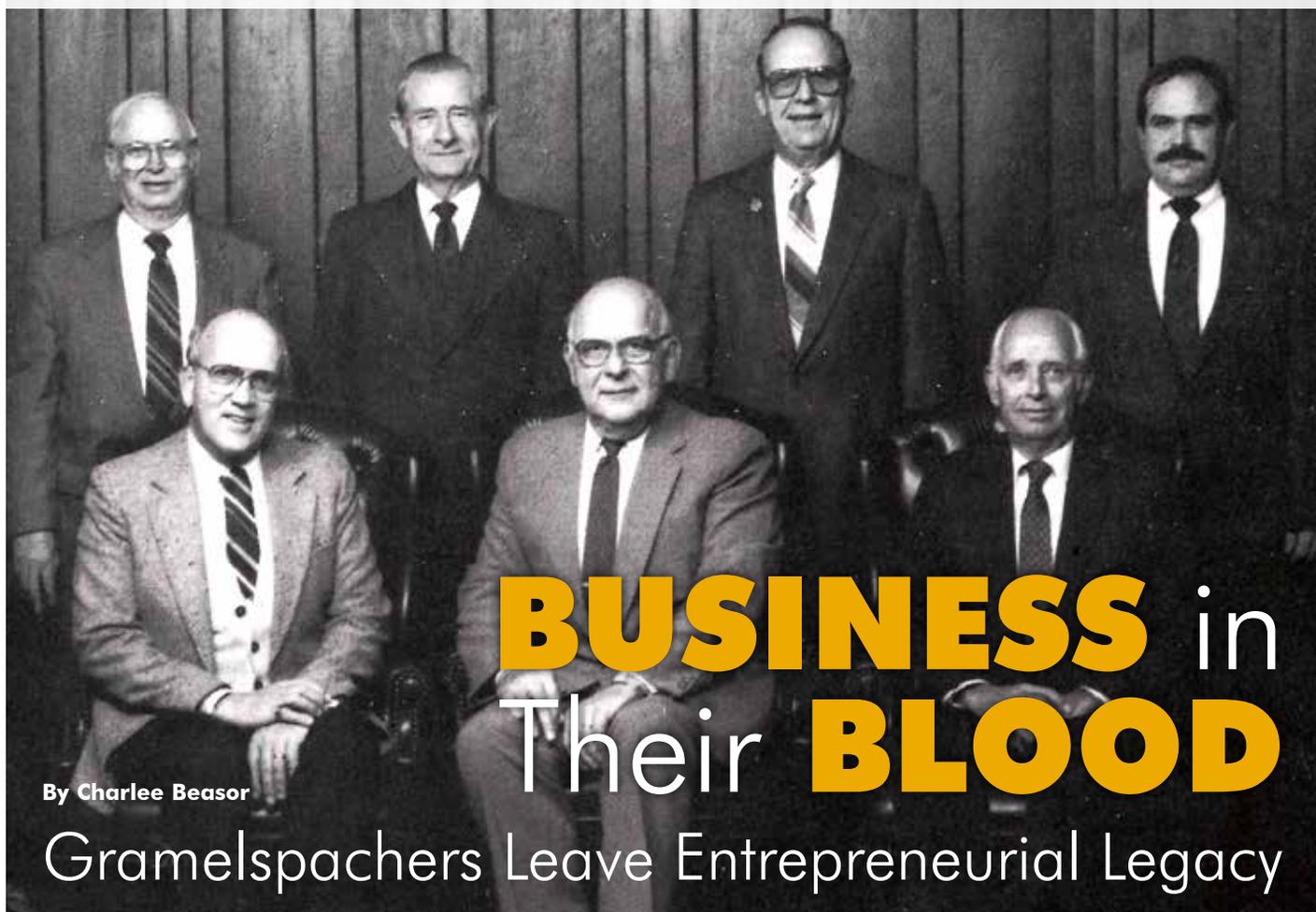
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The Gramelspacher family's heritage of woodworking and entrepreneurship goes back to when Joseph Gramelspacher first settled in Jasper in 1837. Pictured is the 1989 board of directors of one of the family businesses, Jasper Wood Products Co., Inc.



By Charlee Beasor

BUSINESS in Their BLOOD

Gramelspachers Leave Entrepreneurial Legacy

One of the reasons German immigrants settled in Jasper in the early 1800s was because the forests there resembled those of Germany. Woodworking and furniture-making were in their blood and Jasper was reminiscent of home.

Joseph Gramelspacher – one of those German immigrants – came to Jasper in 1837, before some of the surrounding towns were even settled.

He and his progeny started businesses, served in the military, were active in politics and their religion, and supported their community financially and through volunteerism. These were some of the early entrepreneurs of Jasper and southern Indiana. They're not the only ones, of course, but certainly among the largest concentrations in one family.

Dubois County Historian Arthur C. Nordhoff Jr. points to the Gramelspacher family as one of the most notable in the area's business history. Through six generations, Gramelspachers have been involved with the woodworking, furniture-making and agricultural industries, as well as numerous political and civic organizations.

There are at least 11 companies in Jasper (some going back to the mid-1800s) that have been managed or directed by one – or several – Gramelspachers. They were entrepreneurs, and even inventors, in some cases.

“My great-great grandfather John (Joseph’s son) was quite the entrepreneur, and he had four patents on different types of furniture. Clarence Gramelspacher was really into that kind of stuff; he had patents on the tubeless tire and mobile homes as we know them today,” offers Phil Gramelspacher. “We’ve been blessed. It’s a fun family history and they always were looking outside the box, trying to make things better and come up with better things.”

Phil previously worked for Jasper Wood Products Company (which was started by his grandfather, Virgil, and Virgil’s three siblings – Claude, Clarence and Elsie), as well as Jasper Desk Co. He runs his own company today, Gramwood, Inc., which focuses on lumber management and invasive species work.

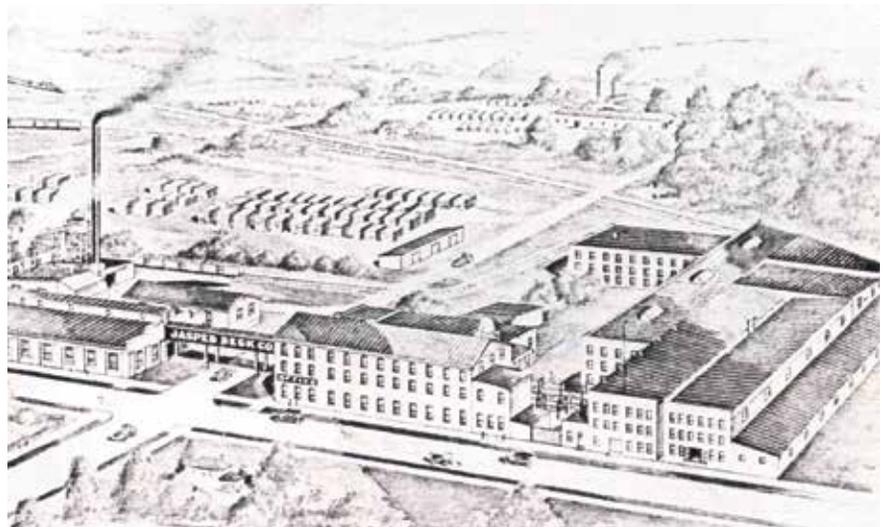
Glenn H. Gramelspacher, great-great grandson of Joseph, also worked at the various woodworking companies, including Jasper Wood Products Company, Inc. and Jasper Novelty Furniture Company. At 91, he has been retired since 1974 and continues to reside in Jasper.

“Dubois County has the lowest unemployment in the state of

EDITOR’S NOTE: Through publications, online accounts and interviews with several family members, BizVoice® has strived to accurately reflect all individuals, companies, dates, titles and relationships. Some conflicting data was presented, with none of it altering the family’s significant business impact.

Jasper Businesses With Gramelspacher Ties

- Jasper Group is the parent company that many of the Jasper-based furniture and wood manufacturing companies were rolled into over the years
- Jasper Desk Company (started in 1876 by the Alles brothers; John Gramelspacher was an early owner and general manager); a number of Gramelspacher family members have worked at the business through the years (part of Jasper Group)
- Jasper Wood Products Co., Inc. was started in 1924 by Virgil, Claude, Clarence and Elsie Gramelspacher, among others; later it was operated by Claude's son, Robert, and others (this company is no longer in business)
- Jasper Seating Inc. opened in 1929 and was the original company of Jasper Group (still part of Jasper Group today)
- Jasper Veneer Mills, Inc. was started in 1890 and purchased by George Gramelspacher in 1900. In 1995, his great-grandson, George W. Gramelspacher, purchased the business
- Jasper Office Furniture Company (JOFCO) was founded by Claude and Clarence Gramelspacher; it was rolled into Jasper Group
- Gramelspacher Farms was operated primarily by Claude and his son Robert
- Eckstein Lumber Co. was operated primarily by Claude and his son Robert
- Jasper Novelty Furniture Company was operated by Claude, and then his son, Glenn H. Gramelspacher, managed the company
- Newton Box & Basket Company
- Jasper Glove Company



Agricultural endeavors included turkey farms and forestry. Jasper Desk Company (sketched here in 1926) started in 1876 and operates today on the original site.

Indiana (3.4% annual unemployment in 2015),” Glenn observes. “We have some really successful companies. . . . Even though we had a lot of the companies that had maybe 75 or 95 employees, now they’ve got these companies with 2,000 employees in there.”

Another member of the younger Gramelspacher generation, Mark (grandson of Claude) has continued on with the entrepreneurial roots of his family, just on a different path.

“I grew up in a family where balance sheets and financial statements and human resource challenges and the trials and tribulations of the responsibility of running an enterprise were discussed at the dinner table,” he recalls.

Mark has created several businesses throughout his career, including EverGreen Global Advisors, LLC. He is currently an Entrepreneur-In-Residence for Elevate Ventures, Inc. (an entrepreneurial

development partner and venture capital fund that serves the state of Indiana). He is also a member of the Indiana Chamber of Commerce board of directors as was his father, Robert, for 50 years.

“Personally, I’ve come to realize more clearly and through involvements with organizations like the state Chamber, the awesome difficulty and awesome respect due to organizations that can survive three, four, five generations. It is really a testament to the will of the constituents of the enterprises, that they can carry on through many trials and tribulations to keep the business thriving through very awesome phenomena,” he asserts.

One of the challenges with a mature industry, such as woodworking, is that over time various business threats (cheap overseas imports or the desire of younger generations to diverge from the family enterprise are two examples) often lead to consolidation.

“That’s a problem with the woodworking industry. It’s just a mature industry; there is not a lot of growth. Imports are really hurting us. It’s a shame, but years and years ago when the ancestors were working the wood industry, it had a lot of potential growth. It just matures,” Phil laments. “Wood is in our blood, and now I’m not sure about the next generation.”

Today, many of the family’s original businesses are either lost to history or have been bought by other companies. Glenn also notes that the chance of success is lessened in each succeeding generation.

“The chance of a first generation in a small corporation has 90% chance of success. The second generation has 50% chance of success and the third generation has 10% chance of success. There’s a lot of three and four generations of businesses that are no longer in existence,” he explains.

RESOURCES: Glenn, Phil and Mark Gramelspacher

Gramelspacher Family Historical Ancestors

A 'Who's Who' of Gramelspachers in Business From the 1800s to 2016



Sophia Gramelspacher

The first Gramelspacher to locate in Jasper, Indiana was **Joseph Gramelspacher**. He was born in Bollschweil, Germany in 1812 and emigrated to the United States in 1837. In 1838, he married Sophia Freidman in the first Catholic marriage ceremony in Jasper; they had eight children.

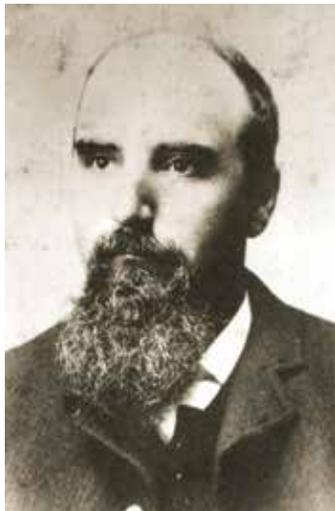
Joseph and Sophia Gramelspacher built the first two-story brick home in Jasper in 1849, known today as the Gramelspacher-Gutzweiler House. It is on the National Register of Historic Places and was moved in 1980 from its original location to a new location in Jasper for preservation.



The Gramelspacher-Gutzweiler House.

One of Joseph's sons was **John Gramelspacher**, born in 1845 in Jasper.

At age 15, he was conscripted to the Confederate Army through the employment roll as he worked a construction job in Kentucky. After attempting to flee north several times, he and another soldier escaped and deserted the Confederate Army. He swam the James River and joined the Union Army in Virginia, under an alias. A few years following the end of the Civil War, John Gramelspacher was given a proper and honorable discharge from the United States under his real name.



John married Franziska Dupps and they had five children. John owned and operated a wood planning mill (possibly called the Jasper Manufacturing Company, according to the history on the Jasper Veneer Mills web site). He was also the first general manager of the Jasper Desk Company, the oldest wood office furniture manufacturer in the country, which still operates today at its original 1876 location. Additionally, John was successful in the ice cream and soda-water business, and was elected Dubois County auditor in 1886 and 1890.



The next generation of Gramelspachers included **George W. Gramelspacher**, who was the son of John and Franziska Gramelspacher, born in 1867 in Jasper. He married Mary Haller and they had five children.

George purchased and operated Jasper Veneer Mills in 1900. He rebuilt the business after it had burned to the ground in a fire (that was the second fire that had burned the mill down since 1895).

These generations were the origins of the Gramelspacher family in Jasper, and in the wood and wood manufacturing businesses that became prevalent in future generations.

The great-grandchildren of Joseph Gramelspacher, the first Gramelspacher to emigrate to Jasper were:

Elsie (Gramelspacher) Christian, born in 1904. She held shares in Jasper Wood Products Company, Inc.



Clarence Gramelspacher, born in 1896. He was general manager of Jasper Wood Products Company, Inc., among others. Clarence was also an inventor. He held the patent on one of the first electric food mixers, the “tube-less” tire (which he sold to Firestone), as well as a patent for plywood that was used on airplanes in World War II.



Claude Gramelspacher, born in 1894. He held various positions at companies that included: Jasper Wood Products Company, Inc., Jasper Veneer Mills, Gramelspacher Farms, Jasper Office Furniture Company, Eckstein Lumber Company and Jasper Novelty Furniture Co.



Virgil Gramelspacher, born in 1891. He was involved in various positions at companies that included: Jasper Wood Products Company, Inc. (where he was president), Jasper Veneer Mills and Jasper Glove Company.

The great-great grandchildren of Joseph Gramelspacher include (among others):

Eugene J. Gramelspacher was born 1930 to Clarence and Marie Gramelspacher and was involved with Jasper Wood Products. He was a U.S. Air Force veteran of the Korean War.



Robert Gramelspacher, born in 1924 to Claude and Marie Gramelspacher. Robert joined Jasper Veneer Mills in 1948 and was president from 1967 to 1985. He served as president and general manager of Gramelspacher Farms, Inc., and Eckstein Lumber Company. He retired from Jasper Wood Products Company in 2000.

Glenn H. Gramelspacher, age 91, was born in 1925 to Claude and Marie Gramelspacher. He was the Jasper Wood Products Company head of engineering for 16 years and was manager at the Jasper Novelty Furniture Company.

John W. Gramelspacher was born to Virgil and Catherine Gramelspacher and was a lieutenant in the U.S. Navy during World War II. He was president and general manager of Jasper Wood Products Company, Inc. and on the board of directors of Jasper Desk Company.

The great-great-great grandchildren of Joseph Gramelspacher include:



Mark Gramelspacher, son of Robert and Marilyn Gramelspacher (grandson of Claude), presided over the leveraged buyout of Jasper Wood Products Company, Inc. He is managing director of EverGreen Global Advisors, LLC and Entrepreneur-in-Residence at Elevate Ventures, Inc.

Glenn H. Gramelspacher II, son of Glenn H. Gramelspacher (grandson of Claude), recently retired from an executive position at the Jasper Group.

Phil Gramelspacher, son of John W. and Ruby Gramelspacher (grandson of Virgil), he recently retired from Jasper Desk Co. and previously worked for Jasper Wood Products Company, Inc.; owns his own business, Gramwood, Inc.

George W. Gramelspacher, son of John W. and Ruby Gramelspacher (grandson of Virgil); purchased Jasper Veneer Mills in 1995; previously worked for Jasper Wood Products.



The Barnett family's work in the steel industry goes back to 1909. Today, three family members work for ArcelorMittal: Tom, Danielle and Cliff. Tom's father, Clifford Charles Barnett (at right) was a railroad engineer and in the steel industry for 50 years.

STEEL INDUSTRY VETERANS

Barnett Line Goes Back to 1909

By Charlee Beasor

The Barnett family members quickly point out that they aren't all that unique in having had four generations work in the steel industry. They say it is more a by-product of living in a region dominated by the mills.

Three current ArcelorMittal employees are Tom and his children, Cliff and Danielle. But their heritage goes back much farther – to 1909 (they think), with two previous generations and various other relatives having worked in the mills throughout the years.

- Dad: **Tom Barnett** is the ArcelorMittal Indiana Harbor manager of environmental technology. He started working there in 1975
- Son: **Cliff Barnett** is senior environmental engineer for ArcelorMittal Burns Harbor; he's been in the role for over a year and previously worked at the ArcelorMittal Indiana Harbor Long Carbon plant (which is now closed) for four years
- Daughter: **Danielle Barnett** started in 2011 in the corporate purchasing department; earlier in 2016, she took on a new role as a plant buyer at Burns Harbor
- Grandfathers:
 - o **Cliff Barnett** (Tom's father) was a laborer and railroad engineer for 50 years (1935 to 1985) for United States Steel and Inland Steel
 - o **Matt Sobczak** (Tom's father-in-law) worked for United States Steel from 1940 to 1971

- Great-grandfathers:
 - o **Dan Toma** (Tom's maternal grandfather) was at the United States Steel coke plant from 1911 to 1955; he emigrated from Romania and lived to age 95
 - o **Matt Sobczak Sr.** (Matt Sobczak's father) worked for United States Steel from 1909 to 1940

BizVoice® sat down with the Barnetts recently at the Burns Harbor facility to ask about their history in the steel industry and how it has changed over the years.

BV: Was there any grand plan to have your children working for this company or industry too?

Tom: "I let them know about openings, but there was no master plan to do this. But jobs in the steel mills are good jobs. ... In the case of Cliff, we were desperate for somebody. They brought him over as a consultant, and after about a year they hired him. In the case of Danielle, things opened up, she applied and a week later she had a job."

BV: Your family goes back in the steel industry four generations. Is that a special legacy to carry on today?

Danielle: (pointing to her grandfather's hardhat). "I stole that from (dad) years ago and keep it in my office. My grandfather was a railroad engineer for Inland. You start realizing when you start talking to people out there, this isn't abnormal.

"Obviously the jobs have changed a bit from what my grandfather would have done. I sit in an office and do purchasing. In that scope, it's different. But there's a lot of people that have had previous generations working."

Tom: "People were proud and still are. We make a valuable product for America."

BV: How much of an influence did your father have on your career path?

Cliff: "It was a family environment. I think he's (Tom) now one of the older people in the office; all the rest are retired. Just growing up and seeing that. ... I think that's what moved me in that direction, to go in this field, the relationship he had with his co-workers and the family (atmosphere). I remember that as a kid."

Danielle: "They had Take Your Daughter to Work Day, and I went to work with Dad and he would actually put me to work. I remember doing some mathematical spreadsheet and he had me fact-check something. Everybody else was running around playing on the escalator. "At a very young age, I got to go through the hot mill and they

took us on tours and showed everything the plant did. And then you got to go play on the escalators and make note pads. There was a printing press in the main office building. ... Growing up with that, I was in first or second grade, and they did that whole, 'What do you want to be when you grow up?' And I literally put down 'environmental engineer.' I spelled it wrong. I missed one of the 'n's. But growing up, he definitely had a lot of influence on me."

BV: What are some of the major differences between today's workplace and when you started in 1975, Tom?

Tom: When I left Purdue in '72, we used slide rules, and we didn't have calculators. ... The world started changing and we started getting answering machines and beepers and one day about 15 years ago, my boss was sending me emails and I said, 'I'm not at my desk,' and he said, 'Fine, get a Blackberry,' and I said 'Okay.'

"There's this march over time from a plant of around 25,000 people to a plant that has 5,000 people (today). We can't run without computers; back then we had no computers."

BV: Communication was very different than it is today, due in part to technological advances. How has that affected you in your jobs?

Cliff: "From 2011 to 2016, being an environmental engineer and manager, I had to interact a lot with the workers and managers in the plant. I definitely feel with emails and even texting, it evolved over the six years I was there. When I first got there, no one wanted to use email. By about 2013-2014, especially after the general manager announced you have to check your email, it was easier to communicate with people in the plant. It has even been evolving the last five years with technology. And again, you don't have as many workers, so you need to use the technology to run an efficient operation."

Tom: "But you have to go out in the plant. First, you do that; second, you use the phone. Sometimes email has its reasons to be used, and it makes sense. But most cases we're out all the time traveling and talking to people. It's winning the hearts and minds and they have so much else they have to do."

Cliff: "Technology makes everything run way better than it did in the past ... (but) you have to go out and actually make the workers and the shop managers understand that you are part of what they do too. It's a little old school, and a little new school."

BV: How often do you see each other at work?

Tom: "We haven't had a discussion on a company-related item in almost two years, (he says of Cliff)."

Cliff: "I've got my own people I ask questions to."

Danielle: "Now we're in different biospheres, even though we're working for the same company. When we were at Indiana Harbor (where Tom works), we got a lot more free lunches."

BV: Do you specifically try to avoid talking shop over the holidays

or when you're not working?

Tom: "We don't try to avoid it, but especially being at different plants now, we have somewhat different issues."

Danielle: "When we're together, I'm usually playing (with her nieces, Cliff's 3-year-old and 1-year-old daughters). I'm more involved with Play-Doh than in work."

BV: What would the previous generations say about you working here today?

Tom: "My dad, when I was working on my master's degree, he called me and told me they just formed an environmental department and there's a job opening. He was tickled to death to see me working at the mill. I think Matt (father-in-law) was not quite as enthusiastic. It could be a rough place. He worked at U.S. Steel, so I'm not sure what he would have said. I know that there were times he told me I should get the hell out of the mill."

Danielle: "Grandpa Sobczak would have been like, 'What the hell are you thinking?' Where Grandpa Barnett would have been like, 'Hey, this is cool!'"

Tom: "They both were proud of the fact that they made this

product and worked in the steel mills. And going back, I know my Grandpa Toma ... he thought it was a great thing to work in the mill. It made a living for him for 44 years."

Cliff: "Coming out of high school a little younger than you (Tom), that's where people wanted to work, the mill. That's where the good jobs were."

Danielle: "Didn't Mom even do a short stint here?"

Tom: "Yeah, she did. We did have her doing some secretarial work part-time. Auntie Shirley worked at Bethlehem, Uncle Larry worked at Bethlehem. Everybody worked at U.S. Steel, Bethlehem, Inland or LTV. Or you worked for somebody who supplied the mills or a contractor at the mill. ... It shot through the entire family."

Cliff: "It's just growing up in the area. That's where the jobs are. It's living here."

BV: Is there any sort of family tradition or initiation when someone in your family starts working here?

Tom: "I take 10% of their checks," he says with a chuckle. "No. We get together for lunch on a fairly regular basis."

Danielle: "It used to be weekly."

Tom: "And now I have to run out here (to Burns Harbor)."

Danielle: "When (Cliff) started at Long Carbon, I got him a polo and a congratulations card. When he got the official hire, I got him one of the ArcelorMittal polos. I was being a nice sister."

Tom: "When this first started, I don't know that we thought about it all that much. Even though it was out there all that time. That, 'Yeah, I work at the mill. Both grandfathers worked in the mills. Hey, wait a minute, both great-grandfathers worked in the mill.' But you never really dwelled on that. You just worked here."



Tom Barnett says a lot has changed since he started in the steel industry in 1975, much of it surrounding technology and communications.





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SURVIVING AND THRIVING

Small Communities Cover Their Own

By Symone C. Skrzycki

“We tell people’s stories – and everybody has one.”

It’s a philosophy that Patrick Lanman contends has led to the success of newspapers such as the *Vevay Reveille-Enterprise* and the *Switzerland Democrat*.

The editor and general manager of Vevay Media Group (which operates both publications), illustrates his point with two poignant anecdotes.

“I have a fellow here who was a county commissioner and a career Navy guy,” Lanman shares. “He tells a story about how they’d be out on the ship for months (during the Vietnam War) and late at night, they’d get on the loudspeaker and read our newspaper to people because that was ‘home.’ ”

Fast forward to 9/11.

“That happened on a Tuesday,” he recalls. “By the time you get the paper in the mailbox on Thursday, there’s nothing I can tell you that you haven’t already seen 1,000 times. But what I can tell you is, a kid named Mark Dunning – a 1984 graduate of Switzerland County High School who was working at the Pentagon – was sitting in his apartment and looked out the window and saw it all happen. Our interview with Mark, because he connects here (was something

readers couldn’t find anywhere else).”

Another longtime local media source in southeastern Indiana is *Register Publications* (based in Lawrenceburg).

“Local. Local. Local. It really comes down to that,” asserts managing editor Joe Awad. “In today’s world, you’re competing with Facebook and all kinds of social media. In my opinion, (our success comes from) keeping our finger on the pulse of the community.”

Founded in 1933, the Hoosier State Press Association (HSPA) represents 167 daily and weekly paid-circulation newspapers in Indiana. Steve Key, executive director and general counsel, reflects on the role newspapers play in shaping a community’s identity.

“Newspapers are the voice of the community,” he stresses. “Unfortunately over the past 50 years or so, there are communities that have lost their newspaper. Whether it’s a little town like Farmersburg or Oakland City – just recently, their paper has decided to close up. When you lose that voice, that community loses a part of its heart – what binds it together. That’s part of why newspapers are always going to be valued.”

According to a listing on the HSPA web site, approximately 125 member newspapers across the state were founded before 1900. The oldest began in Vincennes in 1804, four years after the Indiana Territory was created with the current Knox County seat as its capital.



A trio cranks out *Register Publications* news, one sheet at a time, with a Whitlock printing press.

Heydays and hard times

Lanman gazes out his office window and laughs.

"I can look out my window and see the only stoplight in our whole county," he comments.

"It's a very rural, very small place. When Vevay was a city of 20,000 people, they had two thriving newspapers (*Vevay Reveille-Enterprise* and the *Switzerland Democrat*). Over time as people began to move away, they consolidated under one roof and printed it different days and it's just sort of evolved from there. From a point of history, we keep both papers alive."

Production – and access – have changed dramatically since Lanman joined the publication as a reporter in 1984.

"We pasted the pages. The computer would set things on columns and print them out on 8.5 by 11 paper. You'd take a pair of scissors, cut them out and run them through a waxer and line them up.

"Everything was black and white. We couldn't run processed color. Now, we run color photographs in our paper as they all do. And we didn't have social media, which people tend to confuse sometimes with, 'They put the word media in it. It must be true. It's on Facebook.'"

Awad cites other challenges.

"There's been a tremendous amount of changes and everybody knows it. It's been difficult. At one point (with *Register Publications*) for 15 years or so, I probably supervised about 12 reporters."

Today, there's a handful.

Lanman and Awad agree that while the number of newspapers is staying steady, the printing industry is facing obstacles.

"Printing facilities are going away," notes Lanman, whose operation no longer prints its publications. "The big press in Columbus, Indiana you used to see when you go up and down (Interstate) 65 is now in Texas. I can see the Ohio River, but if Madison can't print my paper, the next place I can get to that will print it is in Greenfield, Indiana, by Indianapolis. That's a big issue for me."

Awad chimes in, "I don't feel the newspaper industry – and newspaper is kind of a misnomer – is having as many problems or troubles as is sometimes reported. It's the printing industry that's in the biggest danger – to be quite honest – because eventually it is all going to go on the internet."

Turning a page

Imagine an old Model T driving down the road. Now picture a horse and buggy. Awad draws comparisons when envisioning the future.

"Like many newspapers our size, we've had to make adjustments,

Vevay Media Group

- Publishes two weekly newspapers: *Vevay Reveille-Enterprise* (the oldest weekly newspaper in the state celebrated its 200th birthday in 2016) and the *Switzerland Democrat* (1868)
- Vevay population: approximately 1,700; Switzerland County: about 10,000 people

Register Publications

- Launched in 1825. Today, it's a conglomeration of different newspapers
- Includes the *Dearborn County Register*, *Journal Press*, *Harrison (Ohio) Press*, *Ohio County News*, *Rising Sun Recorder* and specialty publications
- While Dearborn County is experiencing growth due to being part of the Cincinnati metro area, Ohio County remains Indiana's smallest both in area and population (about 6,000)

but we remain an integral part of the community and we always will," he imparts. "I often think about photos I've seen in let's say the early 1900s when you see an old Model T going down a muddy road and then there's somebody with a horse and buggy going the other way. The Model T won. And that's the same thing that's going to happen with the newspaper industry no matter how much people fight it. In the end, the platform will be on the internet. It's just that simple."

Conversely, Key emphasizes that while the industry is exploring new ways to deliver news, there always will be a demand for something tangible.

"I just saw a story talking about how after the Cubs won the World Series, people were lined up to buy the next day's paper so they could preserve it forever," he declares. "The headline: 'The Cubs Win.' And you see the same thing in a smaller community. If the local high school has a successful basketball or football season, there are going to be people who are going to be buying those keepsake editions that mark a local historic event."

Lanman doesn't foresee newspapers fading away.

"The reports of our death have been greatly exaggerated, to paraphrase W.C. Fields," he remarks. "There always will be a newspaper. It will always be a news source. It may be something different in time. As long as we stay true to what we're doing and continue to tell the stories people want to read – and at times, the stories that people need to read – we'll be fine."



Remembering the 1937 flood: "It is to this day the biggest and worst thing that ever happened here," Vevay Media Group editor and general manager Pat Lanman declares. A Vevay native who had moved out of state surprised Lanman with a hand-set copy, produced at the height of the flood.

HISTORICAL HOOSIERS

Meet a Few of Indiana's Legends

By Symone C. Skrzycki

How much do you know about some of Indiana's famous figures? Check out this listing, which spans a range of categories and eras. Many of the names will instantly register, while others may be less well known.

Learn more about five of these inspiring Hoosiers in short essays excerpted from the Indiana Historical Society's web site (www.indianahistory.org).



Levi Coffin *Indiana Historical Society*



James Oliver *Indiana Historical Society*



Juliet Strauss *Bass Photo Co. Collection, Indiana Historical Society*

Levi and Catharine Coffin

Levi Coffin moved to the Indiana town of Newport (Fountain City today) in 1826 and became an important merchant there. From his simple eight-room house in Wayne County and with the help of his devoted wife, Catharine, he – over the next 20 years – offered a safe haven to thousands of African-Americans fleeing slavery on the “Underground Railroad” along major escape routes leading from Cincinnati, Madison and Jeffersonville.

One of the refugees who found shelter in the Coffins' home was later immortalized as the character Eliza, the heroine of Harriet Beecher Stowe's classic novel, *Uncle Tom's Cabin*. Levi and Catharine Coffin are supposedly depicted in the book as Simeon and Rachel Halliday.

James Oliver

In 1868, James Oliver helped found the South Bend Iron Works, makers of the Oliver Chilled Plow, among the most successful agricultural implements of the 19th century.

By the turn of the century, Oliver employed more than 1,000 men and boys at one of the nation's largest agricultural equipment factories. In prosperous years, it could turn out as many as 300,000 plows, with specialized models for every purpose from breaking the thick prairie sod of Nebraska to cultivating the cotton fields of Alabama or the sugar plantations of Cuba.

The corporate name was changed to Oliver Chilled Plow Works in 1901, becoming the Oliver Corporation when the family firm went public just before the stock market crash of 1929.

Juliet Strauss

In her writing, Juliet Strauss discussed the superiority of country life over city life. She was also a leader in the establishment of Turkey Run State Park in Parke County.

In 1893, she began writing a column for the *Rockville Tribune* called “Squibs and Sayings.” Additional columns included “The Country Contributor” (*Indianapolis News*) and “The Ideas of a Plain Country Woman” (*Ladies Home Journal*).

Reflecting on her life after her children had grown up and moved away from home, she was proud that she had “never followed anybody's lead. I lived my own life. If I wished to ride a horse, or play a game of cards, or go wading in the creek with the children, I always did it. ... I avoided rivalries and emulations. In short, I lived.”



Gene Stratton-Porter *Indiana Historical Society*

Gene Stratton-Porter

Gene Stratton-Porter and her husband Charles lived in Geneva, near the Limberlost Swamp. After oil was discovered on farmland Charles owned, Stratton-Porter constructed a 14-room home there, where she began to photograph birds and animals in their natural habitat.

Following the success of her photographs, some of which were published in magazines, she began writing fiction novels. She lived for a time in Sylvan Lake near Rome City before relocating to California in 1920. There, Stratton-Porter founded a motion picture company and based a number of films on her books. She was killed in an automobile accident in Los Angeles in 1924.



Portrait of Madam C.J. Walker *Madam C.J. Walker Collection, Indiana Historical Society*

Madam C.J. Walker

Madam C.J. Walker was born Sarah Breedlove in Delta, Louisiana, in 1867. She began to market herself and her beauty products as Madam C.J. Walker after marrying C.J. Walker in 1906 (they later divorced). The “secret formula” in her goods included sulfur and a more frequent cleansing of the hair and scalp.

In 1910, Madam Walker moved to Indianapolis and set up a laboratory and a beauty school.

The company provided two new ways in which black women could make a living – as beauty culturists and as sales agents. Madam Walker served as a spokeswoman, not only for her products, but also as the most successful black businesswoman of her day. She died in 1919 at the age of 51.

Notable Names

Artists

William Forsyth
Michael Graves
John Hardrick
Felrath Hines
Robert Indiana
Nancy Noel
Janet Scudder
Julia Graydon Sharpe
Portia and Ralph Sperry
Otto Stark
T.C. Steele
Marie Webster

Authors

George Ade
Sarah T. Bolton
Jared Carter
Theodore Dreiser
Shirley Graham DuBois
Max Ehrmann
Mari Evans
Annie Fellows Johnston
Etheridge Knight
Ross Lockridge Jr.
Meredith Nicholson
James Whitcomb Riley
Jean Shepard
Gene Stratton-Porter
Booth Tarkington
James Alexander Thom
Kurt Vonnegut
Dan Wakefield
Lew Wallace
Jessamyn West

Aviators and Astronauts

Joseph P. Allen
Frank Borman
Virgil "Gus" Grissom
Charles "Buster" Hall
Jerry Ross
Donald Williams
David Wolf
Wilbur Wright

Business

James Allison
Frank Clayton Ball
George A. Ball
Carl Fisher
Elwood Haynes
Hulman family
Colonel Eli Lilly
Eli Lilly
Orville Redenbacher
Colonel Harland Sanders
Emil Schram
Studebaker family
Madam C.J. Walker

Cartoonist

Norman Bridwell (Clifford)
Jim Davis (Garfield)
Johnny Gruelle (Raggedy Ann)
Kin Hubbard (Abe Martin)
John T. McCutcheon
Dale Messick (Brenda Starr)
Bill Peet (Disney animator)
Tom Ryan (Tumbleweeds)

Early Indiana Legends

John Chapman (Johnny Appleseed)
George Rogers Clark
Catharine and Levi Coffin
John and William Conner
Little Turtle
Chief Menominee
Robert Owen
Robert Dale Owen
Johann George Rapp
Frances Slocum
Tecumseh
The Prophet
Anthony Wayne

Educators

Eliza Blaker
Rev. Theodore M. Hesburgh
Alfred Kinsey
Caleb Mills
Herman Wells

Inventors

James Buchanan Eads
Dr. Richard J. Gatling
James Oliver
Dr. William Scholl

Journalists

Margaret C. Anderson
John Bushemi
Janet Flanner
Brian Lamb
Jane Pauley
Ernie Pyle
William Raspberry
Tavis Smiley
Dr. Nancy Snyderman
George Stewart
Juliet Strauss

Medicine/Science

Percy Julian (Chemist)
Mariah Mendenhall (Midwife)
James Mooney (Ethnology/
Anthropology)
Richard Royce Schrock

Excerpted from Indiana Historical Society

PUBLIC SAFETY TRENDS

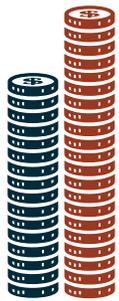
VIOLENT CRIME

Over the past 10 years, violent crime has decreased considerably:

**DOWN 6.9% FROM 2010 and
DOWN 16.2% SINCE 2005**



STATE CORRECTIONS SPENDING



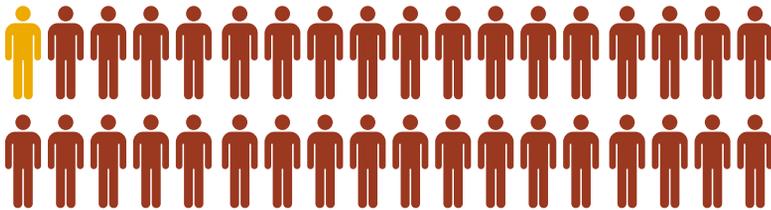
INCREASED NEARLY 30%
in less than a decade, rising from
\$43 Billion in 2005 to
\$55 billion in 2014

As of 2014,

1 in 14
STATE GENERAL FUND DOLLARS
WAS SPENT ON CORRECTIONS

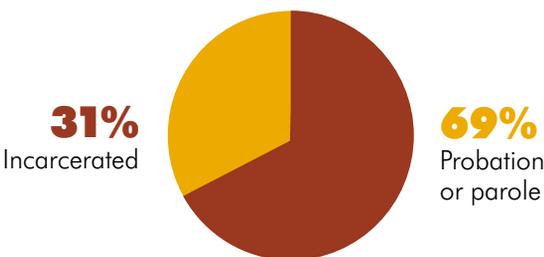
INCARCERATION

In 2014 an estimated 6,851,000 people in the U.S. were under some form of correctional supervision



which is about 1 in 36 adults in the U.S.

OF THOSE UNDER CORRECTIONAL SUPERVISION:



2007 vs 2014

Number of people supervised by U.S. adult correctional systems, by correctional status.

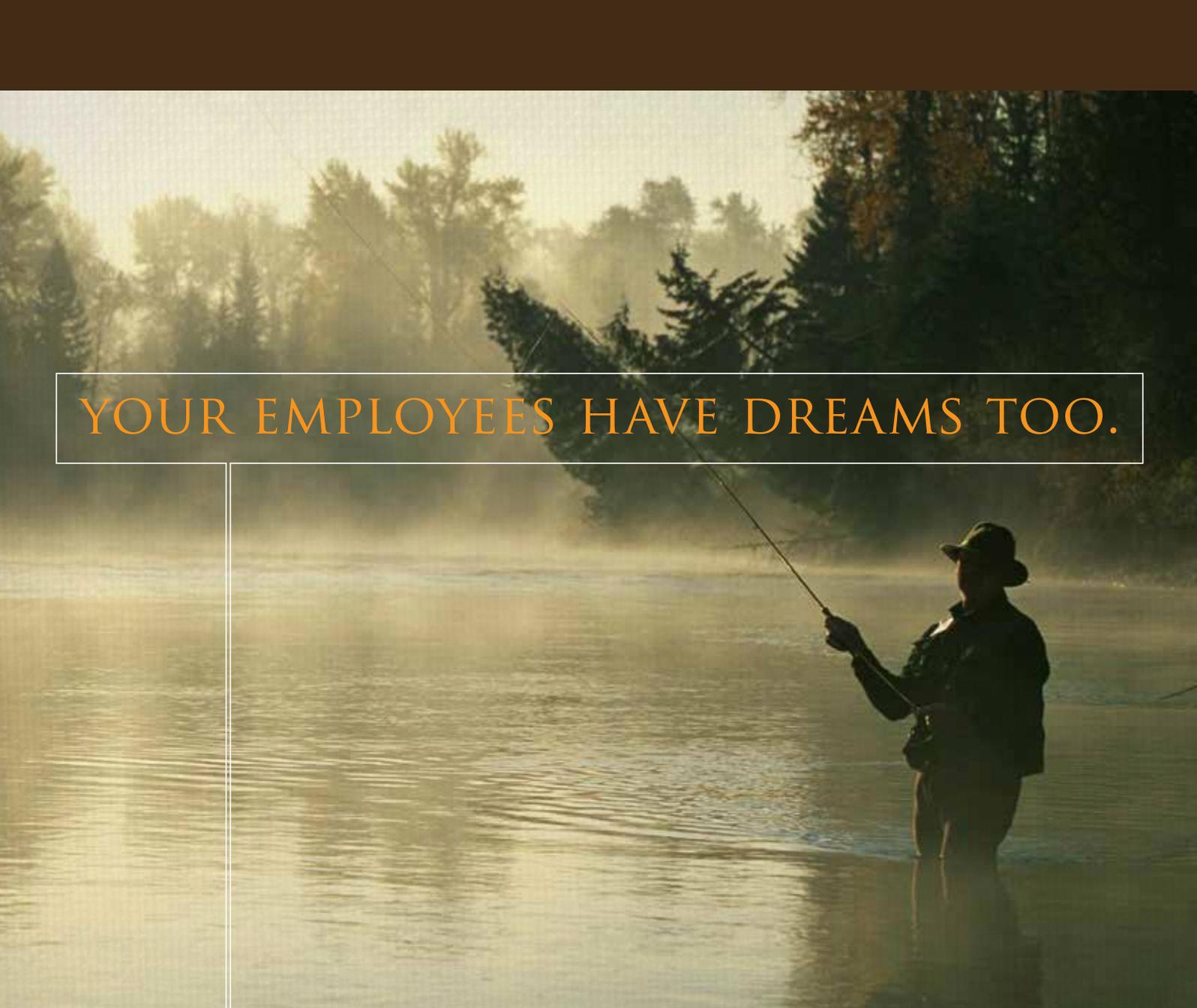
TOTAL CORRECTIONAL POPULATION	
7,339,600	6,851,000
Probation	
4,293,000 » 58%	3,864,100 » 56%
Prison	
1,596,800 » 22%	1,561,500 » 23%
Parole	
826,100 » 11%	856,900 » 13%
Local Jail	
780,200 » 11%	744,600 » 11%
Multiple Correctional Statuses	
156,400	176,100

U.S. Bureau of Justice Statistics, "Correctional Populations in the United States, 2014." December 2015.

11.4 MILLION
PEOPLE WERE ADMITTED
TO JAIL IN 2014



21 STATES saw an increase in their prison population between 2010 and 2014. The Pew Charitable Trusts estimates that state prison populations will **rise by 3% by 2018.**

A person is fishing in a misty lake at sunrise. The person is standing in the water, holding a fishing rod. The background is a dense forest of trees, and the water is calm with some ripples. The overall scene is peaceful and serene.

YOUR EMPLOYEES HAVE DREAMS TOO.

Odds are, you're very good at what you do. That's how you got where you are. But if you really stop to think about it, offering a retirement plan to your employees can place you somewhere outside your area of expertise and familiarity. That's why we provide 401(k) and retirement consulting services.

We serve as your advocate for company retirement plan and help your team manage the details. Freeing you up to concentrate on doing what you do best, managing your business.

OUR GOAL? PROVIDE A PLAN THAT BENEFITS YOUR EMPLOYEES as it minimizes risk and maintains profitability for you. Done well, that gets everyone just one step closer to their dreams.

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