

**RV power:** Industry thriving once again | **Truck City:** Driving force | **County spotlight:** Focus on Kosciusko

Magazine of the Indiana Chamber of Commerce

July/August 2015

# BIZVOICE

# LONG JOURNEY

On the Road to **20<sup>★</sup>25**

# Saluting Vincennes University President Dick Helton for 47 years of dedicated service to Indiana public education. Your leadership in both K-12 and Higher Education provides a strong foundation for future success.



*I've had such a strong passion for public education, and a real passion for VU's niche - a special niche - in higher education.*

*As I think about all of the associations I've had over the years, I can't think of an institution that has been more important to our state. Every student who comes here gets our full effort.*

*We are truly blessed to have been here. Life doesn't get any better than to spend 47 years in public education.*

— President Dick Helton



"Vincennes University is strong, moving forward, and serving a growing number of Hoosiers, thanks in large part to President Helton's passion for VU's mission and compassion for our students during the past 11 years. The close relationships he has developed with other universities, secondary schools, business and industry, and state leaders will provide a foundation for future success as Vincennes University fulfills its statewide mission. We are grateful for President Helton's distinguished service and wish him and Cindy all the best."

— **J.R. Gaylor,  
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# How is Indiana Faring in Economic Battles?

The seven words in the headline above seem pretty straightforward. But the question posed does not offer a simple answer.

We ask it in regard to the Indiana Chamber's *Indiana Vision 2025* plan and the recent Report Card release evaluating Indiana's progress on metrics related to the 33 goals. The results (story on Page 12) do little to provide a decisive response.

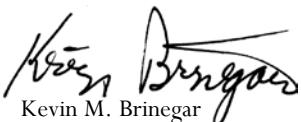
For each nugget worthy of celebration, there is a corresponding concern. In the critical Outstanding Talent driver, for example, impressive improvements in reading and math scores (particularly for fourth graders) are offset by a continuing lack of achievement in higher education completion. The shortage of residents with education credentials beyond high school remains among the most serious challenges to future economic prosperity.

You will learn much more in the full story. I want to point out here that work on this plan started nearly five years ago in the fall of 2010. The 2025 time frame seemed far away at that point. But we're now one-third of the way into this mission – and a mere 10 years away from its conclusion. It's possible that only then can we properly provide the elusive "making the grade" answer.

Another of the *Indiana Vision 2025* drivers is Superior Infrastructure. *BizVoice*® goes in-depth in this issue – from air and rail transportation to broadband expansion and energy developments. Don't miss the profile of Truck City and owner Gerri Davis-Parker – both working to make a difference in Gary.

We also share some additional Northern Indiana success stories – from the red-hot recreational vehicle industry in Elkhart County to a special spotlight on Kosciusko County and its global agricultural impact.

Finally, *BizVoice* earned six additional national and state awards for its work in 2014. Writers Rebecca Patrick, Charlee Beasor and Tom Schuman were recognized along with creative director Tony Spataro. The magazine has earned 75 honors in its 16-year history. Full details are at [www.bizvoicemagazine.com](http://www.bizvoicemagazine.com).



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.



# BIZVOICE

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There are four drivers, 33 goals and 59 metrics to evaluate progress in the economic development action plan. Find out where movement is taking place – and where challenges remain.

**20****Long Waits; Big Results**

Legislative victories often don't come quickly. That proved to be true with five issues that were pushed across the finish line in the 2015 Indiana General Assembly session.

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Elkhart County is home to the majority of the North American recreational vehicle industry. Manufacturers, dealers and suppliers are thriving as production nears record levels.

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# New Workforce Survey, Similar Concerning Results

An annual Indiana Chamber of Commerce statewide workforce survey, with 2015 results released in early June, reinforces a common theme: Indiana companies are prepared to grow, but nearly three-quarters of the 526 respondents report that filling their workforce is challenging.

Economic prospects are bright. Fifty-eight percent of respondents expect the size of their workforce to increase in the next 12 to 24 months and another 38% anticipate stable employee counts. These mirror 2014 numbers (57% and 39%, respectively) and reinforce a shift from 2013 when just 36% foresaw growth and 59% looked at no changes in employee numbers.

As far as finding those employees, 74% note the challenge – with 24% reporting that “filling our workforce is our biggest challenge.” These results are a slight increase from 2014 findings of 72% indicating a challenge and 19% labeling it their biggest issue. Forty-three percent report they have left jobs unfilled in Indiana due to under-qualified candidates (a 4% increase over 2014).

“The continued positive outlook from Indiana employers is encouraging,” contends Indiana Chamber of Commerce President and CEO Kevin Brinegar. “But despite various programs and local examples of strong education-business connections, it’s clear that much more work remains to provide workers with the skills they need for today’s and tomorrow’s jobs.”

The survey, in its eighth year, is provided to Indiana Chamber

members and customers throughout the state. The largest respondent groups were organizations with between 50 and 249 employees (40%), 1 to 49 employees (36%) and manufacturing/advanced manufacturing industries (38%). The 2015 effort was sponsored by WGU Indiana.

“It’s important to hear the voice of Indiana employers – and for educators and workforce development professionals to partner with businesses to help meet their needs,” confirms Dr. Allison Barber, chancellor of WGU Indiana. “Addressing the skills gap and preparing both students and current members of the workforce for the next phase of their careers is an essential role for all involved in this profession.”

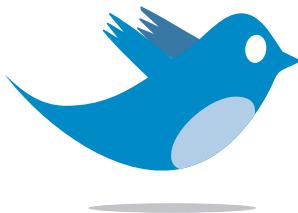
Additional key results from the 2015 survey:

- Critical thinking skills and personal qualities (responsibility, work ethic, willingness to learn) were cited as the most challenging to find among job applicants and new hires at 56% and 55%, respectively.
- While business-education partnerships have increased, a large gap remains. In response to a question asking about different types of engagement with local K-12 and postsecondary schools, 99 (28%) organizations indicate they are not involved currently but would like to be.
- Despite an increasing state and national focus on experiential learning opportunities for students, more than 200 respondents said they do not have an internship program. Lack of time to hire and manage interns (36%) and the need for more information on starting an internship initiative (19%) were the top reasons given.

**RESOURCES:** Survey results at [www.indianachamber.com/education](http://www.indianachamber.com/education) | Indiana INTERNnet at [www.indianaintern.net](http://www.indianaintern.net) | IndianaSkills.com at [www.indianaskills.com](http://www.indianaskills.com)

## What's Chirping on Tweet Street?

The Indiana Chamber has over 13,200 followers. Are you on the list? Here are some examples of recent activity:



### @IndianaChamber

Congrats to all 100 companies on the #BPWIN15 list! #1's @EngineeringLLC, @PLTWorg, @sikichllp, @EdwardJones rankings <http://tiny.cc/p5mxx>

Thanks to @purdueumitch for addressing our board members at today's Spring Board events in French Lick.

@CtrforAmerica has free guides to help you with best practices for hiring military veterans <http://ow.ly/NxzFA> #HR

“On a scale of 1 to 10, how weird are you?” CEOs discuss their favorite interview questions <http://ow.ly/NuuPn> (via @BusinessInsider)

Tell your story and apply now for the 2015 Community of the Year Award <http://tiny.cc/95fiyx> | apply by 6/15 at <http://www.indianachamber.com/community>

The House voted yesterday to permanently restore and expand the tax credit for business research <http://ow.ly/NfHD1> (via @TheHill)

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

@JWMarriottIndy: Great evening ahead w/@IndianaChamber's 2015 Best Places to Work in Indiana Awards! #BPWIN15

@gerrydick: Congrats to all IN Best Places to Work companies. Lots of fun honoring you last night at #bptw2015 @JWMarriottIndy!

@IndianaChamber @IIB

@clintkugler: Grateful for the opportunity to share the @PromiseIndiana story w/ the @IndianaChamber Board today.

@INCollegeChoice

@IHACConnect: Have you heard about our new pricing tool, careINsight? Read about it in this month's BizVoice [bit.ly/1e3iriG](http://bit.ly/1e3iriG) @IndianaChamber

@HulmanCoSafety: Upcoming Safety educational opportunities through @IndianaChamber <http://ow.ly/NlaPI>

@HHISBDC: The Immigration Guide for Indiana Employers: [ow.ly/NvU3C](http://ow.ly/NvU3C) (Indiana Chamber)



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# Training Heats Up in August

Hot energy and tax topics will take center stage this summer at two popular educational events.

Fuel business savings by attending the 13th Annual Indiana Conference on Energy Management. The event, to take place August 18-19 at The Westin Indianapolis, will feature dynamic presenters and a variety of concurrent sessions (new topics include energy policy and private generation, workplace charging options for employers and more).

Additional highlights:

- *Finding Balance Amidst Change* (opening general session, August 18) by Melissa Seymour, executive director, central region external affairs, MISO
- *Indiana General Assembly Issues and Actions* (general session, August 19) including Rep. Christina Hale and Sen. James Merritt. Moderated by Indiana Energy Association president Mark Maassel
- *The Future of American Energy* (closing luncheon presentation) by Indiana Congressman Larry Bucshon

Take time the previous week to immerse yourself in all things fiscal at the Indiana Tax Conference on August 13. The event, previously held in October, is presented by the Indiana Chamber in partnership with BKD, LLP and will take place at the JW Marriott in downtown Indianapolis.

Among the topics:

- *Managing Our Business Partnering Relationships in a Time of Great Tax Uncertainty* (luncheon keynote presentation by David Lewis of Eli Lilly and Company)
- Bill Waltz, Indiana Chamber vice president of taxation and fiscal policy, will share a Statehouse report
- New sessions: top 10 developments for Indiana manufacturers, how to comply with ACA reporting and recent trends in payroll taxes

Various continuing education credits – more than ever before – will be available.

**Register online for both events at [www.indianachamber.com/conferences](http://www.indianachamber.com/conferences) or call Nick at (800) 824-6885. Sponsorships are available by calling Jim Wagner at (317) 264-6876.**

## What you receive:

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## Indiana Wage & Hour Seminar

**July 23**

### Indiana Chamber Conference Center

- Hear new Department of Labor regulations regarding coverage and exemptions
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- Chamber member discounted price: \$299
- List price: \$329

## Supervising and Managing People

### Workshop

**July 30-31**

### Crowne Plaza Indianapolis Airport

- Examine powerful techniques for motivating your team
- Discover how to deal with employee problems and problem employees
- Chamber member discounted price: \$599
- List price: \$699

## OSHA 10-Hour Voluntary Compliance Seminar

**August 25-26**

### Indiana Chamber Conference Center

- Avoid hefty fines and injuries by keeping up-to-date on OSHA training
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- List price: \$599

## OSHA 30-Hour Voluntary Compliance Seminar

**August 25-28**

### Indiana Chamber Conference Center

- Explore electrical safety-related work practices as well as portable hand and power tools
- Remain informed on topics such as fire protection, hazard communication and machine guarding
- Chamber member discounted price: \$799
- List price: \$899

## Supervising and Managing People

### Workshop

**September 10-11**

### Indiana Chamber Conference Center

- Enhance skills to improve communication effectiveness
- Examine powerful techniques for motivating your team
- Chamber member discounted price: \$599
- List price: \$699

## Employee Benefits Seminar

**September 15**

### Indiana Chamber Conference Center

- Find out how to avoid costly fines and penalties
- Learn about changes to FLSA, HIPAA, Medicare and more
- Chamber member discounted price: \$299
- List price: \$329

## Safety Leadership Principles

**September 16-17**

### Indiana Chamber Conference Center

- Discover your business culture and the impact it has on your safety program
- Find ways to grow your employee safety commitment
- Chamber member discounted price: \$399
- List price: \$499

## Indiana Health and Wellness Summit

**October 7-8**

### JW Marriott

- Gain knowledge regarding how to create an effective wellness program
- Take your wellness initiative to the next level
- Among topics: boosting energy, focus and productivity
- Two-day price: \$299
- One-day price: (October 7): \$199
- One-day price: (October 8): \$249
- Exhibit booth: \$595

## Model Employee Policies Workshop

**October 15**

### Indiana Chamber Conference Center

- Hear recent legal developments
- Receive tips on updating your employee handbook and policies
- Chamber member discounted price: \$299
- List price: \$329

## 2015 Indiana Environmental Conference

**October 27-28**

### Hyatt Regency Indianapolis

- Discuss various areas, including air standards, drinking water compliance, common hazardous waste generator violations and more
- Chamber member discounted price: \$299
- List price: \$399
- Government rate: \$199
- Exhibit booth: \$595

For more information, or to register, call (317) 264-6885, (800) 824-6885 or visit [www.indianachamber.com](http://www.indianachamber.com). | Group discounts available for many Indiana Chamber conferences.

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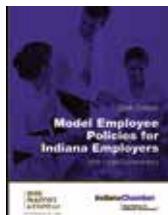
guides (a value of \$950 in itself), and more to help you do your job. Price: \$599 (for 12 months of access). We're offering a 50% discount off the listed price for a limited time (just use the code INHR50 when ordering), and 10-day free trials are available.

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Designed to assist employers in creating an employee handbook. Contains numerous sample policies with legal commentary to assist employers in understanding what policies can increase employee morale and prevent employment lawsuits. Authored by Bose, McKinney and Evans LLP. Regular price: \$95

**The Supervisor's Handbook (Second Edition)**

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# MAKING THE GRADE?

## Report Card Identifies Key Trends

By Tom Schuman

When work began in 2010 on the current second version of the Indiana Chamber's statewide economic development action plan, there was debate among task force members about a realistic yet aggressive time frame. Several expressed the view that a 15-year horizon was too long, while the year 2030 was among the alternatives mentioned.

In the end, the determination on the follow-up to *Economic Vision 2010*, however, was the creation of *Indiana Vision 2025*. Any hesitations on the year chosen are long gone as 2015 – and the new Report Card detailed on these pages – marks one-third of the way to that vision for the state.

"There were some spirited discussions among the members of the task force," recalls Indiana Chamber President and CEO Kevin Brinegar. "These Report Card results help prove that a proper call was made. While there has been substantial progress, both in policy actions and in some of the metrics used to evaluate the goals, there is no doubt that there is a long way to go in many areas."

"When we say today that another 10 years remain until 2025, we're tempted to place the word *only* in that sentence to emphasize the urgency. It certainly takes

quite some time and a series of efforts to move our state forward and within reach of the *Indiana Vision 2025* goals."

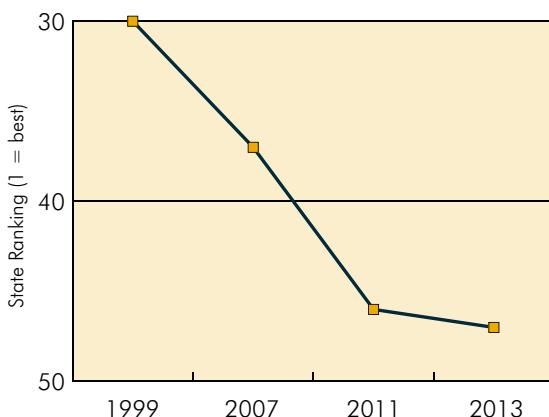
A May 2013 Report Card established benchmarks for 59 metrics that are used to measure the 33 goals included in the plan under the following four drivers:

- Outstanding Talent
- Attractive Business Climate
- Superior Infrastructure
- Dynamic and Creative Culture

In terms of raw score (example: percent of population being the measurement for the Associate Degrees or Higher

### STATE RANKINGS: KAUFFMAN INDEX OF ENTREPRENEURIAL ACTIVITY (percent of adults starting new businesses each month)

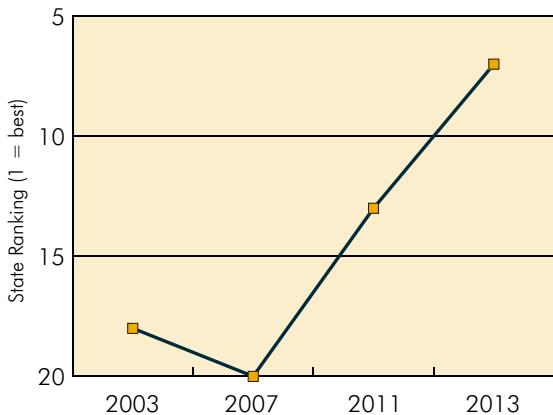
**Indiana, 1999-2013**



Indiana fares well in research and development expenditures, but lags in new business start-ups.

## STATE RANKINGS: READING GAP-4TH GRADE

**Indiana, 2003-2013**



National Assessment of Educational Progress test scores have improved for both fourth and eighth graders in Indiana.

metric under the goal of increasing to 60% the proportion of Indiana residents with high-quality postsecondary credentials), Indiana saw improvement in 33 of the 59 metrics. There were declines in 17 raw scores and nine either remained the same or there was not updated data.

Brinegar explains that a greater emphasis is placed on state rankings.

"It's possible – and we saw it quite often in *Economic Vision 2010* – that Indiana can achieve at a slightly higher level but still drop in comparison to other states. No one else is standing still in today's competitive climate," he says. "Many goals include a state ranking component or, in a few cases, an international comparison."

Example: In broadband Internet, Indiana improved from 63% of households connected in the 2013 Report Card to 67% in the latest version. The state's ranking, however, dropped from 35th to 40th.

Overall, Indiana improved its state ranking in 28 (of the 59) metrics, saw that ranking decline in 19 instances and there was no change or updated data available in 12 cases.

Below are some of the key Report Card findings in each of the four driver areas.

### Outstanding Talent

Brinegar notes that he has commented early and often that while there is no official ranking of the four drivers, the education and workforce components present here elevate Outstanding Talent to the

top of the list for practical reasons.

The 2015 Report Card findings are definitely mixed. For the optimist:

- Impressive improvement on National Assessment of Educational Progress test scores in both reading and math, particularly at the fourth-grade level. Brinegar cites the addition of the I-READ third-grade reading test as deserving some of the credit
- Science and Technology Associate Degrees remain in the top 10 among the states and have advanced in an international comparison from 31st in 2000 to 19th in 2012

On the concerning side of the ledger:

- Improving one place is not nearly enough when it comes to 45th and 42nd rankings, respectively, in overall Associate and Bachelor Degrees (as a percentage of the population)
- That leaves Indiana well short (at 34.7%) of the previously mentioned goal of 60% of the population with postsecondary credentials. The 50-state average in this category is 40%

One of the more puzzling statistical findings has been the state's Poverty Rate. It dropped from 12th in 2000 to 35th place among the states in 2011 and is now back up to 16th in the latest (2013) data.

"That can be partially attributed to Indiana's still heavy reliance on manufacturing and the emergence of that industry from the Great Recession," Brinegar states. "Another factor is the government survey data itself, which has proven to vary from year to year."



Business accelerators (Launch Fishers, left, and Velocity Indiana) are increasing around the state as one effort to facilitate entrepreneurial growth.

## Attractive Business Climate

Indiana's only top ranking among the states comes in the area of regulatory environment. After being alone at first place in the 2013 Report Card in the Regulatory Freedom Index, it shares that distinction this time around with Delaware. The index features a score based on freedom from tort abuse, property rights protection, health insurance, labor market, occupational licensing, cable and telecom, and miscellaneous regulatory freedom.

In the Funded Pension Liability metric, Indiana ranks 38th at 61%. Brinegar comments that while the state's prudent fiscal management is to be celebrated, the decline in pension funding from nearly 65% in the previous Report Card "is something that needs to be dealt with."

Health care measures are also part of this driver. While a ranking of 39th is generally not worthy of celebration, a nearly 4% reduction in the Adult Smoking Rate is certainly good news. More than a quarter of the state's adults were smokers in 2011; that decreased to 21.9% by 2013. The goal is to reduce that number to less than 15%.

## Superior Infrastructure

There was not significant movement in the metrics related to the energy goals. As a state heavily reliant on coal, Indiana continues to suffer more than most from regulatory actions taken in Washington.

In the Electricity Prices metric, which combines both industrial and commercial costs, Indiana actually improved from 19th to 11th among the states. When industrial rates only are considered, however, the state has declined from 12th place in 2000 to 28th in 2013.

Another interesting metric is Fuel Taxes' Share of Road Spending. Indiana, 45th



in 2005 and 40th in 2010, improved to 28th. This reflects a decreasing reliance on fuel taxes, which no longer cover the costs of infrastructure funding at either the state or federal levels.

"Legislative leaders have already declared the 2016 Indiana General Assembly session to be one focused on infrastructure," Brinegar relays. "Results from a two-year study of funding alternatives are expected yet this year. This is a critical area for a state so reliant on moving products and people."

## Dynamic and Creative Culture

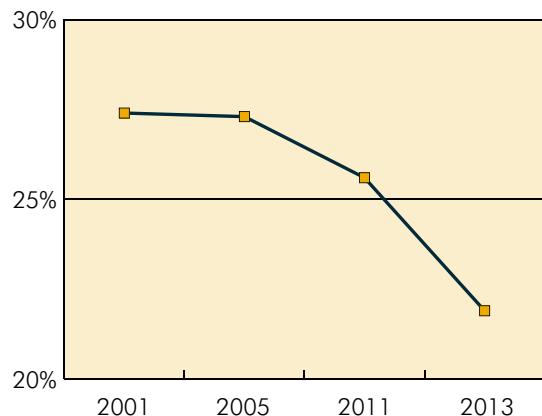
There are two major areas of concern related to this driver.

Despite an emphasis on entrepreneurship and business start-ups, Indiana remains in the bottom five of the respected Kauffman Index of Entrepreneurial Activity. An essential ingredient to that activity is venture capital, with Indiana traditionally near the middle of the pack among the 50 states. Although a volatile statistic, the Venture Capital Invested decreased from nearly \$13 per capita in 2012 to \$7.60 in 2014 – with a subsequent drop from 27th to 36th in the rankings.

Brinegar: "Indiana certainly has examples of entrepreneurial momentum, but it

## ADULT SMOKING RATE IMPROVEMENT

### Indiana, 2001-2013



doesn't appear the state is moving far enough at a fast enough pace. One key ingredient is to overcome the stigma attached to a failed business effort. We must acknowledge that not all start-ups are going to succeed, and we need to embrace the entrepreneurs and support them as they learn from the process and prepare for their next business venture."

In contrast, research and development (R&D) funding is a positive. Science and Engineering Funding from Universities moved into the top 20, while Business R&D continues to rank in the top 12. Exports also remain a vital and growing part of the economy with rankings of ninth in exports as a percent of gross state product and 11th in exports per capita.

## Moving forward

Brinegar offers the following assessment when asked about the overall Report Card results.

"The Outstanding Talent driver, the one most in need of improvement, has seen some movement. But there is a long way to go, particularly in postsecondary attainment.

"Attractive Business Climate has been the state's strength over the past decade. That remains, for the most part, in this Report Card with further progress coming from the 2015 elimination of the business personal property tax for small businesses. This directly impacts 150,000 companies or more than half of all businesses in the state," he continues.

"In Dynamic and Creative Culture, more entrepreneurs are needed and they require more money. Unlike the metrics in Outstanding Talent, which generally take many years to achieve progress, change could occur here in a shorter time frame. But only with the proper emphasis and urgency."

Sponsors of the *Indiana Vision 2025* Report Card and the regional forums that brought the results to business, education and community leaders around the state are: Duke Energy Foundation, Eli Lilly and Company Foundation, Ivy Tech Community College, NIPSCO and St. Vincent Health. More than 60 companies, organizations and individuals are supporters of the *Indiana Vision 2025* effort.

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**FIRST PERSON**



# LEGISLATORS RECEIVE THEIR MARKS

By Rebecca Patrick

Job creation and economic growth are hot topics for Indiana's business leaders and most Hoosiers. But are state legislators focusing on these issues?

The Indiana Chamber's *2015 Legislative Vote Analysis* attempts to answer that question for constituents. The annual publication grades legislators on their voting performance on pro-jobs, pro-economy policies.

The 2015 scores were wide-ranging, from 36% to 100%. There were a total of nine perfect marks – all in the House. The exact opposite happened last year when 10 senators were atop the list.

"We saw a greater spread in scores this year, even among those in the same party. That's a testament to the nature of the public policy being introduced and debated, as well as the changing demographics in the Legislature," states Indiana Chamber President and CEO Kevin Brinegar.

"Whether a legislator ranks high or low, their score is tied to how they voted on bills in our *Legislative Agenda*, which is presented to each member of the General Assembly. These bills are selected based on their significant effect on the state's economic climate and workforce."

New this year, the Indiana Chamber added a secondary leadership element to the scoring metrics: significant, tangible actions by committee chairs as well as bill authors and sponsors.

For more than a third of the legislators, this meant a "slight adjustment to the base voting scores and, we believe, represents a more accurate picture of their overall performance," Brinegar says.

"Two important aspects of being a legislator aren't captured in votes on the House and Senate floors. One is holding initial committee

hearings and giving legislation the opportunity to move forward – or choosing not to do that," he explains. "The other is authoring impactful legislation. This new factor allows us to include these key actions."

Brinegar stresses that the overall voting record remains the overwhelming component of the scoring.

For 18 legislators who went the extra mile, they earned a star designation for overall leadership or their significant efforts on issues deemed of critical importance.

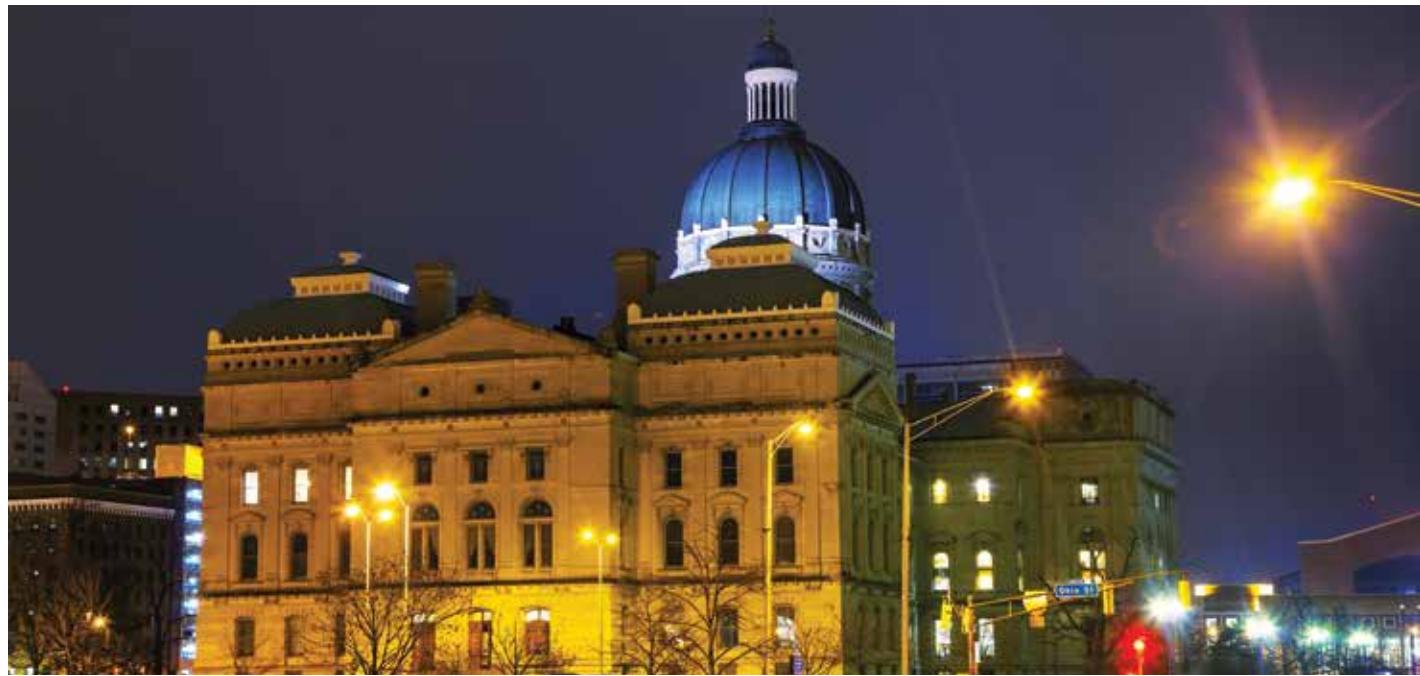
The majority of the bills included for examination can be traced back to the Indiana Chamber's economic development plan, *Indiana Vision 2025* ([www.indianachamber.com/2025](http://www.indianachamber.com/2025)), released in 2012. That plan contains 33 goals in the four driver areas of Outstanding Talent, Attractive Business Climate, Superior Infrastructure, and Dynamic and Creative Culture.

*"Indiana Vision 2025* includes some very ambitious objectives – and there is a reason for it: We can't afford to be anything but aggressive given the intense competitiveness that exists in the Midwest, nation and world," Brinegar maintains.

"There's competition for employment – both for workers and companies competing for projects – and for business location and expansion.

"That's why it's important that we accelerate the pace of legislation that will have real and positive impact on the Hoosier workforce. And this report holds legislators accountable to that."

The Indiana Chamber uses these scores to determine eligibility for endorsement by its political action committee, Indiana Business for Responsive Government.



**RESOURCE:** Scores and full report at [www.indianachamber.com/lva](http://www.indianachamber.com/lva)

# Indiana General Assembly

## 2015 Legislator Vote Scores

Indiana House	2015 Score	2-Year Score	Indiana House	2015 Score	2-Year Score	Indiana Senate	2015 Score	2-Year Score
Arnold	69%	76%	Lehman 	96%	95%	Alting	74%	82%
Austin	53%	59%	Leonard	94%	93%	Arnold	56%	62%
Aylesworth	88%	88%	Lucas	89%	90%	Banks	77%	77%
Bacon	83%	84%	Macer	52%	55%	Bassler	87%	87%
Baird	98%	95%	Mahan	89%	91%	Becker	57%	59%
Bartlett	44%	44%	Mayfield	98%	93%	Boots	84%	91%
Bauer	43%	44%	McMillin 	94%	92%	Bray 	91%	91%
Behning 	95%	93%	McNamara	98%	93%	Breaux	51%	51%
Beumer	80%	84%	Miller	96%	96%	Broden	53%	58%
Borders	85%	85%	Moed	53%	54%	Brown	91%	91%
Bosma 	100%	97%	Morris	93%	90%	Buck	84%	88%
Braun	92%	92%	Morrison	96%	93%	Charbonneau 	89%	92%
Brown, C.	38%	43%	Moseley	46%	55%	Crider	80%	88%
Brown, T. 	94%	90%	Negele 	96%	95%	Delph	71%	77%
Burton	100%	96%	Niezgodski	44%	53%	Eckerty	93%	94%
Carbaugh	94%	89%	Nisly	71%	71%	Ford	84%	84%
Cherry	100%	96%	Ober 	100%	94%	Glick	78%	84%
Clere	96%	95%	Olthoff	88%	88%	Grooms	83%	87%
Cook 	96%	96%	Pelath	46%	50%	Head	77%	81%
Cox	94%	93%	Pierce	47%	52%	Hershman 	93%	93%
Culver	94%	92%	Porter	45%	46%	Holdman	86%	92%
Davission	94%	93%	Price 	98%	96%	Houchin	91%	91%
DeLaney	54%	56%	Pryor	44%	46%	Kenley	88%	90%
Dermody	73%	77%	Rhoads	98%	94%	Kruse	90%	92%
DeVon	96%	94%	Richardson	94%	93%	Lanane	53%	55%
Dvorak	36%	46%	Riecken	46%	52%	Leising	80%	88%
Eberhart	93%	91%	Saunders	84%	81%	Long 	94%	96%
Errington	52%	54%	Schaibley	100%	100%	Merritt	90%	94%
Fine	90%	90%	Shackleford	50%	54%	Messmer	82%	82%
Forestal	54%	58%	Slager	86%	85%	Miller, Patricia	83%	90%
Friend	100%	96%	Smaltz	82%	85%	Miller, Pete	91%	95%
Frizzell	96%	93%	Smith, M.	94%	94%	Mishler	88%	92%
Frye	92%	92%	Soliday	86%	87%	Mrvan	46%	53%
GiaQuinta	54%	58%	Speedy	92%	91%	Niemeyer	78%	78%
Goodin	49%	54%	Stemler	56%	60%	Perfect	91%	91%
Gutwein	89%	91%	Steuerwald	100%	97%	Raatz	87%	87%
Hale 	54%	59%	Sullivan	94%	93%	Randolph	47%	49%
Hamm	94%	89%	Summers	54%	56%	Rogers	58%	57%
Harman	84%	83%	Thompson	96%	91%	Schneider	82%	88%
Harris	71%	71%	Torr 	98%	96%	Smith	76%	82%
Heaton	98%	95%	Truitt	90%	90%	Steele	84%	89%
Huston 	98%	97%	Ubelhor	98%	93%	Stoops	47%	49%
Judy	90%	90%	VanNatter	89%	88%	Tallian	54%	54%
Karickhoff	87%	87%	Washburne	96%	89%	Taylor	48%	49%
Kersey	44%	46%	Wesco	98%	93%	Tomes	56%	66%
Kirchhofer	100%	98%	Wolkins	97%	92%	Walker	87%	89%
Klinker	60%	65%	Wright	52%	52%	Waltz	69%	77%
Koch 	83%	83%	Zent	90%	92%	Yoder 	92%	94%
Lawson	52%	54%	Ziemke	96%	95%	Young	70%	79%
Lehe	100%	96%				Zakas	73%	82%

 Legislators who demonstrated overall leadership or made significant contributions on specific business issues of critical importance

**RESOURCE:** Full report at [www.indianachamber.com/lva](http://www.indianachamber.com/lva)



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# LONG TIME COMING

## Major Public Policies Finally Have Their Day

By Rebecca Patrick

Persistence pays off – even at the Indiana General Assembly.

Impactful legislation, in fact, rarely makes it across the finish line in short order. And some of these measures take many years and, occasionally, decades to finally pass the Legislature.

In 2015, not one or two but five of these long-sought public policies benefitting the business community became law.

### **Common construction wage repeal**

**What's new:** Effective July of this year, a repeal of the common construction wage (CCW) statute for state and local public construction projects.

**Why it matters:** The cost of public construction in Indiana has traditionally been much higher than the national average.

"One reason was that the majority of wage scales adopted have reflected super or maximum wages instead of what is commonly paid in the respective county. CCW costs taxpayers hundreds of millions of dollars in excess and unnecessary tax burdens," states Indiana Chamber President and CEO Kevin Brinegar.

Paul Thrift, president of Thompson Thrift Development, says while his Terre Haute headquartered-company hasn't been engaged in bidding for common construction projects recently, the process has been very much on his radar screen.

"As an Indiana taxpayer and citizen, I was concerned. I'm happy that Indiana has made this move. We are putting the taxpayers in the same competitive advantage as the private businesses are – and they should be. I'm pleased to see us using our tax dollars efficiently instead of setting up these artificial hurdles and barriers that end up costing the taxpayers more."

Thrift is especially happy to see the free market system prevail.

"The repeal of this law introduces a truly



Interstate 69 is making good progress: Section four, near Crane NSWC (shown), is complete; underway now is section five in the Bloomington area. Thanks to 2015 legislation, all logical routes for section six up to Indianapolis can be considered (*Indiana Department of Transportation photo*).

competitive environment and allows the free market to set the labor rates, as it should. It takes away the artificial requirement, which was limiting participation from an array of contractors – which simply worked to drive the costs up for public works projects. So we all paid for that through our tax dollars.

"There is no doubt that the taxpayer will see the benefit in reduced costs and it will also open it up to the free market to establish and determine wages. That's what our free market is all about; we either trust it or we don't. You'll see the free market introduced back into the public works projects, and then you'll see efficiency and productivity increase and costs go down."

### **Best route for Interstate 69**

**What's new:** Removal of a questionable provision in state statute that prohibited a section of Interstate 69 from being built in Perry Township, Marion County. This means all options for the final segment of I-69 now will be considered by the Indiana Department of Transportation (INDOT).

**Why it matters:** "Costly litigation was on the horizon. Now a court challenge over the prohibition is avoided, and the final stretch of highway, section six, will be selected based on an empirical basis instead of a political one," explains Cam Carter, Indiana Chamber vice president of economic development and federal relations.

"Interstate 69 has been a national priority for more than 20 years and deserves to be

completed in Indiana in the best way possible."

Bill Barrett, partner at Williams Barrett & Wilkowsky, LLP in Greenwood, testified during the legislative session in favor of this repeal on behalf of virtually all of the mayors, towns and local governments in Johnson County – which were united on this issue.

"(Without this repeal) INDOT's hands would have been tied in regards to what we all have to acknowledge is an apparently logical route. It may, in the end, turn out to be the best route from an environmental impact, cost and commercial development aspect."

Barrett hesitates, however, at identifying the Perry Township route as the favorite.

"I really don't know. I'm not in a position to guess what INDOT is going to do or how they will analyze it."

"Let's me put it this way: If you take the idea that we all learned in grade school that the shortest distance between two points is a straight line – if that was the only consideration, then this would be the route," he reasons.

"But that's not the only consideration. Still, it's good to have that option available. Cost is certainly part of it and cost does relate to miles that have to be paved, as well as the type of terrain that has to be paved."

Other routes connecting the section five end point near Martinsville with Indianapolis would be bigger builds and projects, Barrett mentions – including the State Road 67 option north from Martinsville that would require a bridge over the White River that conforms with interstate standards.



"This (elimination) is one more piece that shows that we are a pro-business taxing state. It's one more item from an economic development standpoint to help companies grow and expand."

Scott Wilson  
Treasurer and Vice President of Tax  
Roche Diagnostics Operations

As of early summer, INDOT reported it was considering 14 possible routes. The department is holding various public meetings on the matter in the impacted communities to gauge public sentiment.

According to Carter, "This process will take a while. The options will keep getting narrowed down until there is only one left. That's not expected to happen until 2017."

Barrett remains optimistic. "When it's completed, I-69 has the potential to be an engine of growth and development throughout the state and certainly throughout the region," he stresses.

"This legislation has removed a barrier to that possibility and made it more likely that will in fact happen."

### Elimination of the 'throwback rule'

**What's new:** Hoosier companies that conduct business in places that do not tax the income they make there are no longer subject to having that out-of-state income "thrown back" and taxed in Indiana, as of January 2016.

**Why it matters:** "Elimination of this rule makes Indiana's system fairer to the taxpayer. It will promote economic development and makes tax compliance easier and less contentious," asserts Bill Waltz, Indiana Chamber vice president of taxation and public finance.

"This also helps level the playing field among Indiana's neighbors. Illinois was the only other state in the Midwest that had this rule, so Indiana stood out in a negative way."

The "throwback rule" has been a bone of contention for many in the Hoosier business community. Among them: Roche Diagnostics Operations, located in Indianapolis.

"This law always seemed to punish those that were expanding and growing outside of their borders and exporting," shares Scott Wilson, the company's treasurer and vice president of tax.

"We hire people to do the manufacturing in Indiana. We hire people to do the R&D in Indiana. We hire people to handle just about everything in Indiana. But the customer base in Indiana is not large enough for us, so we look outside our state borders and outside the U.S."

"We export a significant amount of product, and Indiana would tax those exports as if they were sold to customers in Indiana. So we always felt that gave us an unduly high tax burden."

Wilson paints a picture of the impact for Hoosier companies. "It's not uncommon for taxpayers to have a three, four or five-fold increase in their state tax liability compared to their product sales in the state – because you are selling more product outside of the state than you are in Indiana."

He determines, "This (elimination) is one more piece that shows that we are a pro-business taxing state. It's one more item from an economic development standpoint to help companies grow and expand."

### Wage payment and wage assignment reform

**What's new:** The court now has discretion in the penalties for

wage payment violations and can consider whether or not an employer was acting in good faith when withholding wages. On the wage assignment side, several items were added to the list of what an employer may deduct from an employee's wages – benefitting both the employer and the employee.

**Why it matters:** In simple terms, a well-intentioned wage payment system was being abused.

"Originally the statute was enacted to make it such that employees who were denied their wages had a mechanism for challenging the non-payment. Therefore the attorney's fee provision and the treble damages seemed to create the proper balance in giving an employee the opportunity to pursue a legal remedy," clarifies David Swider, partner at Bose McKinney & Evans in Indianapolis, who represents employers throughout the country in labor and employment law matters.

"Wages had to be paid within 10 days of the date earned, or these damages would start accruing daily until you got to three times the amount due plus attorney fees."

"Over time, attorneys for plaintiffs or employees started to use the statute as a sword rather than a shield – any time any issue arose," he continues.

"They were using it as opportunities to get treble damages and attorney's fees in instances in which the statute really wasn't intended to apply. It might be the late payment of vacation pay. It might be questions regarding whether amounts were due or not. It might even be invalid wage assignments."

The abuse was a recurrent theme, Swider emphasizes. "There were lawyers who really were doing almost nothing other than bringing wage payment claims. We always had several of these cases going on at one time or another – and we were far from alone."

Some plaintiff lawyers are concerned the reform will make it harder to bring claims, he notes. "But they are still going to get the attorney's fees; it just will reduce the damages absent of the bad faith."

Many of the technically legitimate wage payment cases, Swider says, were arising out of the wage assignment part of the equation when employers were deducting for things that legally they weren't allowed to, regardless if the employee had agreed to it.

Advanced payroll or vacation pay, reimbursement for uniforms or equipment, as well as loaning money for education, were items previously not listed in the law. All of these things are now covered and eligible for deduction.

"We've been fighting changes in the wage payment statute for a good many years – I would say at least 20 – so it's a real accomplishment

Continued on page 23



Bill Waltz (left) of the Indiana Chamber touts benefits for many companies resulting from the throwback rule elimination and business personal property tax relief for smaller organizations.

# WATER WATCH

## Bills Move State Closer to Long-Range Plan

By **Rebecca Patrick**

A summer 2014 study commissioned by the Indiana Chamber Foundation warned that without planning and proper management, the state's water supply – a longtime natural resource strength – could become a challenge for both businesses and citizens.

In other words, we don't want to be the Midwest's California, where the ongoing dire situation reflects what can happen when states put off planning and are caught unprepared.

And it's about more than just sheer water flow; water quality is also essential.

The good news is last year's research helped galvanize the Indiana Legislature's efforts and start the state on the road to having a credible water resources plan, says Sen. Ed Charbonneau of Valparaiso.

"It's impossible to overstate the importance of the water study done by the Indiana Chamber. Without a doubt, it served as the catalyst for what turned out to be a very productive legislative session."

Specifically, in the 2015 term, the Indiana General Assembly passed two important next-step pieces of legislation that center around getting better data on what water resources exist throughout the state. Both were authored by Charbonneau.

One new law requires the Indiana Department of National Resources (IDNR) to establish a voluntary water monitoring system of surface and ground water levels. This will allow individuals and businesses with monitoring wells to report that information to IDNR, providing a more comprehensive picture of the state's water resources.

During the last decade, the number of groundwater monitoring wells dropped from nearly 100 statewide to less than 40.

"This new policy will promote the collection of groundwater monitoring data and help fill this data gap. The U.S. Geological Survey will work with the IDNR to train and quality-control the data collection," explains Vince Griffin, the Indiana Chamber's vice president of environmental and energy policy.

The other major legislation directs the Indiana Finance Authority (IFA) to commission a study and analysis of the water

utilities of the 15 largest cities in the state, plus five other smaller communities, regarding their water resources and preparation for future needs.

"We need facts before solutions. These efforts represent an important first wave in addressing a comprehensive water resources plan and ultimately addressing the issue of governance over our water resources, which right now is a hodge-podge of 500-plus municipal water utilities," Griffin surmises.

"Ultimately, this will identify best practices and weak links in our water utilities' activities around the state."

A report from IFA has to be submitted to the Legislative Council by November 1.

Concludes Charbonneau, "Bad law is created when based on flawed data. Legislation passed in 2015 has laid the groundwork for a methodical, data-driven approach to the development of a much needed state water plan."

On a related note, the Indiana Chamber's water advisory council (which guided the 2014 study) has been expanded to include the more impacted state agencies that are involved with water resources.

Jim McGoff, general counsel and director of environmental programs at IFA, and Jack Wittman, Ph.D., principal hydrologist with INTERA Incorporated and author of the Indiana Chamber water research, presented information at the group's latest meeting in early summer.

The goal of that gathering was to "help identify the next steps going forward and if further legislation is needed. There doesn't have to be. It could mean, to be honest, that what we already have is sufficient to get things moving if we just do it," Griffin maintains.

"Right now, it's about keeping our eye on the ball. It's about involving the key players – legislators, government agencies, business and industry – and making sure this is moving along."

"It's a critically important effort that impacts economic development, livelihoods and quality of life. We need a state water plan as soon as we can make it happen."



The Indiana Chamber's Vince Griffin (left) and Sen. Ed Charbonneau teamed up during the 2015 legislative session to move the state closer to a water resources plan.

**RESOURCES:** Vince Griffin and the 2014 Indiana Chamber research at [www.indianachamber.com/index.php/water-study](http://www.indianachamber.com/index.php/water-study) | Sen. Ed Charbonneau at [ed.charbonneau@iga.in.gov](mailto:ed.charbonneau@iga.in.gov)

## Public Policies

Continued from page 21



"These dollars can go somewhere else now. (In our case), they can be used maybe for software that will better serve our clients. So it can go toward client services, employee benefits or other places."

Elaine Bedel  
CEO and president  
Bedel Financial Consulting

to finally make progress," Swider concludes. "And it's done in a balanced way. I don't think this is necessarily a cause for employers to celebrate too much, but it does bring a rule of reason to the application of the statute that wasn't there before."

### Business personal property tax relief

**What's new:** Starting in 2016, small businesses that own less than \$20,000 in machinery and equipment (based on acquisition

costs) are exempt from having to file and pay the business personal property tax.

**Why it matters:** Most Midwest states do not tax business machinery and equipment at all. Indiana was among only a handful of states that taxed business personal property at the highest rates.

"Our state has been, and always will be, known for its manufacturing production, and 80% of Hoosier manufacturers employ less than 50 people. Therefore, it's highly counterproductive taxing the very machinery and equipment – drill presses, forklifts, tractors, etc. – that allow organizations of all sizes and their employees to be more productive and successful," Brinegar says.

Elaine Bedel, CEO and president of Bedel Financial Consulting, says that while her Indianapolis service firm won't see as much of an impact as those manufacturing companies or others that carry more equipment (up to the \$20,000 threshold), every bit of tax break is welcome.

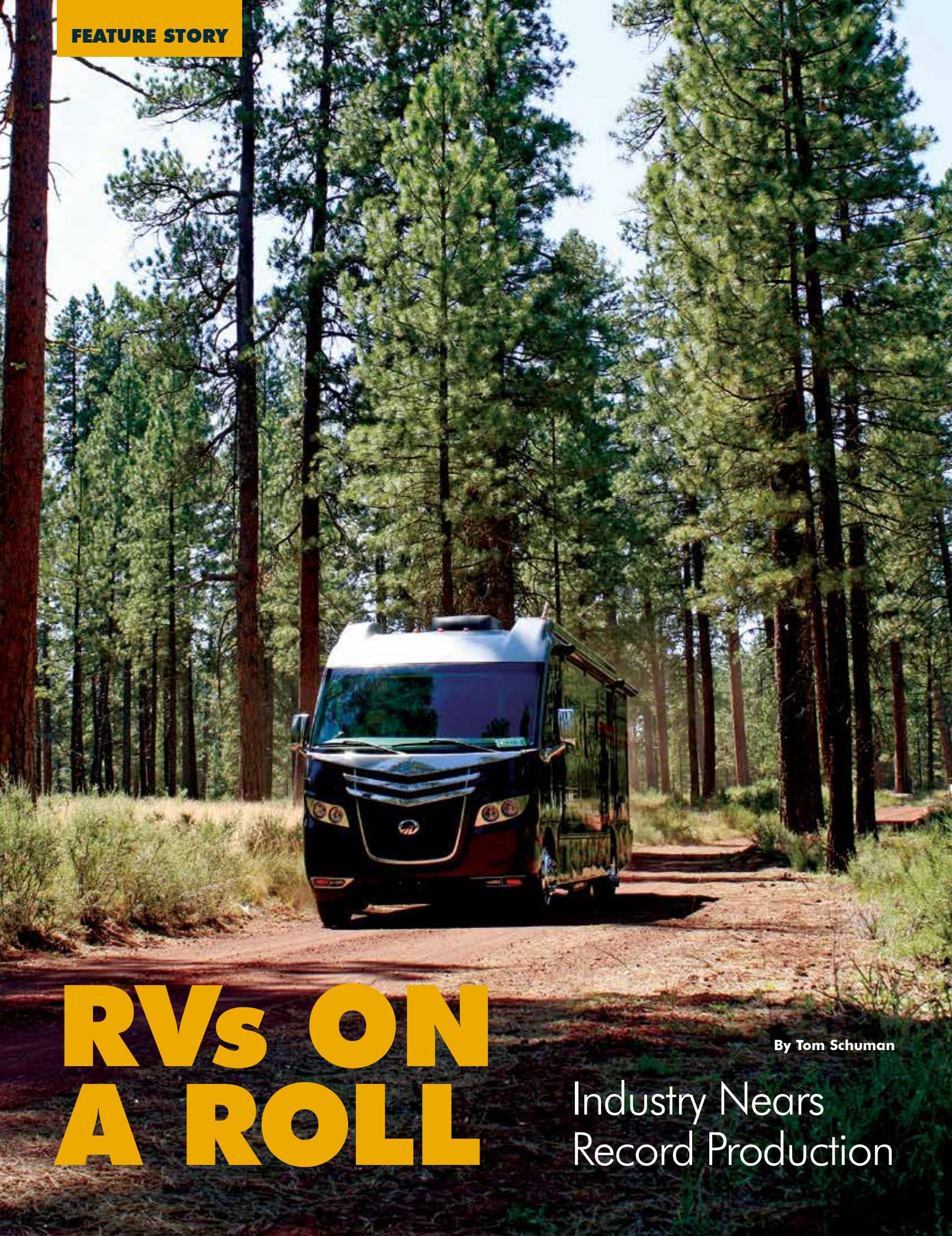
"These dollars can go somewhere else now. (In our case), they can be used maybe for software that will better serve our clients. So it can go toward client services, employee benefits or other places."

Adds Brinegar, "A great many businesses also paid more to professionals to assist them in their return preparation than the small amount of taxes – often under \$100 or \$50 – that the state collected from them."

**RESOURCES:** Bill Barrett, Williams, Barrett & Wilkowski, at [www.wbwlawyers.com](http://www.wbwlawyers.com) | Elaine Bedel, Bedel Financial Consulting, at [www.bedelfinancial.com](http://www.bedelfinancial.com) | David Swider, Bose McKinney & Evans, at [www.boselaw.com](http://www.boselaw.com) | Paul Thrift, Thompson Thrift Development, at [www.thompsonthrift.com](http://www.thompsonthrift.com) | Scott Wilson, Roche Diagnostics Operations, at [www.usdiagnostics.roche.com](http://www.usdiagnostics.roche.com) | Complete Final Legislative Report at [www.indianachamber.com/go2/FinalLegReport2015](http://www.indianachamber.com/go2/FinalLegReport2015)

An advertisement for Lake City Bank. On the left, four diverse individuals in business attire and hard hats are participating in a ribbon-cutting ceremony at a construction site. A banner in the background reads "Ground Break". On the right, text encourages readers to turn to the bank for 100% investment in their business, highlighting flexible loans and online banking. The Lake City Bank logo, featuring a stylized 'L' and 'C' with the text "100% IN", is displayed. The bottom right corner includes the FDIC Member FDIC logo.

**FEATURE STORY**



# RVs ON A ROLL

**By Tom Schuman**

Industry Nears  
Record Production

At the third annual RV Industry Power Breakfast in mid-May, there was no shortage of optimism. There are many reasons for all involved in the recreational vehicle business to maintain those smiling faces.

- A third consecutive year of double-digit increases in units shipped in 2014 (a 11.1% hike to more than 356,000). Gregg Fore, master of ceremonies for the breakfast and president/CEO of Elkhart-based supplier Dicor Corp., anticipates in excess of 380,000 units this year. Doug Gaeddert, general manager of Forest River RV (a Berkshire Hathaway company), predicts that number to reach 400,000-plus in 2017. The current record is 390,000 in 2006.
- If manufacturers are producing, dealers are selling. A first-of-its-kind survey from *RVBusiness* magazine and GE Capital Commercial Distribution Finance found that 95% of North American RV dealerships were profitable in 2014. Growth exceeded 10% for nearly six in 10 dealers with 23% of those reporting gains of more than 20%. More than 44% foresee expanding, either organically or through acquisition in 2015 with 75% expecting staff growth.
- Suppliers, from Dicor to Dometic Group and hundreds of others in Elkhart County and around the country, are benefitting from the resurgence. Drew Industries, for example, reported 2015 first-quarter net income nearly \$4 million above the same period in 2014. The primary reason: a 29% increase in net sales in its RV segment.

Goshen Mayor Allen Kauffman, offering opening remarks at the breakfast at the Northern Indiana Events Center, part of the RV/MH (Manufactured Housing) Hall of Fame in Elkhart, notes how he saw both the rubber and mobile home industries thrive at one time in his hometown. “RVs – I don’t think there is an end for this. I look for it to stay strong for a long, long time.”

### All in the family

Derald Bontrager is CEO of Middlebury-based Jayco and 2015 chairman of the Recreational Vehicle Industry Association (RVIA). Both Fore and Gaeddert are recent past chairs of the industry group, which has more than 50 staff members at its national office in Reston, Virginia, and four at a satellite office in Elkhart. An expansion of that Elkhart presence to add staff and training capabilities is in the works.

Bontrager was 11 years old when his father, Lloyd, started Jayco on the family farm in 1968. It has grown from 15 employees and sales of 132 fold-down camping trailers in that first year to being the nation’s largest family owned and operated RV manufacturer today. That includes more than 2,000 employees and the recent 180,000-square-foot addition of a facility to produce its high-end Entegra Coach luxury motorhome that sells for between \$250,000 and \$650,000.

In his event remarks, Bontrager cites consumer confidence, low interest rates, stable gas prices and the ongoing Go RVing marketing campaign as some of the reasons this is an “industry I’m excited to be a part of.”

In an interview after the breakfast, Bontrager recalls those early days. “My introduction was being around it every day and every night, 24/7; it was part of our family. We did a lot of camping when I was a child, even before we started the business.”



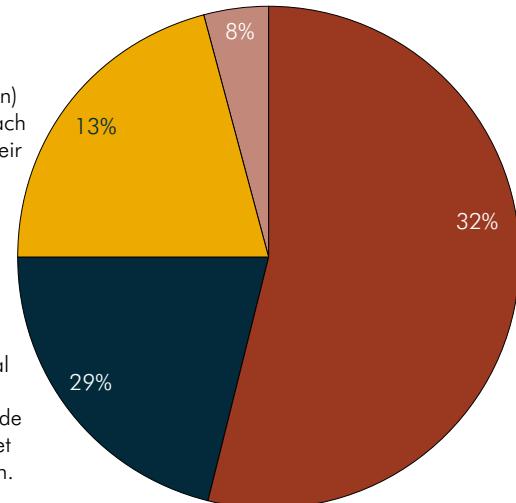
Recreational vehicles come in a variety of forms, with owners often upgrading to advanced accommodations.



### Room for Growth: Camper Choices

Twenty-six percent (27 million) of total households camp each year. In 2014, these were their accommodations of choice:

- Tent
- RVs
- Cabin
- Other



Of the nearly 61 million total campers, the vast majority intend to purchase or upgrade equipment with an RV market potential of nearly 40 million.

Source: Kampgrounds of America: 2015 North American Camping Report

### Industry Numbers

- 12,000-plus RV-related businesses employ more than a quarter million Americans
- 8.9 million households own an RV
- Typical RV owner: 48 years old with annual household income of \$62,000
- RV owners ages 35 to 54 posted the largest gains in ownership rates – from 9% in 2005 to 11.2% in 2011
- New RV price ranges: \$5,000-\$22,000 for folding camping trailers; \$6,000-\$55,000 for truck campers; \$8,000-\$95,000 for conventional travel trailers; \$43,000-\$200,000 for Type C motorhomes and \$60,000-\$500,000 for Type A motorhomes

Bontrager majored in aviation in college and had plans to be a pilot. "I came back to work here in the summers. When I got out of college, I changed my career path, if you will, got involved and here I am." His brother, Wilbur, led company operations for 19 years (and remains chairman) before Derald became CEO in 2013.

With nearby Warsaw the acknowledged "Orthopedic Capital of the World," the same applies for Elkhart County – where approximately two-thirds of all North American RVs are produced. Bontrager believes that number may have reached its peak as expansion is taking place in other areas.

If there is one buzzword in the industry in addition to growth, it's consolidation. It's taking place in all areas – manufacturers, dealers and suppliers – with leaders seeing no end to the trend.

"In the recession, we saw consolidation for reasons we didn't like," shares Randy Potts, chairman, CEO and president of Winnebago Industries. "Now, it's for other reasons."

### In search of workers

According to RVIA, more than 12,000 industry businesses have combined annual revenues in excess of \$37.5 billion. The association notes that more than half of the workforce (approximately 280,000 people) was subjected to layoffs as shipments plummeted from 390,000 in 2006 to less than 166,000 three years later. A 46% rebound in 2010 (see chart on Page 28) was followed by modest growth a year later and then three straight years of double-digit expansion.

Bontrager admits, "I thought it would take longer. I expected growth but more modest 3% to 4% growth. I think it speaks to the innovation and entrepreneurship in the industry and our lifestyle. In today's busyness, people just need to get away."

Gaeddert was less surprised. "I anticipated a pretty fast snapback. The demographics, the stars lined up right. (The rapid growth is) probably not way off what I thought, and it's going to continue to improve."

The rebound brought many of the former workers back into the fold but also necessitated the need for new talent. As in many industries today, that can be a challenge.

During a roundtable discussion, a Forest River executive pointed out that the company is breaking ground in several U.S. locations because of labor issues. Don Clark, president and co-owner of less than three-year-old Grand Design RV Co. and its nearly 700 employees in Middlebury, said, "We plan to stay in the area. This area is where the RV industry know-how is. We're expanding in Elkhart County."

Bob Martin of Thor Industries points out this irony. "In the recession, we were the poster child for unemployment (at nearly 19% at the time). Now, we're at virtually zero."

Fore believes the current 5% unemployment figure actually equates to full employment.

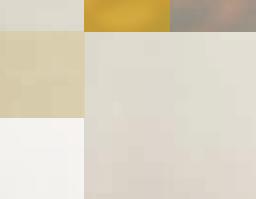
"The problem we have this time is that even though we've got more people in the workforce, some of them are not employable. Their life skills are worse; their aptitude skills are level at best. The people we're bringing into the workforce don't understand working in manufacturing operations – it's foreign to them. Having to be there at 6 o'clock in the morning, five days a week, 50 weeks a year – they don't think in those terms."

Bontrager counters that the experienced labor pool (plumbers, electricians, construction workers) within the region has allowed Jayco to continue to attract enough of those workers. In more technical areas such as engineering, the company has had to reach outside the RV industry.



Derald Bontrager (left) was 11 years old when his father started Jayco on the family farm in 1968. Nearly 750 attendees at the RV Industry Power Breakfast in mid-May received industry updates, including a panel discussion featuring top industry executives.

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## Around the world?

Two days before the Power Breakfast, RVIA teamed with Indiana Gov. Mike Pence (on a trade mission to China) to host a reception at the U.S. embassy in Beijing. In a press release, Pence indicated the event “showcased three Indiana-made RVs and highlighted the great potential China holds for both domestic and American RV manufacturers.”

Richard Coon, the soon-to-be-retiring president of RVIA, tells the industry audience in Elkhart: “Your big worry is how to produce more, not ... is the business going to go away. A large part of the future rests with international markets. The lure of RVing is not an American thing; it’s a people thing.”

In a later interview, Kevin Broom, director of public relations for RVIA, adds, “Expanding markets overseas is certainly a priority of RVIA and it’s an opportunity for the industry to find new markets for the use of its products. We’re working with Chinese officials to try and bring down some of the trade barriers – tariffs and regulatory hurdles.”

Bontrager and Fore, current and past RVIA chairs, support their association but don’t envision large paybacks.

“I don’t see it as super-critical. Part of it is our shipping costs are so high,” Bontrager explains. “Currently, we probably export a couple thousand units annually into China. At some point, and it’s starting already, companies in China will be able to produce their own products. It’s going to make it very difficult for U.S. manufacturers to compete. The opportunities are really more for partnerships with manufacturing, wherever it is in the world.”

Fore: “I’m not a big fan of Asian initiatives. If you wanted to build an RV in China today, every part you need is already in China. I don’t see where that provides any benefit to U.S. suppliers to provide parts to China to assemble RVs. I don’t see a market opportunity for us. I’m not going to sell anything in China. The RVIA believes there are ongoing benefits to get standards aligned with U.S. standards.”

## Friendly rivals

Nearly 750 people (more than double the inaugural year) attended this third annual industry gathering. Fore says the goal, an important one, remains the same.

“We wanted to find a way to drive information down deeper in the RV supplier community. The top executives have always been active in the industry association and have access to that information,” he outlines. “We said, ‘We’re going to have this breakfast; we want you to bring your next level of people. We want to share those same things you have access to, and we’ll do it in three hours.’ I think you can see from the room now (10 minutes after the close). If it was a social event, they’d still be hanging around. They’re not; they’re gone; they’re back to work.”

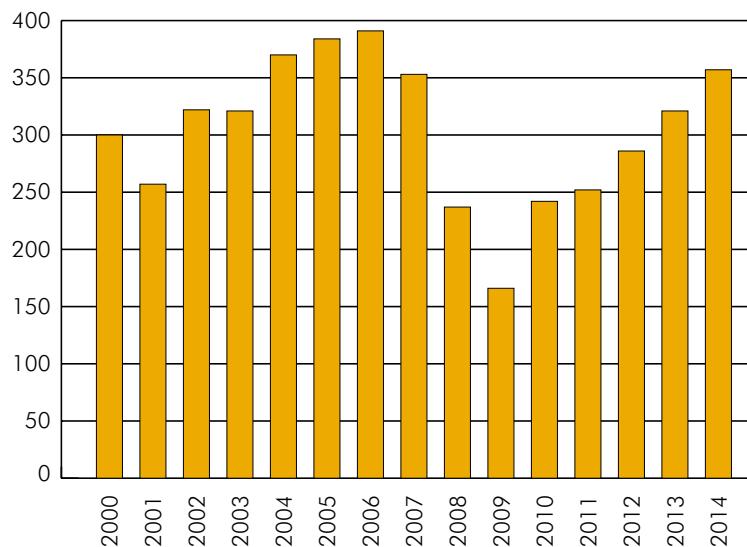
There is a unique dynamic with so much of the industry concentrated in one geographic area. The same people competing for market share are colleagues in their communities and true friends.

“It’s really a tight-knit industry,” Bontrager shares. “We see each other at the grocery store; we see each other at the restaurants. In many cases, we do things together socially after work. From 8 to 5, so to speak, it’s gloves off and we try to take each other’s business or grow our own business. It’s a unique situation but as I always say, ‘There’s plenty for everyone.’”



## Riding the RV Roller Coaster

RV Unit Shipments (in thousands)



Gaeddert terms it probably the most unique aspect of the industry, with one example being a joint charitable foundation between two of the top competitors. He uses a sports analogy to make his point.

“It’s like two teams that play each other over and over but they respect each other. We all try to do the right things the right way for the right reasons, and we all try to give back to the community,” he details. “That’s a large part of what you heard today. They look forward to this afternoon’s game. They’re going to try their best to win, but they like the team they’re playing against too.”

Fore credits the industry’s founding fathers, who showed his generation the proper way to both compete and collaborate.

“We’re at the end of that second generation – my counterparts are people I’ve known for 30, 40 years – and beginning the shift to a new generation. We learned it growing up: You can compete and smile and shake hands. We all have a common belief in the good of our industry.”

At age 65, Fore isn’t quite ready to back away from the business he loves. He says he will be around as long as his health permits.

“It’s a fun time to be in the RV business. My partner and I always say we wish we were 15 years younger.”

Gaeddert says everyone benefits. “We’re having fun (in the industry) and we’re providing fun (for our customers).”



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# NON-STOP PARTY

## NEW DIRECT FLIGHTS BOOST BUSINESS

By Matt Ottinger

No man – or woman – is an island.

This may be the paraphrased title of a famous John Donne poem, but the sentiment also holds true for businesses. A company's success is a culmination of support from its clients, suppliers and other partners. And without connectivity to those entities, a commercial enterprise will likely fail.

As Indiana's largest airports continue to add non-stop flights, it's that connectivity that will benefit Hoosier businesses.

Indianapolis International Airport, for instance, serves over seven million passengers per year, with an estimated 42% flying for business purposes. The airport has announced 19 new direct destinations since 2014, bringing its total of non-stop connections to 39, according to executive director Mario Rodriguez.

"There's more traffic into Los Angeles, New York, Boston. Southwest (Airlines) is going after these strong business markets and it's servicing our community right here," he adds.

Southwest added new service to Boston and Los Angeles in June, and launched a new flight to Dallas in April.

"We're seeing a change with Southwest from what was predominantly a leisure travel airline to more of a mainstream business airline, because they're targeting big business markets," Rodriguez points out. "We also have a new airline called OneJet, which is handling Milwaukee and Pittsburgh and will expand in the coming months. It's a commercial service, but it's on an executive jet so it's a neat product used mostly by business travelers."

He asserts that maintaining an "excellent" relationship with the business community is imperative for his airport, adding that focusing

on customer experience has led to its designation as the Best Airport in North America in the Airports Council International passenger survey in four of the last five years.

### A golden gateway

As Indianapolis' tech scene continues to boom with start-ups and entrepreneurs dotting more of the landscape, access to San Francisco and Silicon Valley became an even stronger focus. In addition, one of Indiana's most prominent companies, ExactTarget, was acquired by California-based Salesforce in 2013.

Backed by financial assurances from the Indiana Economic Development Corporation (\$1.5 million was placed in a reserve fund to pay the airline in the event annual revenue expectations from the



Indianapolis International Airport has earned top honors in passenger surveys for its convenient layout and attention to customer service.

flight were not met), United Airlines launched direct flights between Indianapolis and San Francisco in 2014. Upon the announcement of the new flight, former ExactTarget CEO Scott Dorsey said the flight would be “a game changer for the tech community” and estimated the flights would largely be filled with collaborating Salesforce employees.

Salesforce Marketing Cloud’s current CEO, Scott McCorkle, contends the flights are a needed bridge for Central Indiana’s entire tech community.

“Technology innovation is happening around the world,” he says. “By providing direct and convenient access to Indianapolis, we have the opportunity to participate in a global tech movement. Indy is quickly becoming a hub for innovation – attracting venture capital firms, tech companies and top talent from around the world to our great city.”

## Connections

A 2012 economic impact study by the Aviation Association of Indiana and Conexus Indiana revealed Indiana’s 69 public-use airports contribute \$14.1 billion in economic output and provide more than 69,000 jobs in the state.

South Bend International alone reports a \$1.7 billion impact on its area economy.

“This airport is a multimodal facility, with aviation (three major airlines) and a South Shore train that goes back and forth between here and downtown Chicago,” outlines Mike Daigle, executive director. “We also have interstate and intrastate bus service from the airport terminal, and a city bus service provided by the city of South Bend. There are people who ride the train from Michigan City to South Bend, then get on an airplane to go to their destination, then come



Travelers using Evansville Regional Airport are privy to easy terminal access. The airport now partners with an auto mechanic so passengers can have their cars repaired during business trips.

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Another Northern Indiana hub, Fort Wayne International Airport, continues to see passenger numbers climb.

"In 2014, we were up 8.4%, and we've been up for five years in a row," quantifies Scott Hinderman, executive director of airports for the Fort Wayne-Allen County Airport Authority. "Year to date, we're doing really well, and after spring break we were at 17% growth. We've had a very favorable 2015 so far."

American Airlines added non-stop flights from Fort Wayne to Charlotte and Philadelphia last October, and United added an additional flight to Chicago. Delta also added a fourth flight to Atlanta last year, while making Minneapolis a year-round destination.

"If you look at the legacy carriers (such as Delta, United and American Airlines), I think all that activity is driven by the business community," Hinderman surmises. "People can use that for leisure, but it's business-driven, value-added."

Looking South, Evansville Regional Airport added three new United Airlines flights to Chicago in June, in addition to expanded service to Charlotte last fall.

"One factor in us getting new service is that we finished our runway project a year ahead of schedule last fall," explains Doug Joest, executive director. "It was a \$66 million project because we had to relocate the runway. United told us the timing of getting that done had a lot to do with the announcement of their new service."

He explains the airport will vigorously track the usage of the new Chicago flights to determine success, and Joest has been happy with the Charlotte service thus far. (He adds that access to Charlotte gives travelers an alternative to connecting via Atlanta.) The access will undoubtedly benefit the airport's top commercial users.

"Businesses of all sizes use our airport," Joest reports. "We've got several of the large names like Berry Plastics Corporation, Mead Johnson Nutrition, Alcoa, Old National Bank – and we have two health care organizations and two universities here, and a lot of small businesses."

## Polishing the (Big) Apple

New York City is often regarded as the world's business capital, so it's no surprise it's a desired destination for Indiana companies.



Fort Wayne International Airport pulls passengers from an expansive region that includes portions of Ohio and Michigan.

That's why South Bend International recently added service to New York/Newark via United.

"(Gaining access to) the New York market was driven primarily by the business community," Daigle relays. "Most of the major corporations in town have some affiliation to New York or a reason to do business in that area. In our area, there is a huge educational component in our market and (school employees) do travel quite a bit, and we have some of the aerospace (companies) continuing to grow. Some are using Newark to connect to other locations along the eastern seaboard too."

## Overcoming turbulence

While adding direct service is an ongoing effort for most airports, it's not without its challenges.

"Every airport in the country wants to grow, even those in Chicago (O'Hare International Airport) and Atlanta (Hartsfield-Jackson Atlanta International Airport) – the two busiest airports in the United States," Daigle imparts. "The challenges we see in the future continue to be the amount of aircraft available to be spread across the U.S. If we have a limited number of airlines, do they have the capacity to do these things? One of the concerns we have is if the needs we have for the community can be met by an existing or new airline in the future."

Daigle reveals Dallas/Fort Worth would be the next priority for service from

South Bend.

"We have many companies that have connections to that area and it would be a great location for companies to connect to the West Coast or Central and South America, as we have companies connected to those areas as well. We're working right now to finalize what the number of passengers on an annual basis would be for those destinations."

Hinderman concurs that airline consolidations are changing the landscape of an evolving industry, but believes enhancing business travel is still possible. Namely, he contends providing first-class seating is critical for business customers, as is maintaining frequency.

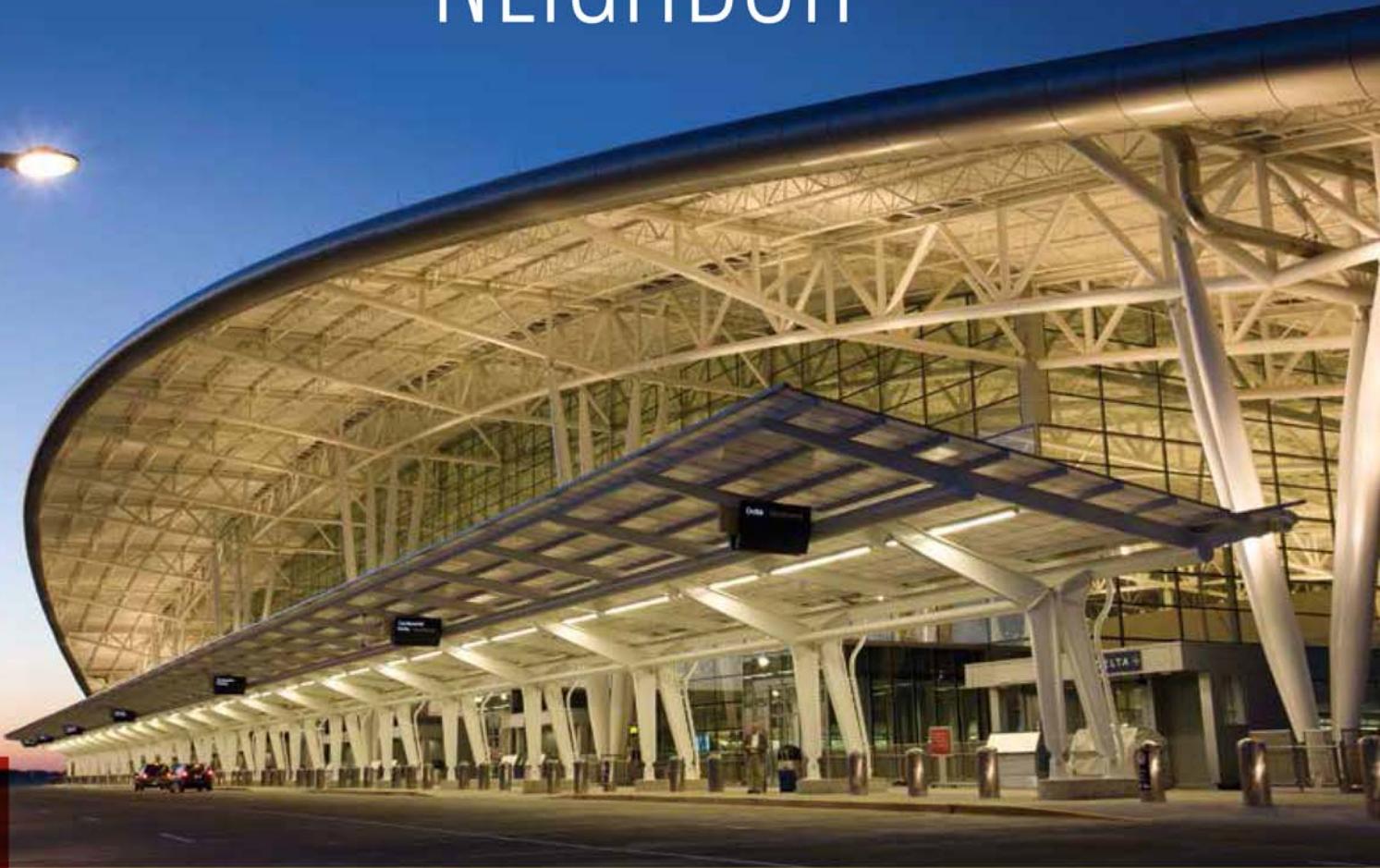
"Sometimes airlines increase the size of aircraft at some airports, but when they do they reduce the number of departures per day," he explains. "We don't want that, and I believe frequency is important because of the convenience factor."

He adds that preparation is critical when making that case for new service.

"You have to do some of the homework so you can get in front of (the airlines' decision makers)," Hinderman concludes. "If you're willing to take some measured risk and be bold and do some of the homework and put that package together on why it would work for the community, you make a compelling story for the airlines to start service."

**RESOURCES:** Mike Daigle, South Bend International Airport, at [www.flysbn.com](http://www.flysbn.com) | Scott Hinderman, Fort Wayne International Airport, at [www.fwairport.com](http://www.fwairport.com) | Doug Joest, Evansville Regional Airport, at [www.evvaairport.com](http://www.evvaairport.com) | Mario Rodriguez, Indianapolis International Airport, at [www.indianapolisairport.com](http://www.indianapolisairport.com)

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# PICKING UP THE PACE

## Rail Developments Gather Steam

By Symone C. Skrzycki



The year was 1830. That's when horse and carriage gave way to a new kind of horsepower.

As the first American-built steam locomotive roared down the tracks, a new era was born. Soon, rail began to propel the economy into new and profitable territory.

Fast forward to present-day Indiana.

When it comes to passenger rail, one may travel on the South Shore line, which runs from South Bend to Chicago, or via Amtrak's embattled Hoosier State, which runs daily between Chicago and Indianapolis. But that's only part of Indiana's rail story.

Transfer of freight continues to deliver a powerful economic impact. The Association of American Railroads reports that Indiana moved 288.4 million tons of freight in 2012 (most recent data).

Additional statistics reveal the following:

- Freight railroads: 41 (ranks No. 3 nationally)
- Freight railroad miles: 4,075
- Freight railroad workers: 6,223
- Average wages and benefits per freight railroad employee: \$105,910

Multi-million dollar infrastructure investments – both north and south – by major railroad companies are moving at full speed. And a proposal to provide high-speed

rail service between Chicago and Columbus, Ohio (with various Indiana stops along the way) is gaining momentum.

How are these efforts driving economic development? Climb aboard, learn more and enjoy the ride.

### **Spurring growth**

Louisville & Indiana Railroad (LIRC), which stretches 106 miles, connects with Norfolk Southern, CSX and various short-line railroads. Serving 40 customers, its largest commodities are grain, steel and plastics.

John Goldman is president of LIRC. His passion for rail – and for his home state of Indiana – is apparent as he describes a \$100 million shared-use plan between Anacostia Rail Holdings (parent company to LIRC) and CSX.

"CSX is looking to get an easement across our railroad to enhance their overall operating efficiencies in the region, in particular the Midwest," he comments, noting that LIRC offers the most direct route between Louisville and Indianapolis. He calls both destinations gateways to neighboring cities and beyond.

"I'm very excited," Goldman declares. "There's a lot of work ahead. The road to getting this completed – even though there's been a lot of behind-the-scenes-work going on the last couple years – the true work is just now beginning."

"There's a benefit to it, and it's not only a benefit to the railroads. It's a benefit to the communities we run through and, of course,

to the people of Indiana. And I think as time goes on, we'll really start to see that."

Upgrades will include swapping out jointed rail with continuously-welded rail and replacing the nearly 100-year-old Flatrock River Bridge in Columbus, which will help elevate LIRC's current weight restriction.

"When we move from a 263,000-pound (per car) railroad to a 286,000-pound railroad, it puts this railroad in line with our surrounding peers as they are already a '286' railroad," Goldman asserts. "That eliminates any excuse for not moving heavy cars across this line."

"The southern half of Indiana is a very nice attraction (to prospective customers) and one of the first questions they'll ask is, 'Are you a '286' railroad?' When you say, 'No,' they tend to walk away."

Also on the way: a new, high-tech dispatching office in Jeffersonville (where LIRC is based) and enhanced rail access to the Port of Indiana-Jeffersonville.

"The Port of Indiana is very heavy into the steel and the grain market," Goldman emphasizes. "In today's world, (rail) cars coming out of the port or going to the port on us (our line) can pretty much only go south – at least if they're a '286.' But once this is done, it has the potential to open up markets, either outbound or inbound, to the north. There's really no limit as to what type of commodity may come on board as a result of this."

## All aboard

Baker Street Station in downtown Fort Wayne was once a flourishing hub for passenger travel. It opened in 1914 (as Pennsylvania Station) and served commuters until 1990. Since then, it has been renovated as a banquet facility.

The Northeast Indiana Passenger Rail Association (NIPRA) wants rail to make a comeback at Baker Street Station and throughout the region with the Northern Indiana/Ohio Passenger Rail initiative.

Mayors of five Hoosier cities (Fort Wayne, Gary, Plymouth, Valparaiso and Warsaw) and four in Ohio (Columbus, Kenton, Lima and Marysville) signed a memorandum of agreement (MOA) last August seeking a renewal of passenger service.

"We used to have very strong passenger rail service in our state," recalls NIPRA president Fred Lanahan. "This is a means of bringing that back and providing more balance, more options for people to travel between large centers – Chicago, for example, and Columbus and smaller stops in between. And possibly connecting from Columbus to Pittsburgh, which we've talked to our friends in Ohio about. (That) would open up the whole East Coast for us as well."

While the ultimate goal is to offer service at speeds of around 100- to 110-miles-per-hour, that likely wouldn't take place until after several years of operation.

"That's subject to a number of variables between now and then," Lanahan explains. "We'd be happy to get initial service at basic Amtrak speeds right now."

According to a business plan feasibility study released by NIPRA in 2013, restoring service would – over time – create nearly 27,000 jobs. But first, the organization must secure approximately \$2 million

to conduct an environmental impact study for submission to the Federal Railroad Administration.

Pam Holocher, deputy director for planning for the city of Fort Wayne, is hopeful.

She says that in addition to the MOA, "more importantly, we have financial support from these communities, from county councils, from mayors, from universities along the way."

## Right on 'track'

Cut congestion at the Chicago rail hub. That's the impetus driving the Indiana Gateway Project.

"This is one of the most congested rail lines and rail corridors in the country in large part because everything that moves east or west across the northern United States gets funneled by the Great Lakes and namely – in this area – Lake Michigan," asserts Will Wingfield, director of media relations at the Indiana Department of Transportation (INDOT).

"The overall objective of the project is to give train dispatchers more options in terms of being able to route train traffic through the area more efficiently."

INDOT received \$71.4 million from the American Recovery and Reinvestment Act of 2009.

Indiana Gateway, located in Northwest Indiana between Porter and the Illinois state line, is divided into eight subprojects. Seven involve Norfolk Southern's Chicago Line. Universal crossovers will be added at five locations (one project has been completed); three locations will construct a third mainline track. The subproject focusing on the Amtrak Michigan Line will build a new passing siding to enable

Continued on page 44



A view of the Louisville & Indiana Railroad (LIRC). Upgrades to the LIRC (left) will conclude within seven years, while the Indiana Gateway project (right) will wrap up by the end of 2016.



Truck City's "employee-friendly" facility was designed to maximize performance.

# DRIVING FORCE

## Truck City's Long Ride Continues

By Symone C. Skrzycki

Gerri Davis-Parker is in a league of her own. She's at the helm of Truck City, a heavy-duty truck dealership her grandfather founded nearly 70 years ago in Gary. She's one of only three female dealer principals in North America.

But what of the fact that she's a woman in a male-dominated industry?

"I never gave it a lot of thought," she shares. "Everybody points it out to me, but I don't really think much about it because it's just what I do. I was never told, 'I couldn't' by my parents. I was just told, 'Don't expect special treatment because you're a girl.'"

And she hasn't.

Davis-Parker joined Truck City in 1997 and worked in every department before being named general manager in 2000. She's been

in the driver's seat for approximately eight years as president and CEO.

Davis-Parker praises employees for Truck City's history of accomplishments, which include flourishing for seven decades in a city that's faced growing economic and social challenges. As for her own success, she credits two things:

"I've been around trucks my entire life. I've been around the dealership my entire life," she remarks. "(Second), I didn't come to the dealership right out of college. Actually, my degree is in criminal justice. I spent 10 years as a police officer. That also, in especially the mid- to late 1980s, was a male-dominated field. It still is a very male-dominated field." Davis-Parker subsequently worked at a major insurance company as a fraud investigator.

Start your engines for this journey into Truck City's early days and what's on the road ahead.

### Getting up to speed

Truck City (original name: Gary White Sales and Service) was established in 1946 by Paul G. Davis and Jack Erickson as a Pure Oil

gas station at the corner of 5th and Chase streets. One of those Pure Oil pumps, paying homage to the organization's roots, greets customers and visitors in Truck City's lobby.

"We were a jeep dealer (the line eventually was dropped to focus exclusively on commercial vehicles) and a White Truck dealer," Davis-Parker explains. "White Motor Corporation was one of the foundations of the trucking industry. They were one of the first heavy-duty truck manufacturers. That's how we started."

In 1951, the company began to market and service Freightliner trucks. Today, it's one of the largest Freightliner dealers in the industry. Truck City works closely with Daimler Trucks North America, which is the parent company to Freightliner and Western Star.

Additional milestones included moving to Chicago Avenue in 1960, adopting a new name (Truck City of Gary) in 1987 and relocating to its current facility to make room for the Gary/Chicago International Airport expansion in 2008.

"We had opportunities to move to other areas in Northwest Indiana, but next year will be our 70th year in business. We really wanted to stay in Gary and found this spot out on (Interstate) 94," she stresses, gazing at the highway through her office window. "This section of 94 west of (Interstate) 65 is one of the heaviest-traveled truck corridors in the United States. This was an absolutely ideal location for us. The city worked hard to keep us here and was really helpful in the process."

During this time, Gerri's father, Art (who had taken over the company), sold the balance of his ownership interest in the dealership to Gerri and her brother, Paul. In 2014, she became a 100% owner. And in 2015, the company rebranded and debuted a shorter name: Truck City.

"We needed a more global look to the company as a national WBE (Women's Business Enterprise)-certified business," she recalls. "We didn't want to limit ourselves with the 'of Gary' name brand, so we designed a new logo and rolled out a new branding strategy. That

was very exciting."

Davis-Parker smiles as she fondly recalls a childhood memory.

"One of the things that sticks out is as kids, the game we played in the car on road trips wasn't the license plate game or anything like that. It was who could identify the oncoming truck by brand faster than the other one in the car. My dad always beat us!"

"I think with a lot of family businesses, it creeps into the private life. It creeps into the family life, even with the kids."

## Economic engine

Life moves quickly at Truck City. That's evident in a tour of the 50,000-square-foot facility.

"It's a very fast-paced business," Davis-Parker remarks. "We talk a lot about this with our folks – everybody's truck that's sitting here is losing money. If they're not moving, they're not making any money. We're a very just-in-time delivery (business) ... we're very, very tied to the supply chain in the country as far as keeping things up and running."

It's also an extremely precise business.

"Trucks aren't built like cars. A customer will sit down and say, 'OK, I want a Cummins engine or I want a Detroit diesel engine (for instance),' " she observes, slapping her hand for emphasis. "The truck is component built. It's speced out to exactly what the customer needs for its particular application."

A few standouts on the tour are a 30-bay shop (features a containment facility for potential spills), high-tech computer-driven storage system (boasts 63 shelves to hold inventory) and a lounge (offers beverages, a television, Internet access and more) to accommodate drivers while their vehicles are repaired.

## Behind the wheel

Among Truck City's 63 employees are several females.

"We have probably more women (on staff) than most



Toni Hill, training a new employee, is one of first faces people see when they arrive at Truck City.



Three generations: Gerri Davis-Parker and her father, Art, proudly stand beside a portrait of her grandfather, Paul Davis, who founded the company in 1946.



Top drawer! A high-tech system speeds up the shelving process by placing items most frequently used at the bottom.



Breaking ground on Truck City's current site in 2007.

# Technology Tells Truckers Where to 'Park It'

Scenic travels along the interstate often include farmland, cows and ... commercial trucks parked on highway shoulders and exit ramps. In many cases, drivers pull over for mandatory rest periods after searching for 15 minutes (on the low end) or upwards of an hour for open spaces at rest areas and private facilities.

Innovative technology is paving the way for a smoother ride.

The Michigan Department of Transportation (MDOT) unveiled the Interstate 94 Truck Parking Information and Management System (TPIMS) last September. It stretches 129 miles through an international trade corridor in southwest Michigan traveled by approximately 10,000 trucks daily. If carried out nationally, the system reportedly could save \$4.4 billion annually in wasted idling and "looking" costs.

Here's how it works.

Truck Smart Parking Services Inc., headquartered in Michigan, developed TPIMS to enhance driver safety and efficiency by providing real-time information regarding parking availability. Missouri-based HNTB Corporation – an infrastructure solutions firm that planned, designed and oversaw installation – deployed detection cameras and

other sensors at 15 public and private parking areas along I-94. Drivers can access the data in a variety of ways: via dynamic roadside signs (updated automatically), smartphone applications, web sites and connected vehicle technology.

"I don't know why any trucking association or trucking companies wouldn't support this because this actually happens to be one of our top five priorities in the state of Indiana," declares Barbara Hunt, vice president of the Indiana Motor Truck Association. "Every year, the American Transportation Research Institute will conduct a survey nationwide and then they'll also break it down by state. In the state of Indiana, truck parking was one of the top three concerns."

She adds, "Any time you can streamline your route and be more efficient instead of pulling in somewhere and idling slowly, and then pulling out and going to the next (option), it's obviously going to help with costs."

The Indiana Department of Transportation currently is discussing the smart truck parking concept with other states.



**RESOURCES:** Barbara Hunt, Indiana Motor Truck Association, at [www.intrucking.org](http://www.intrucking.org) | Truck Smart Parking Services at [www.trucksmparkingservices.com](http://www.trucksmparkingservices.com) | Photos provided by HNTB Corporation ([www.hntb.com](http://www.hntb.com))

dealerships," Davis-Parker contends.

Crystal Frost-Doeing is the controller, a position typically held by men in the trucking world. She was the first person Davis-Parker hired (a fact the latter proudly declares when making introductions) and has been with the company for 15 years.

"It's grown to be my second home," Frost-Doeing reflects as she describes the close-knit team. "Gerri has this vision, this ability to kind of go, 'This is where I want to be in 10 years – let's figure out how to get there.' Everybody can say that, but not everybody can put the plan into action and she seems to be able to do that."

Part of that strategy involves training, which takes many forms. In addition to hosting internal training, the company facilitates sessions for partner organizations.

"I think there's a real opportunity for education," asserts master tech trainer Robert Dorrance. "I never went to a trade school. It was pretty much learn as you earn, if you will. (Here), it's a constant barrage almost of training – something new on a daily basis from the vendors or Freightliner themselves."

Shop foreman Shannon Halle manages the master tech trainers (there are three.) The trio has a combined 92 years of experience working on and repairing diesel engines.

"It's a great bunch of guys. The respect they give me (is tremendous)," she proclaims.

## Making the sale

"In this hallway here is the sales staff," Davis-Parker notes. Adorning the walls are calendars featuring customers at various stages of the facility's construction.

Butch Ritchie, national sales manager, stands to greet us as we enter his office. He enjoys the challenging nature of his work. "There's never a dull moment," he muses.

Ritchie participated in a "ride and drive" in Las Vegas this spring as DaimlerChrysler debuted the first self-driving truck (designed

to stop before it hits an object). He marvels at the experience.

"We (Ritchie and fellow salespeople) were sitting on the bed in the back of a truck and they put us in a 20-mile-an-hour reduced barrier (to demonstrate the technology)," he recalls.

Hands-on exposure – or hands-off in this case – is crucial to success at Truck City

Davis-Parker asserts, "In order to sell that product, it's the manufacturer's belief – and I tend to agree with them – that you have to convince the salesmen that it's a product worth having."

### Big wheels keep on turning

Davis-Parker praises employees for Truck City's longevity.

"I think the complete and total success of everything that goes on here is attributed to the employees who work here," she declares. "They invest a lot. They invest a lot of their lives, their time here. Our success is simply their success."

Who will slide into the driver's seat one day when Davis-Parker retires? She has two sons, ages 15 and 20, but wants them to chart their own course.



Master tech trainer Rob Spurr joined Truck City in 1976. He's the last employee who worked with all three generations of ownership.

"Our oldest has loved the water since he was a baby – especially salt water. He relocated to Key West and has a job there taking people out scuba diving and spear fishing. Our youngest wants to become an astrophysicist."

"Life tends to present the proper endings to everything – whether it's this generation or whether I have a niece or nephew that comes along that's interested, I don't know, but I don't want any of them to feel forced or compelled or guilted into being here."

**RESOURCE:** Truck City at [www.mytruckcity.com](http://www.mytruckcity.com)



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# BROADBAND NECESSITY

## Rural Indiana Struggles to Get Connected

"No service."

If you live in most parts of Indiana, it's rare to see that message when trying to access the Internet. But for a number of Hoosiers in rural areas, having reliable broadband access is no sure thing.

According to a recent report from the Digital Policy Institute (DPI) at Ball State University, over 12% of Hoosiers living in rural areas lack access to broadband. That compares to less than 2% without access in urban and suburban communities.

The *Indiana Rural Broadband Report 2015* highlights the fact that Indiana is considered an "overachiever, due to the presence of pre-existing optical fiber networks," a result of deregulating the telecommunications industry in 2006. Indiana was one of the first states to deregulate, which spurred investment in the state's fiber optic networks.

One author of the report, DPI Director Robert E. Yadon, Ph.D., notes the last estimate he saw for investment in telecommunications infrastructure in Indiana was over \$10 billion since 2006.

"For Indiana, that's wonderful," he states. "We far exceed our surrounding states in terms of fiber in the ground. That's backbone. To affect rural Indiana, somebody has to connect to that backbone. That's really the area that needs to be addressed, public-private partnerships to come together and promote moving that backbone connection closer to the rural communities."

Indiana's largest independent telecommunications firm is Smithville Communications, headquartered in Ellettsville. President and CEO Darby McCarty explains that the deregulation put pressure on companies to upgrade their networks in order to stay relevant. The company has



"There are a lot of places in Indiana where very robust broadband speeds are available, but not all consumers have seen the benefit or are not understanding the benefits – to their education, their health, economic sustainability – by getting connected to the Internet. That's something we need to continue to work on, to help educate people to the benefits of broadband."

*Bill Soards, AT&T*



**By Charlee Beasor**

invested over \$100 million in those upgrades.

"It had a major effect on what we do. We wouldn't be able to service cities and towns like Jasper. That did open it up to good competitive bidding, which is what the FCC (Federal Communications Commission) has wanted for quite some time," McCarty offers. "It was kind of like a blessing and a curse at the same time."

### A 'capital' problem

But if Indiana has such a great fiber optic network infrastructure, why do the rural areas struggle in gaining access?

It comes down to density. And trying to make something economical that is inherently just the opposite.

"In rural areas, you don't have density. That investment is a major challenge. The return on investment is a bigger challenge. There is less investment in rural America," offers Cullen McCarty, executive vice president of Smithville Communications. "We've reached a point where we're looking for new models. If you don't monetize the network, no one will invest. If there's no incentive to continually upgrade networks in rural areas, there's no value for somebody to come in and purchase that network."

Darby McCarty agrees, "There is no good business plan to build out into rural areas. There is a long time before you see a return. .... Since 1934, that's something we've always done: (the home) at the very last mile at the very end of the cable has had voice service. It's not getting any less expensive; that person still wants what the person has closer to the city. That's very understandable."

AT&T Indiana President Bill Soards acknowledges the challenges as well.

"Capital is certainly one issue. Deploying high-speed Internet infrastructure is expensive. It's a capital-intensive industry. AT&T has invested over \$1.75 billion in the last three years. That's in wired and wireless broadband," he states.

### You can thank technology

New wireless technologies are going to make a big impact, Soards asserts.

"I think you're going to see a lot more broadband being offered through other technologies in rural communities, including wireless," he says. "There will be a lot more options in rural Indiana in the coming months with wireless broadband. That's one of the things we're working on right now."

Yadon uses the phrase "technology agnostic" to explain what has to happen in the rural areas.

"If we look at broadband – there are different types. The type provided by the cable company, by the phone company, through wires, or fiber in some cases. There is fixed wireless as well, broadband wireless service that will provide reasonable speeds, but again there is no physical wired connection to the location. It's done over the air,"

## ACCESS AVAILABILITY FOR HOOSIERS

### Wireline Broadband

**86.8%**

DOWNLOAD GREATER THAN 25 MEGABITS PER SECOND

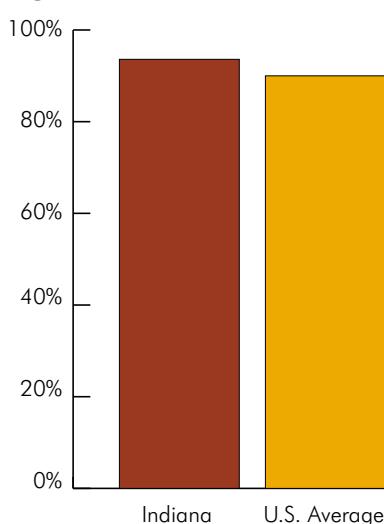
**72.0%**

GREATER THAN 100 MEGABITS PER SECOND

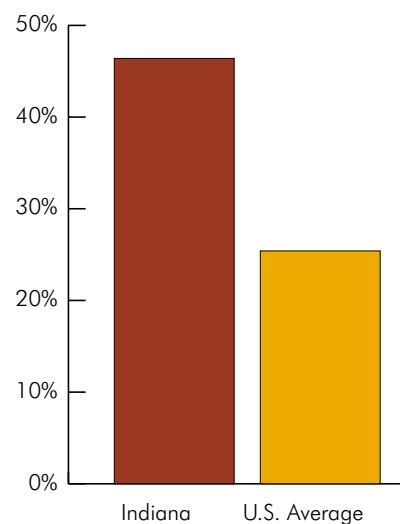
**38.4%**

GIGABITE, ONE BILLION BITS PER SECOND, OR FASTER

### DSL



### Fiber



Source: National Telecommunications and Information Administration, National Broadband Map, June 30, 2014

he comments. “There are a lot of elements.

“There’s no single answer on the form of technology to be deployed.”

### Impact on economic development

“We are the greatest exporter of talent for other states,” Yadon professes. “That’s bad investment for us to continue doing that. One way of leveling the playing field is to provide broadband service.”

He gives the example of a car dealer in a rural community that, without broadband access, would have to close and move to another town.

“He receives all his communication from the manufacturer via broadband. All those things are now done over the Internet. So, there’s probably a lot of businesses like that – that need that communication or can’t exist in rural Indiana,” Yadon states. “If they can’t exist or have to cut back, again, the quality of services (broadband) provides to them makes a difference. They can grow, but maintain the status quo of their location and the service they provide to the residents of their communities.”

It’s not just existing businesses that need to consider broadband access.

“It is infrastructure, like anything else,” Cullen McCarty asserts. “That is important for economic development and any community that is going to advance itself or wants to advance itself. Broadband is a good start, not a panacea, but definitely an important tool to have.”

### Educating the public

Broadband is not only important for businesses and communities. It can directly impact the lives of Hoosiers as well.

“Access to high-speed Internet is critical

to daily life. I think a few years ago, Internet access was thought of as an amenity. Increasingly, we’re learning that high-speed Internet access is critical to daily life. Whether it’s access to distance learning for education or for telemedicine, or economic development or basic communications, increasingly our lives are becoming dependent on really fast broadband,” Soards offers.

Educating “non-users” about these benefits has to be a part of the state’s efforts moving forward.

Lieutenant Governor Sue Ellspermann convened and directed the Indiana Rural Broadband Working Group (RBWG) in 2014 after hearing from residents around the state about the lack of broadband in rural areas. Soards and Darby McCarty were among the participants.

One of the group’s recommendations (all of the suggestions were also adopted in the DPI report) is to establish a Rural Broadband Center, which would be a neutral point of information, research and education.

“Communities can have all the desire in the world, but the technical and business acumen and the economic development resources – they need a counselor on their side to help them get through this process,” Yadon remarks.

“We have to empower these individuals and provide the necessary background education as to why broadband is important.”

Soards agrees that broadband literacy is extremely important to the state’s future.

“Adoption is a big issue for the state. There are a lot of places in Indiana where very robust broadband speeds are available, but not all consumers have seen the benefit or are not understanding the benefits – to their education, their health, economic sustainability – by

getting connected to the Internet. That’s something we need to continue to work on, to help educate people to the benefits of broadband. It’s critical,” he stresses.

### Washington impact

Much of what happens next will center on what’s taking place in Washington. The FCC’s decision earlier this year to reclassify broadband as a telecommunications service under Title II of the Communications Act (also referred to as net neutrality), and subsequent legal action by Internet service providers has introduced uncertainty, to say the least.

“Here’s the downside of that, whether or not somebody likes the idea. This debate in Washington, now that it’s gone again to the courts, it will be a three- to five-year state of uncertainty, where things are going to end up. It’s going to dampen outside investment,” Yadon describes.

Soards and Cullen McCarty also note the doubt is going to slow down progress.

“In terms of net neutrality, companies like AT&T have been supportive of open Internet policies for some time. People should assume they’re not going to be redirected to other sites. There’s been a large agreement on most aspects of net neutrality for years,” Soards expresses. “What has just happened recently, the FCC on a 3-2 vote has decided to regulate the Internet. That’s very concerning to providers, entrepreneurs – those of us who innovate on the Internet are fearful of the unintended consequences of beginning to regulate as a utility.”

Cullen McCarty adds, “A lot of what happens in Indiana depends on what happens in Washington.”

Continued on page 62

## Let the Car Do the Driving

The business forecasters and advisors at *Kiplinger* frequently weigh in on innovation and what research developments of today will become realities in the years ahead. Their prediction: Cars that drive themselves will be for sale in 2020, if not earlier.

Already in application: cameras, radar sensors and tiny computers that allow new models to park themselves, brake automatically when traffic slows down or take the wheel if drivers stray from their lanes. In the works: Laser headlights that will better gauge following distances and identify obstacles, as well as software with artificial intelligence to anticipate other drivers' decisions.



According to *Kiplinger*, "Automation will benefit highway driving first by spelling drivers on long trips where traffic patterns are simple and speeds are fairly steady. Think of it as cruise control that also steers and applies brakes."

Human error is responsible for most crashes, including the ones that still kill 30,000 people each year on U.S. roads. Safety advocates believe the self-driving cars will be safer as the systems don't become tired or get distracted the way drivers do.

A big beneficiary could be the trucking industry and its ongoing challenge to find qualified drivers. "Eventually, self-driving trucks, whether partially or fully automated, will allow freight carriers to move more cargo over greater distances faster, requiring fewer hours of seat time from skilled drivers."

**RESOURCE:** *Kiplinger* at [www.kiplinger.com](http://www.kiplinger.com)

## Power of the Ports

The impact of effectively moving goods cannot be overestimated. One transportation method, United States seaports (including the Port of Indiana-Burns Harbor), accounted for a \$4.6 trillion economic impact in 2014.

Burns Harbor handles more ocean-going cargo than any Great Lakes port and 15% of the U.S. steel trade with Europe, according to the Ports of Indiana. (The Jeffersonville and Mount Vernon facilities in Indiana are not part of the seaport system).

Pennsylvania-based Martin Associates last evaluated the nation's seaports in 2007. Among the gains since then:

- Overall economic impact: up 43%
- Jobs: 74% increase to 23.1 million
- Tax revenues (federal, state and local) from port and importer/exporter revenues: rose 51% to \$321.1 billion
- Personal wages related to the port sector: jumped from \$649 billion to \$1.1 trillion. The average annual salary of those directly employed by port-related businesses was \$53,723

Report author John Martin notes, "The growth in jobs and economic importance of America's seaports reflects the fact that the value of international cargo handled at these ports increased by \$400

## Driving Details: AAA Has Them

AAA are three letters synonymous with highway travel. Now, the AAA Foundation for Traffic Safety, in combination with the Urban Institute, has released the inaugural American Driving Survey.

Among the results:

- On average, Americans drive 29.2 miles per day or 10,658 miles per year
- Motorists between the ages of 30 and 49 drive the most – more than 13,100 miles annually. Not surprisingly, teens and seniors over the age of 75 drive the least
- Education matters. Those without a high school diploma drive an average of 32 minutes and less than 20 miles daily, while the same numbers for college graduates are 58 minutes and 37.2 miles
- The busiest motorists are in the South (11,826 miles a year), while those in the Northeast drive the least (8,468 miles annually)
- Women take more driving trips, but men spend 25% more time behind the wheel and drive 35% more miles
- People drive more on Tuesdays (32.9 miles) and Wednesdays (32.0 miles) than any other days of the week
- The average number of household vehicles (2.1) is larger than the average number of drivers in households (1.8)

The survey effort is ongoing. The first-year results were collected from May 2013 through May 2014 and released earlier this year.

**RESOURCE:** American Driving Survey at [www.aaafoundation.org](http://www.aaafoundation.org)

billion since 2007, reaching about \$1.8 trillion in 2014. "The key growth in our international trade was in U.S. exports, which saw a 60% increase in value over the past seven years."

Martin adds that the overall growth came despite the Great Recession that severely hampered cargo activity at ports between 2008 and 2012.



**RESOURCE:** American Association of Port Authorities at [www.aapa-ports.org](http://www.aapa-ports.org)

**By Tom Schuman**

# Energy Innovation and Education

By Symone C. Skrzynski

## Exploring the Industry

Ever wonder what it would be like to strike oil? You can get your hands dirty in doing so and learn about the energy industry at CountryMark Pavilion.

"Our goal is to offer visitors a 360-degree view of CountryMark and the petroleum industry," comments marketing coordinator Raylee Honeycutt, who led an employee committee that set the vision for the Pavilion.

The 7,000-square-foot building, which houses a museum-quality exhibit and meeting facilities, brings the oil industry to life. CountryMark – an oil exploration, production, refining and marketing company – opened the Pavilion at its refinery, located in Mt. Vernon, in August 2014.

"The feedback has been great!" Honeycutt declares. "It's exceeding expectations. The way we've been able to incorporate the interactive components ... adds a variety of hands-on opportunities for guests."

Among the features:

- Geology pod explores the Illinois Basin, crude oil and more.
- Refinery pod. "That really gives visitors an understanding of how, once crude oil leaves the ground and enters the refinery, those molecules change and become the valuable product of diesel fuel or gasoline or all of the other products that come out of the refinery," Honeycutt explains.
- Short video illustrates a day in the life of a farmer as well as CountryMark employees.
- Interactive wall traces oil's journey from the ground through its delivery to customers as refined fuels. It also highlights CountryMark's role as a farmer-owned cooperative.

At press time, the Pavilion had hosted approximately 500 employees, member cooperatives, current and prospective customers, and business partners – with another 500 visitors expected during the summer months. It will begin providing educational tours for children this fall.

"Our target is the third- to fifth-grade level initially," Honeycutt comments. "We'd like to grow the program to begin talking with high school-age (students) about STEM (science, technology, engineering and math) careers and what opportunities within the energy industry there are for students ...

"A lot of times, especially down in Southern Indiana, kids drive by a pump jack out in the oil field and may not know what that really means or what's going to happen with that oil once it comes out, so it (the Pavilion) gives us a great story to tell."



**RESOURCES:** Raylee Honeycutt, CountryMark, at [www.countrymark.com](http://www.countrymark.com) | CountryMark Pavilion at [www.facebook.com/CountryMarkPavilion](http://www.facebook.com/CountryMarkPavilion)

## Upping the (Energy) Ante

You could call it a powerhouse.

The Energy Innovation Center (EIC), spanning 65,000 square feet in Milwaukee's Century City Tower, will serve as a valuable resource to advance the energy, power and control industry. It was launched last August by the Mid-West Energy Research Consortium (M-WERC).

Collaboration between the business and education worlds is fueling the project. The EIC will house industry and academic scientists, engineers, business and economic development leaders and others. Among activities are testing and licensing new technologies, nurturing start-up companies and advanced research.

The EIC will feature discovery labs; M-WERC's EPiC business incubator, which emphasizes clean energy technology; and a workforce development center focusing on internships and recruiting at universities and technical colleges. Early tenants include Alliance Federated Energy (specializing in plasma gasification technology to generate electric and thermal energy and biofuel) and the Manufacturing Diversity Institute.

Established in 2009, M-WERC has 80-plus member companies and academic institutions in eight states: Wisconsin, Indiana, Illinois, Ohio, Minnesota, Iowa, Michigan and Missouri.

"We are always interested in and supportive of any efforts to strengthen innovation and the commercialization of new, affordable and reliable energy technologies," asserts Tristan Vance, director of the Indiana Office of Energy Development.

A grand opening will be held in September, with the EIC expected to be completely up and running in October 2016.

**RESOURCE:** Energy Innovation Center at [www.m-werc.org/EIC](http://www.m-werc.org/EIC)

# Energy Innovation and Education

## Out With Mid-Grade, In With E15?

Will gas stations eventually replace the “middle man” – aka mid-grade pumps – with E15 dispensers? If ethanol makers have their way, the answer is yes, analysts from *Kiplinger* say.

E15, which contains 15% ethanol and 85% gasoline, is an environmentally-friendly alternative and typically five to 10 cents cheaper per gallon than E10 (as regular unleaded fuel, it contains 10% ethanol and 90% gasoline).

But slow down! Potential roadblocks are leading some retailers to put on the brakes.

“We’ll sell whatever the customer desires, but the challenge for us on E15 is the underground tanks,” contends Scot Imus, executive director of the Indiana Petroleum Marketers & Convenience Store Association.

Typically, retailers offer three brands of gasoline – premium, mid-grade and regular unleaded. To provide mid-grade, they combine fuel from two underground tanks: one holding premium and the other E10.

“Retailers are going to continue to sell mid-grade. ... Going back to the *Kiplinger* report, I’m not going to lose my premium (in order to begin selling E15). I’m not going to lose my E10, so I’m going to need to put in a new tank,” Imus remarks.

Installing one could cost anywhere from \$100,000 to \$250,000,



he estimates. Imus points out that most businesses providing E15 are able to do so, in part, because they’ve already made an investment in an E85 tank (they pull fuel from that tank and one holding E10 to offer E15).

A big challenge in providing E15: The majority of underground storage tanks aren’t compatible with E15 – neither are vehicles manufactured before 2001.

“Let’s say I have a customer who has a 1999 car and he just sees the cheap price of E15,” Imus suggests, “and he’s not paying any attention to the warning signs – and I hate to say it, but a lot of people scratch their head and don’t really know what year their car is – and something happens and they come back on the retailer. There’s no liability protection, saying, ‘Wait a minute. Didn’t you pay attention to my signs?’ ”

He stresses, “It’s not that we don’t like (E15).

It’s not that we don’t want to offer the product, but there are obstacles that are difficult to overcome. And when (the price of) gasoline is around where it is now, there’s not great consumer demand for it.”

As of mid-May, E15 was available at one Indiana location (in Rensselaer), according to the Indiana Soybean Alliance, and 100-plus sites nationwide.

**RESOURCE:** Scot Imus, Indiana Petroleum Marketers & Convenience Store Association, at [www.ipca.org](http://www.ipca.org)

### Railroads

Continued from page 35

meeting trains to pass each other.

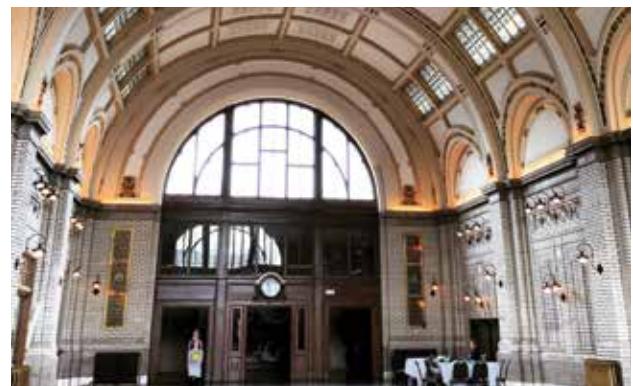
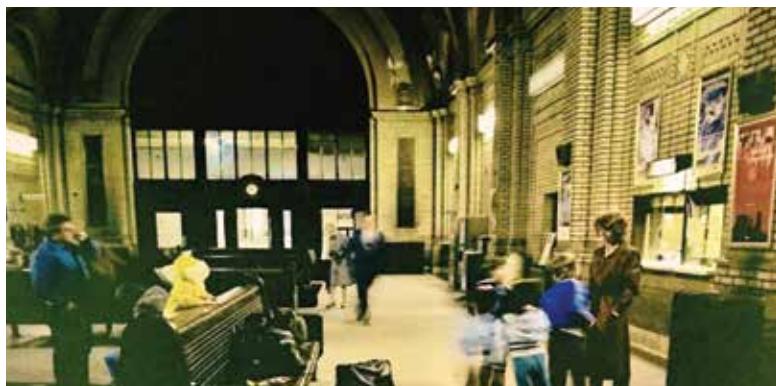
Mike Riley, manager of INDOT’s rail office and project manager for Indiana Gateway, spent 21 years as a railroad employee. The initiative is close to his heart.

“This is going to be a huge year. I’m up

there (in the northern part of the state) every other week,” he shares. “And when you’re talking about local economic development, there are a lot of local businesses that are involved in the project and sub-contractors through the railroads, so it does have a local effect.”

Wingfield reflects on Indiana Gateway’s national significance.

“With this being one of the most congested rail lines in the nation, this is significant – not just for Indiana but for the nation’s transportation and commerce as well.”



Capturing a moment at Baker Street Train Station during the 1970s. Opening day – March 23, 1914 – drew 10,000 people (*Baker Street Train Station photo archives*). Today, it houses a banquet facility (*Glow Photography*).

**RESOURCES:** John Goldman, Louisville & Indiana Railroad, at [www.anacostia.com/railroads/lirc](http://www.anacostia.com/railroads/lirc) | Fred Lanahan, Northeast Indiana Passenger Rail Association, at [nirprail.org](http://nirprail.org) | Pam Holocher, city of Fort Wayne, at [www.cityoffortwayne.org](http://www.cityoffortwayne.org) | Mike Riley and Will Wingfield, Indiana Department of Transportation, at [www.in.gov/indot](http://www.in.gov/indot)

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THE GIGACITY COMPANY

By Katie Coffin

# SNACK ATTACK

## Employers, Vendors Prioritize Healthy Options

The days of the "Wheels of Death" may be numbered.

That is what employees at Taghleef Industries, a facility in Rosedale in Parke County that produces packaging films for a variety of products, nicknamed the traditional vending machines (offering sodas, potato chips and candy bars) that used to line the halls of the plant.

"We don't have cafeteria services for our employees, who work 12-hour shifts, and we are a rural plant about 20 minutes away from any restaurants," explains Linda LeCour, health and wellness manager-North America. "Up until last summer, employees would either bring food that would last a full shift or they were forced to use the vending machines."

The company has since shifted to a micro-market concept, the newest innovation in vending as the emphasis on workplace wellness continues to grow. It's a hybrid between a vending machine and a convenience store. Vendors provide fresher, healthier options like salads and sandwiches in a kiosk, while consumers can read the food nutrition label on an item before purchasing it.

"No matter how hard you try, it's next to impossible to sell a banana from a vending machine," proclaims Kyle West, general manager at Fox Canteen, a Canteen Vending franchise that installed Taghleef Industries' micro-market. "The fluorescent lights in the machine would make the peel not look so great and they wouldn't fit into the carousel-style machines. It just didn't work, but with the micro market it works very well."

### 21st century vending

Canteen Vending's version of the micro-market concept is called Avenue C. The set-up can offer between 400 and 700 snack, beverage and fresh food options in a retail space that's customizable for almost any workplace with a recommended minimum of 200 to 250 employees.

Employees choose items from the shelves, self-scan at a kiosk and pay with a credit card.

Canteen's Fresh Food Program supplies the perishable items that go in the Avenue C kiosks. Green Bay, Wisconsin is home to a Canteen culinary center that produces about 250,000 sandwiches delivered to franchisees every night. To maintain variety, it rotates 600-plus items on a daily basis.

John Whitlock is a project analyst with Compass Group North America, which owns Canteen Vending. Operating out of Lafayette, he covers mid-central Indiana and currently has 23 clients utilizing Avenue C in his region.

"Avenue C is growing at a pace that's hard to keep up with," Whitlock declares. "In the past eight months, (mid-central Indiana) has had just shy of 100% growth. The projection between now and October 1, the end of our fiscal year, will be close to an additional 50% growth."

Fox Canteen has 12 Avenue C stores in Vigo County and is slated to open two in Hendricks County by the end of the year. It's about a six- to eight-week process from the

time the contract is signed to install the market; right now the company is installing one or two per quarter.

Another player in this field is San Diego-based Fresh Healthy Vending, which has three franchisees in Central Indiana. Founder and chairman Nick Yates launched the world's first healthy vending company in Australia in 2002 and brought the concept to America in 2006.

He started his business with healthy packaged food and drinks, evolved to add perishables like smoothies and fruit cups, and now has the technology to offer salads, wraps and even Paleo Diet meals in a micro-market.

But there's room for even more innovation.

"When you can just walk in, grab something, not have to worry about pressing any buttons and it automatically gets charged to your mobile phone or credit card without any effort at all – I think that's the end game for this business," Yates notes.

Eskanazi Health is taking a different approach to vending as well. In 2010, the organization invested in its own vending machines and seized control over the products it sold to employees, patients and guests.

"We really want food that provides quality on all nutritional fronts," emphasizes culinary nutrition specialist and registered dietitian Margie Fougeron. "In our procurement policy, we require our two snack distributors to provide a complete nutrition breakdown of the items so we know that before we begin to order."

### Making it work

Creating a healthy snacking culture that employees appreciate is



San Diego-based Fresh Healthy Vending founder and chairman Nick Yates is responsible for the placement of more than 5,000 healthy vending machines across the U.S. and Australia.

key. These are some of the best practices Eskenazi Health, Taghleef Industries, Aramark and Canteen Vending utilize:

- **Outline nutritional standards.** “Set up a procurement policy that clearly outlines what your nutrition standards are for vending. In that policy, be clear that the vendors need to provide the complete nutrition breakdown of those items so there’s a lot of transparency about what you’re purchasing and so you can stand behind those products in the vending machines,” Fougeron states.

Toyota Motor Manufacturing, Indiana, Inc. (TMMI) developed nutrition guidelines with its vendor, Aramark. Leon Herm, Aramark general manager at the TMMI plant, says at least 40% of each vending machine must contain healthier options.

- **Retain the element of choice.** “Our goal is to treat people like adults and let them make decisions, not necessarily just wipe out any product that’s not within the healthy standard,” LeCour notes. “We’re saying, ‘Here’s your healthier choices (and) here’s some that aren’t so healthy if you want to incorporate that into your overall food choices for the day.’”
- **Offer incentives.** West works with several clients that have set up programs where Canteen offers a lower price for healthy options to employees and the employer reimburses them to make up the difference.

## Culture shift

Yates recalls that the first school nutrition show he attended in 2007 was sponsored by Pepsi. His company has contacted hospitals across the country that have soda machines lining the walls of the heart ward.

Vendors and employers see evidence of change.

LeCour tells a story of an employee who came into her office, playfully pointing a finger at her saying, “It’s all your fault! You need to see what everyone is bringing to our birthday parties now.”

In addition to some sweet treats, the table was covered with fruits, vegetables and other healthy foods.

At Eskenazi Health, the salad bar now accounts for 20% of total sales in the on-site marketplace and café. There are no fryers on the premises since moving to the new location – and retail sales have doubled.

“That is what people are liking to eat at work, a great salad with some healthy toppings, and we’re really proud of those numbers,” remarks director of food and nutrition Thomas Thaman. “You really understand your consumer acceptance when you see it run up at the registers.”

Whitlock expects this trend to continue with the current national focus on youth wellness.

“We’re creating a new kind of consumer,” he concludes. “We (Compass Group) also handle university settings and without making any real effort, the healthier options sell much better on campuses. The younger generation is already starting to snack healthier.”

**RESOURCES:** Margie Fougeron and Thomas Thaman, Eskenazi Health, at [www.eskenazihealth.edu](http://www.eskenazihealth.edu) | Leon Herm, Aramark, at [www.aramark.com](http://www.aramark.com) | Linda LeCour, Taghleef Industries, at [www.ti-films.com](http://www.ti-films.com) | Kyle West, Fox Canteen, at [www.foxcanteen.com](http://www.foxcanteen.com) | John Whitlock, Compass Group North America, at [www.compass-usa.com](http://www.compass-usa.com) | Nick Yates, Fresh Healthy Vending, at [www.freshvending.com](http://www.freshvending.com)



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Jean Brigham, foreground, with brother Tony trailing, utilize Ikelite equipment on a diving adventure.

# MAKING A SPLASH

## Ikelite Leads the Way in Underwater Photography

A few blocks north of the world-famous Indianapolis Children's Museum is a cluster of buildings painted in bright, tropical underwater scenes. It may be hard to believe, but in the landlocked heartland of the United States exists one of the industry leaders in scuba and underwater photography: Ikelite Underwater Systems.

The world headquarters of Ikelite has been thriving as a dive shop (under the name Diver's Supply Company, Inc.) and later an underwater photography supply business since 1962.

### **Business spirit**

Employees of Ikelite are a bit baffled as to how Indiana, given its distance from the ocean, has supported so many thriving communities of divers and underwater photographers. General Manager David Combs believes it may have to do with Indiana's reputation as a great state for industry.

"(The diving community in Indianapolis) has always been strong, and I can't tell you why, other than we have a strong economic base here and good industries," Combs explains.

There's no doubt the company also owes a large portion of its success to Ike Brigham, the founder of the business.

At age 12, Brigham began a business called Ike's Bikes, repairing bicycles. As a teenager, he also refinished furniture. After graduating from Broad Ripple High School, Brigham spent a single semester at

**By Olivia Ober**

Purdue University before he decided it was time to go back to work. He began running a dive shop in an empty storefront he bought. In addition to selling scuba gear, the shop served as a location for diving certifications for hobbyists and professionals.

"He liked making people happy and interacting with the customer," recalls Jean Brigham, Ike's daughter and Ikelite's president and CEO since December 2006. "And I think all of that was supported by having a group of people as he started out who got really into diving. ... He had that business spirit, and that's what he liked doing. He put his heart and soul in it. He never really took a vacation."

### **Growing the product line**

Though the company has moved on to more sophisticated, computer-generated models of new products, Ikelite still uses molds for some configurations that Ike Brigham created over 40 years ago. Combs says Brigham was a "really smart, common sense kind of guy" who focused on generic models for camera enclosures that could fit a variety of products.

Before developing camera housings, Brigham started by creating a diving flashlight. Back when the company primarily shipped items throughout the country, people began to inquire about "Ike's lights." Thus, the company earned its name, Ikelite, and began shifting from a dive shop to a manufacturing company.

"He continued to build on accessories that were important to him and the people he was diving with," Combs emphasizes. "He said, 'We have the need and nobody is making it, so I guess we will make it.'"

Brigham created an underwater compass that became the industry

standard, followed by camera housings for Kodak instamatics. One camera housing led to another, and Ikelite began catering to movie cameras, underwater lighting, surface strobes and underwater strobes.

Now, Ikelite's most popular products are its line of DSLR (digital single-lens reflex) housings.

"I really enjoy designing the new camera housings because there's a challenge to that," says Mike Rabideau, department supervisor for DSLR, who has been with the company over 28 years. "It's not just sticking them inside a box and making sure they're waterproof. It's making sure the controls are ergonomic. I've been diving longer than I worked here, so I have a good idea of how they should work."

### In the company of divers

Rabideau is not alone. Over half of Ikelight's 65 employees are divers and often enjoy their hobby together. Jean Brigham believes that is part of the reason why the company puts out such great products: They know the industry.

"Sometimes it's an HR issue where they go, 'Oh, eight people are going to be gone on this trip – I don't think so,' " she jokes. "We can't shut down this week because people want to go to Grand Cayman."

Jean Brigham was certified to dive before she left home for college. When she came to work in the service department of Ikelite, she began diving with her fellow employees and "got really obsessed with it and started taking photos."

Rabideau and Combs both gained an interest in diving in the 1970s, mainly because of popular programming on television. Jacques Cousteau allowed people to experience underwater exploration through their television. At the time, diving was considered an extreme, dangerous sport. Now, that is not the case.

"Anyone who has an interest (in diving) should do it," Rabideau assures. "With fins on your feet and a tank on your back, you can just float along and see so many things in the ocean it's incredible."

Combs also recalls a trade show he attended with other dive store owners in which they had the chance to preview the movie *Jaws*, which he said really furthered "the excitement, the adventure" of diving at the time.

Company founder Ike Brigham, at work in the 1970s, blended an entrepreneurial spirit with creativity.



"Everyone's jaw kind of dropped because we thought, 'This is going to scare everyone,' " Combs recalls, "but it was just the opposite. People saw that movie and started signing up for classes right and left."

### Connecting to the neighborhood

Ikelite has grown from its storefront shop of Diver's Supply Company to an operation that eventually took over five separate addresses. The company makes all its products in Indianapolis, so as Ikelight needed more space it began building tunnels between buildings to stay in its original block.

Combs believes if Ikelite continues to rely on local vendors and maximizes efficiency in the facilities it already has, there is no reason to move somewhere new.

"The old joke that I used to say is, 'It's not pretty but it's mine,'" Combs laughs, referring to the space Ikelite occupies. "The concept we have to work with is we know what we have, we know how to make it work and things change so readily, it's good to have the spaces we can modify here."

The Children's Museum has also encouraged Ikelight to remain in its current location. Combs says the museum is a "good neighbor," and it contacted Keep Indianapolis Beautiful to paint the underwater diving mural outside the business – complete with a bright orange octopus, the company mascot. Ikelite's employees teamed up with staff from Eli Lilly during Lilly's Day of Service in a team painting effort.

### Changing with the tide

Ikelite stays closely tied to its company history and neighborhood roots, but it has undergone significant changes alongside technology upgrades.

The point and shoot digital camera housing sales have declined as more people use smartphones as their primary camera. Ikelite has no current plans to expand into mobile phone housings, mainly because the market moves so quickly.

The GoPro compact, action-based camera, however, has revolutionized the market of water sport photography and caused a spike in sales for mounts and accessories at Ikelite. Jean Brigham says



Employees and volunteers contributed to painting the murals (photos taken with company equipment) that decorate the exterior of the Ikelite operation in Indianapolis.



that GoPro is almost “part marketing company,” selling a type of lifestyle as well as a product.

“People are wanting to have more of an emotional connection with the products they use,” she describes. “We’ve had to change as a company because the way people do business has changed. There are more people ordering things online, and there is even more direct consumer interaction than ever – even though we’ve always been famous for that.”

One way Ikelite has increased its interaction with customers is through its ambassador program. Ikelite’s ambassadors show unique ways to use the company’s products for everything from diving with manatees to underwater fashion photography. To reflect this versatility, Ikelite has adopted the tagline “anywhere there’s water.”

Ikelite continues to expand its products to a diverse and international community.

“What I find really interesting is we are global,” says service manager Glen Darling, who has worked with Ikelite for three years. “I get to talk with some pretty interesting folks and as far as the diving industry goes, most people are either professional underwater photographers or sports divers who are into photography. They are just good people. They’re interesting people; they’re fun.”

As for the future of the company, Jean Brigham says the biggest challenge will be diversification of Ikelite’s market. Changes in technology are driving that faster than ever before, but Ikelite’s employees are enthusiastic about the possibilities.

“We’ve always made products that allowed people to take their cameras underwater affordably and that (allow them to do) everything the average person needs to do at 200 feet,” Jean Brigham surmises. “We’re coming out with a lot of (products) that we think inspire a lot of things that aren’t traditional underwater photography.”



Sam Abel (top), machine shop supervisor, and DSLR department supervisor Mike Rabideau are part of the Ikelite team that emphasizes innovation and quality.



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# ECONOMIC BRACE

By Matt Ottinger

## Agriculture Shines in Orthopedic Capital

Water access. Fertile soil. Space. And good old-fashioned hard work.

These are some of the ingredients that have made Kosciusko County one of the most quietly productive regions when it comes to supplying seed, protein and even energy to the world. That may surprise those who simply know the Warsaw area as the "Orthopedic Capital of the World." In fact, Indiana Farm Bureau reports the county contains more than 1,200 farms employing over 7,900 workers.

The casual observer also may be unaware of these facts:

- Creighton Brothers Farms (Atwood) produces 1% of the United States' eggs, while housing three million hens
- Louis Dreyfus Commodities (Claypool) operates the nation's largest fully integrated soybean processing and biofuel plant, with an annual production capacity of 60 million bushels of soybeans and 100 million gallons of biodiesel
- Milford-based Maple Leaf Farms is the largest duck producer in the U.S.
- CTB, Inc., a global designer, manufacturer and marketer of agricultural systems, is expanding its operations in Milford this year, investing over \$7 million to construct and equip a 45,000-square-foot facility on 127 acres. The company plans to add 80 new jobs by 2017
- Tom Farms (Leesburg) is one of the largest suppliers of seed corn and related services to Monsanto Company, as well as a major supplier of corn and soybeans to processors and livestock operations

### All in the family

Many agricultural operations in the county are hardly newcomers to the scene. Bishop Farms in Leesburg – which grows corn, soybeans, wheat and seed corn (for Pioneer) on its 4,500 acres – has been in Bob Bishop's family since 1833. It was homesteaded by his ancestors, and the deed was even signed by Martin Van Buren (our country's eighth president) in 1837.

He touts the area's abundant water supply as a critical asset allowing for irrigation, noting the county itself has over 100 lakes. Yet it's the local community's collective will that is a critical seed in blossoming a strong farming climate.

"It's a lot of small communities that stick together and help each other out," he asserts. "And when a need arises – if you have a tragedy or a disaster and you need help, people just come and help out. That's a great asset for the ag community."

"There's a lot of progress being made in trying to inform the orthopedic industry about the importance of agriculture and what

it means to this county. If you took ag out of the county, it would be in a world of hurt – no matter how much orthopedics you have. We pay an awful lot of taxes."

The area's willingness to support agriculture paid dividends in 2007 when Louis Dreyfus Agricultural Industries opened its first Indiana plant in Claypool. The facility now employs around 100 workers.

"This location provided us access to the Norfolk Southern Railroad main line," notes Jeremy Mullins, commercial manager. "There is also a very good supply of soybeans and a large demand for soybean meal. The local community welcomed us with open arms, which was the deciding factor."

He stresses that the future looks bright for biodiesel, with demand increasing as the quality improves.

"Biodiesel is sold to companies that use diesel fuel: truck stops, oil companies, etc.," Mullins elaborates. "It ships from Houston to New York Harbor and many places in between. Biodiesel is blended with diesel fuel to run in any diesel engine, like buses, farm

Louis Dreyfus Commodities' soybean operation in Claypool produces 100 million gallons of biodiesel annually and employs about 100 people.





Creighton Brothers has been family owned since 1925. The Atwood company is one of the nation's top egg producers and is moving toward the future by adding an agritourism component and exploring new housing styles for its chickens.

equipment, construction equipment and semis."

Louis Dreyfus also shares its wealth by giving back via its Million Meals program – a partnership with Indiana Pork and Feeding Indiana's Hungry.

"(Million Meals) provides protein-rich Indiana pork to Indiana's hungry," Mullins relays. "Farmers can deliver their beans here in the name of Million Meals, and the money for the beans will be paid to the program. It's basically a way for farmers to make a donation. We also work with Harvest for Health and the Kosciusko County Community Foundation with similar programs."

## Egg-ucating the public

Biting into a salad tossed in Hidden Valley Ranch dressing or a Weight Watchers muffin could also provide a small taste of Kosciusko County as Creighton Brothers' eggs are used in myriad foods.

Vice President Mindy Creighton Truex also spends a great deal of effort on community and educational outreach and laments the negative coverage that the industry sometimes receives. Her farm is building an agritourism component to facilitate tours and further education about what occurs on its 10,000 acres.

"For people that have been to Fair Oaks Farms, it would sort of be like that but not on that grand scale," she expounds. "But it will help educate people on poultry and egg laying and the different styles of housing (for hens)."

A soft opening was slated for June.

"We have a bus tour coming in October and want to attract locals on an everyday basis, as well as bus tours of people who want to learn about our industry," she says. "There will also be a multipurpose and banquet room, and we'll showcase our history and display information. We'll also have a café in there with egg-related food items."

Truex believes Creighton Brothers' focus on agritourism and farm tours will help bring the public into its operation, as will continued partnerships with K-12 schools and colleges.

"One thing I want to do as much as having the kids come out – and we've talked to the new superintendent in Warsaw schools and I'm good friends with the superintendent in Tippecanoe Valley – I want to work with their educators as much as the kids," she notes. "We want the kids to understand the real story of agriculture; it seems ag sometimes becomes a scapegoat – even in the classroom. So we want to work with the educators so they're telling the right stories, whether they do it in the classroom or bring the classroom out to the farm. I want them to all be friends of agriculture."

She also looks forward to explaining how the farm coexists with the Northern Indiana landscape.

"For all the negativity toward agriculture about run-off into the lakes, streams and rivers, most of our ground is on a watershed – if not directly next to the river – and it's one of the cleanest in the U.S," Truex offers.

## People power

Tom Farms was founded in 1952. President and CEO Kip Tom is a principal figure in Indiana's economy through his work as an agribusiness leader and a board member of the Indiana Economic Development Corporation. (Also see the January/February 2010 *BizVoice*® to read a feature on Tom Farms.) According to Tom, the county's natural resources and access to talent give it an edge over other areas, although the industry continues to change.

"We have a manufacturing mindset in the area, and when I look at the talent we hire on the farm today, we don't hire a tractor driver. We hire somebody who actually understands how to operate computers.

"They don't drive tractors; they operate several computers in that tractor cab to do their job," he clarifies. "We've actually hired people out of the orthopedic device industry as operators. That's not to say we have enough. There's a war for talent. In farming before, you never had to worry about that because you just needed someone to operate equipment, but now we need skilled operators and skilled employees."

Bishop adds that finding local talent for the farms takes work, but the aptitude exists.

"I look for young men and women who are motivated to want to learn about agriculture," he reveals. "I spend a lot of time teaching – not just manual labor, but why we do it and what we do it for. I find people like that either through local FFA chapters in our county or someone who went to Purdue (University) and is willing to come back and work on a farm and put some of the things they learned to good use – and have a desire to benefit the community."

## Repairing fences

While the future is bright for the industry in Kosciusko County, challenges persist.

"Industry-wide, our biggest concern is bio-security and animal welfare," Truex articulates. "On the welfare side, even if it's just a perception, it's a challenge. I've been going to meetings for 15 years (and hearing animal rights groups attacking agriculture on every front). But it's tough to tell your story on a mass scale. In the industry, one

Continued on page 55

# FOLLOWING 'GPS2SUCCESS'

## Event Assists Students, 'Mismatched' Professionals

Everyone loves a one-stop shop. And that doesn't exclude a career fair bursting with regional job opportunities and career paths.

A partnership among various players – including county school corporations – gave Kosciusko County and the surrounding region such an event earlier this year.

Driven by the Kosciusko Chamber of Commerce, the Kosciusko Leadership Academy (KLA) and the local WorkOne, the GPS2Success program took place in April with nearly 4,000 people in attendance and almost 60 employers involved, according to chamber president and CEO Mark Dobson.

Dobson explains that the organization piloted a similar program in 2014 with Warsaw Community School Corporation, with about 700 students taking part. He called the event "hugely successful," noting about 20 companies made hires and seven colleges were in attendance.

But getting the other school districts involved and working in conjunction with the KLA for 2015 took the program to the next level.

"Because we are a county-wide chamber, we wanted to expand this in 2015. Our local leadership academy was doing a white paper on this issue, and we added them into the mix and all the school districts in Kosciusko County," Dobson explains.

Colleges and universities, employers, military and Indiana State Police representatives were on hand to help students – and later in the day, the general public – learn about the various career options and job opportunities available in the region.

Nicole Sherrill, senior specialist of surgeon communications for Zimmer and a member of the KLA, shares that the KLA class was targeting the county's 4.8% unemployment rate and came up with the idea of "matching mismatched job opportunities."

"We were seeing that individuals are going into entry-level job positions – because that's all that's out there or all they're familiar with – but in reality, all that position (requires) is maybe a high school degree, but they've got a four-year degree from IU and a



Kosciusko County students and the general public had access to nearly 60 employers, higher education institutions and Armed Services representatives at the GPS2Success career fair. The annual event, with almost 4,000 in attendance in 2015, is expected to continue to grow.



focus on marketing and they're doing data entry," she emphasizes. "That's where we're trying to match up the employer with the employees in our community and surrounding counties, to (show) how great of an area Kosciusko County truly is."

### A change of direction

Dobson explains that one of the county's biggest workforce challenges is "we have more jobs here than demographics can support."

"It isn't like Indianapolis with a huge population, where you can support the industry in Indianapolis; Lafayette – a similar thing. The number of jobs in this area exceeds the available workforce because of the size. It's about attracting and keeping the workforce here. This is the kind of economy that you can reasonably attain a head of household income with a high school degree and some level of advanced training," he offers.

Sherrill asserts that just pushing a four-

year degree isn't always the answer, and the GPS2Success program shows students and adults alike some of the various opportunities available in their own backyard.

"Unfortunately, college isn't for everyone. A lot of students get the push of college, college, college, you have to go to college – there are no other options out there. But you can get a decent job without having to go to college right after high school," she says. "Not every job does require a four-year degree."

Some companies attended the career fair to showcase possible career paths – even if they didn't have job openings or hire high school students. She explains that Zimmer, for example, was at GPS2Success to demonstrate what the orthopedic industry and the company have to offer those juniors and seniors when thinking about future career paths.

"It was valuable and beneficial for the students, even if (a company) wasn't hiring and was just there for informative purposes only. (To show) this is the education path I need to take, the career experience I need to take to get into a place like Zimmer or DePuy," she adds.

One tool for students was an app called Guidebook, which the KLA team created to target the "tech savvy" students and assist them in preparing for the career fair. Students could access information on the companies that were attending the fair, as well as resumé-writing tips, job postings and more.

Sherrill acknowledges that the app wasn't utilized as much as the organizers had intended but they would continue to push it for the 2016

GPS2Success. Work has already begun on organizing the next fair.

### Minor roadblock

GPS2Success was also open at night to the general public (during the daytime hours, it was limited to students). Dobson and Sherrill say the evening attendance was disappointing.

"We had an excellent turnout for juniors and seniors. But the public was significantly lower. But moving forward, the biggest thing we can do is networking and advertising months in advance; getting it on billboards, over the radio," Sherrill states.

She gave an example of a success from the general public portion of the event, explaining how a recent Ivy Tech graduate was interviewed on the spot by a medical device manufacturing company and was ultimately hired. The company representative informed Sherrill that he'd had five employees in one month that were mismatched for that job opening.

Dobson highlighted the post-event surveys.

"The early indications were all very positive. Some employers felt they needed to elevate the level of engagement they had; they learned they needed to provide more information," he says.

"It's a unique delivery method. It's responding to the students' needs and trying to meet them where they are. I think this will be a hugely successful event for the next several years."

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**RESOURCES:** Mark Dobson, Kosciusko Chamber of Commerce, at [www.kchamber.com](http://www.kchamber.com) | Nicole Sherrill, Zimmer, at [www.zimmer.com](http://www.zimmer.com)

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## Economic Brace

Continued from page 53

undercover video or bad food safety incident can wipe out years of those one-on-one positive conversations with people. Even if it's not from your farm, it still affects you."

Creighton Brothers continues to explore various housing styles and cage-free options for its chickens, and it evaluates research on the psyche of the birds.

Bishop, who also owns a trucking company, adds that a notable challenge in the area is deteriorating roads. Furthermore, a complex regulatory climate is also a massive hurdle for farmers.

"A big challenge (in agriculture) is all of the government regulations we have to go through as small businesses," he offers.

Truex adds, "We have more acronyms of places we have to report to and keep happy, and try to keep our customers happy."

## Presidential Quack Fact

Ducks from Maple Leaf Farms (in Milford) were enjoyed by President Barack Obama and guests during the main course of his inaugural luncheon in 2009. Organizers wanted to honor Abraham Lincoln's roots as it was also the bicentennial celebration of his birth, so game and vegetables from his boyhood homes were used.



### Growing the industry (**Grace**)fully

Truex also expresses gratitude for an ongoing educational partnership with Winona Lake-based Grace College and Theological Seminary – namely the school's Center for Lakes and Streams program.

Bishop recalls spending 16 years as a classroom teacher while farming on the side until the farm became a full-time endeavor. He sees the importance of education in enhancing agribusiness in the region and is helping Grace's business school cultivate new curricula focused on that side of the industry.

"We're working to develop an ag business degree to entice local students who want to stay in the industry and may not want to go away to a large university," he divulges. "If you have a degree in agribusiness, you can get along in the ag community with people who specialize in other areas as well."

Jeff Fawcett, dean of Grace's business school, notes the course offerings are still in the development phase and the school hopes to make the degree available in fall of 2016. The course load would include standard business courses like accounting, marketing and business law, but he also anticipates offering topic areas such as farm management, agricultural economics, financing farm operations, commodity marketing and sustaining a family business.

"Our desire in the business school is to do whatever we can to help our community prosper," he concludes. "When you look around Kosciusko County, there's obviously all the orthopedics, but when you consider the enormous agricultural entities here, we had to ask, 'Why are we not preparing students to serve right here in this tremendous ag community?' We want to see what we can do to benefit these businesses in our county."

---

**RESOURCES:** Bob Bishop, Bishop Farms, at (574) 453-4499 | Mindy Creighton Truex, Creighton Brothers, at [www.creightonbrothersllc.com](http://www.creightonbrothersllc.com) | Jeff Fawcett, Grace College, at [www.grace.edu](http://www.grace.edu) | Jeremy Mullins, Louis Dreyfus Commodities, at [www.ldcom.com](http://www.ldcom.com) | Kip Tom, Tom Farms, at [www.tomfarms.com](http://www.tomfarms.com)

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By Charlee Beasor



# Clunette Elevator Company

## FAMILY OWNED AND OPERATED FOR 65 YEARS

"Our motto with everyone we work with is that it's truly a partnership with our customer base. Our success depends on their success. We live that every day. ... I've joked around with a couple of customers – if I can make a dollar, I want you to make \$2. If that happens, we're doing our job."

Gabe Ayers  
Owner/certified crop adviser  
[www.clunetteelevator.com](http://www.clunetteelevator.com)

Family owned and operated since 1951, Clunette Elevator Company has grown from a single grain elevator into a multi-faceted agricultural services provider. At top (from left), vice president and owner Gabe Ayers, John Anglin (previous president, who passed away suddenly a few years ago), company founder Jack Anglin and company president Tom Anglin.

### On the farm:

- Located in Leesburg
- 25 full-time employees; approximately seven part-timers
- First grain elevator went into operation in 1951, on the site of the former Clunette Schoolhouse
- Started as a grain elevator and feed mill. It has expanded to a Pioneer seed dealer, custom fertilizer and chemical applicator, and provides crop scouting and consulting services.

### In the family:

- Founded by the Anglin brothers: Wallace, Jack and Dallas
- Today, Gabe Ayers and Tom Anglin are co-owners; Tom Anglin is the second generation and Gabe Ayers is third generation, by marriage
- Jack Anglin, 93, comes in every day for coffee and an occasional errand
- Ayers is hoping for a fourth generation – he has children ages 7 and 4. "We want to keep growing," he says.

### Starting young

Clunette Elevator Company works with the local 4H and FFA programs and hosts interns.

"Being involved with those organizations gives us the opportunity, along with the internship program, to get to mold (future employees) to our styles. There are so many smart, young minds out there and to just get their minds open at the opportunity in agriculture, it opens a door for them that maybe they didn't think of."

### Next 65 years

Like any family business, Ayers is thankful for the community's support over the years.

"We are grateful to be part of the community, so blessed to be working with the customers we have today and we want to continue to go for another 65 years and beyond. This is our passion and it's what we love and we have the best team out there, though I might be biased. It's truly a blessing to be part of the industry."



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# HALL OF FAME

## Innovation ‘Critical Part’ of Kosciusko Brand

George Robertson wanted to know the answer to a pretty significant question: “Why is a small city in Northern Indiana (Warsaw) the Orthopedic Capital of the World?”

When Robertson came on board five years ago as the first full-time executive director of the Kosciusko Economic Development Corporation (KEDCo), he began researching but didn’t have to look far to determine the answer.

“You see it in the stories of the companies, DePuy Synthes, Zimmer Biomet and Dane Miller (founder of Biomet). You see a trend of innovation and entrepreneurship. … Why is one of the largest automated material handling companies – CTB Inc. – in Milford? It’s entrepreneurship and innovation. And it just struck me that that was a critical part of our brand,” he emphasizes.

Robertson took his findings to the KEDCo board of directors and told them that to achieve more economic success, you have to celebrate it. The Kosciusko County Entrepreneur and Innovation Hall of Fame was born in 2011, honoring six innovators and companies per year. Taking place in the fall, the annual dinner includes approximately 250 people.

“Business retention is one of the critical goals – our No. 1 goal – and it’s a way of saying thank you to companies too. It’s really not only branding, it’s part of our business retention effort,” Robertson adds.

### Local honor

With the help of a selection committee, companies and individuals are nominated beginning each June. While limited to orthopedics and agriculture in the first year (three winners from each industry), the 2014 program also honored Grace College and Theological Seminary and has included retail and sales companies as well.

Honorees in the first four years include: DePuy (2011); Creighton Brothers (2011); Medtronic (2012); Lake City Bank (2013); The Papers (2013); *Times Union*/Reub Williams and Sons (2014), to name a few.



Seymour Midwest, honored as a 2014 inductee into the Entrepreneur & Innovation Hall of Fame, is the largest tool replacement or repair handle maker in the world, according to company president Bill Henthorn.

**By Charlee Beasor**

One of the 2014 recipients was Seymour Midwest, a 1990 start-up turned multi-million dollar operation with over 300 employees – and customers worldwide. Originally selling a rake that was engineered by its founders, the family-owned company has grown through expansion and acquisition over the years. Today, it sells over 3,500 tools and 8,000 repair handles.

Bill Henthorn acquired one of the founder’s shares of the business in 1996 and has served as president, overseeing the growth and innovation. He, along with the company, was inducted into the Entrepreneur and Innovation Hall of Fame.

“It’s a wise move to be able to promote companies and promote Kosciusko County and let people know ‘here’s the type of companies we have,’ ” Henthorn acknowledges, noting that the honor was a surprise.

Robertson explains why the Hall of Fame includes the company as well as an individual (or more).

“Typically, when you see Hall of Fames around the country of this type, they will honor the individual who is the entrepreneur, creator, inventor. We thought that it was equally as important to honor the company. Because without a team, without committed employees, the entrepreneur can get it started, but can’t go it alone,” he says.

“We honor that person who was the real creative force in creating the company, but then we honor the company for continuing that tradition.”

When Henthorn stepped in as president, sales were less than \$1 million annually. With its most recent acquisition in 2013 (which brought along the new name – it was originally Midwest Rake Company), sales grew to over \$30 million a year.

“As far as innovation, there have been a lot of different products over the years we’ve added, as we’ve seen a need and the market has changed,” Henthorn shares. “When the company started, the guy I bought out was an engineer. They developed a particular brace that is still being used today and others have copied it on that particular rake. It’s an aluminum wrap-around brace with a handle that makes it more sturdy and more durable.”

### Fruits of labor

Robertson mentions that there are major developments happening in the region, and the Hall of Fame is one more piece to help promote the area’s benefits.

“For instance, recently, Warsaw finally made the *Site Selection* list of Top 20 Developing Communities. In terms of economic development, projects, jobs, top 20 in the country. And we hadn’t been on the list,” he emphasizes. “When I sent out that eNewsletter – I was amazed how many HR directors called me the next day and asked, ‘Can I have the link to that?’ ”

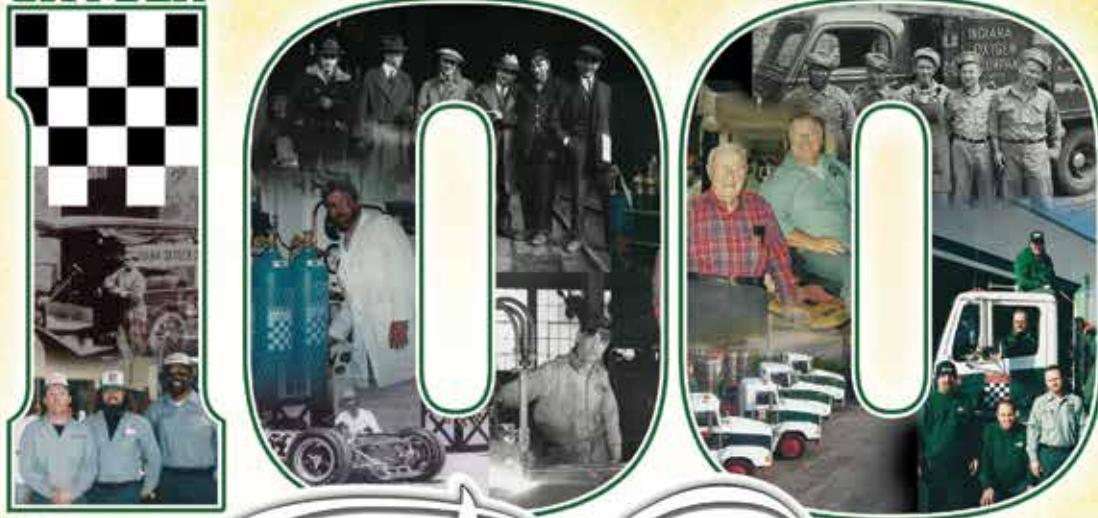
Though the region and industries are well known, particularly in the orthopedic sector, the area is not exactly the largest or most populated in the state. Are they going to run out of companies and people to honor?

“The first question some board members asked, ‘If we do six a year, are we going to run out soon?’ ” Robertson recalls.

“But every year, we have 30 or 40 companies and when we look at numbers seven, eight, nine, 10 and those that just barely don’t make it, we sit back and say, ‘Well, we’re set for next year.’ We haven’t run into that (lack of worthy honorees) yet, which is amazing to me.”

**RESOURCES:** George Robertson, Kosciusko Economic Development Corporation, at [www.kosciuskoedc.com](http://www.kosciuskoedc.com) | Bill Henthorn, Seymour Midwest, at [www.seymourmidwest.com](http://www.seymourmidwest.com)

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# BEST PLACES TO WORK IN INDIANA



Celebrations in various forms were front and center at the 2015 Awards Dinner. On Page 61, the No. 1 companies are featured (from top): E-gineering, Project Lead The Way, Sikich and Edward Jones. Nominations for 2016 will begin later this summer.





#1 Best Place to Work in Indiana

Medium Employer



#1 Best Place to Work in Indiana

Major Employer



Three more stops (Evansville, Bloomington and Muncie) remain in the Connect & Collaborate series that features energy-saving tips for businesses.



The Indiana Chamber spring board of directors meeting included keynote presentations from Purdue University President Mitch Daniels and 9th District Congressman Todd Young. Caryl Auslander, vice president of education and workforce development, discussed legislative work in her issue areas.



## Broadband

Continued from page 41

### Next steps

Lt. Gov. Ellspermann has taken up former Gov. Mitch Daniels' mantle on improving rural access, Yadon says. One of the goals in the RBWG's 2014 report was to reduce the underserved areas of Indiana to 50% of what they are now over the next three years, and by 10 years reach the point of all of Indiana having at least 10 megabits per second (Mbps) of broadband service.

"We need to continue the push, and every governor has a different agenda. It started under Mitch Daniels. This was part of his campaign platform. He was very pro-deregulation of the industry and moving technology further into the rural areas. Now, it's the lieutenant governor to have the push," he says.

"The great thing for us is we've set the stage (with the fiber networks) and so it's really up to us to complete the picture and continue the development."

Adds Darby McCarty, "The positive piece is that to my knowledge, none of us will stop putting fiber in the ground. We do realize its value. It's up to us to go to Washington and talk to anybody that will listen and even those that don't. Continually preach to them how valuable it is to have this type of service in rural America and rural Indiana."

Soards' advice is to appreciate and embrace the fact that the digital economy is not going anywhere.

"It behooves our state and our state leaders to embrace this and get in front of it quickly. Software and technology are quickly becoming more than a component of every industry of the state and the faster we embrace that, the better off the state will be in the long haul. I hope we continue to pay more attention to the digital economy," he concludes.

**RESOURCES:** Cullen and Darby McCarty, Smithville Communications, at [www.smithville.com](http://www.smithville.com) | Bill Soards, AT&T, at [indiana.att.com](http://indiana.att.com) | Robert Yadon, Digital Policy Institute, at [www.digitalpolicyinstitute.org](http://www.digitalpolicyinstitute.org)



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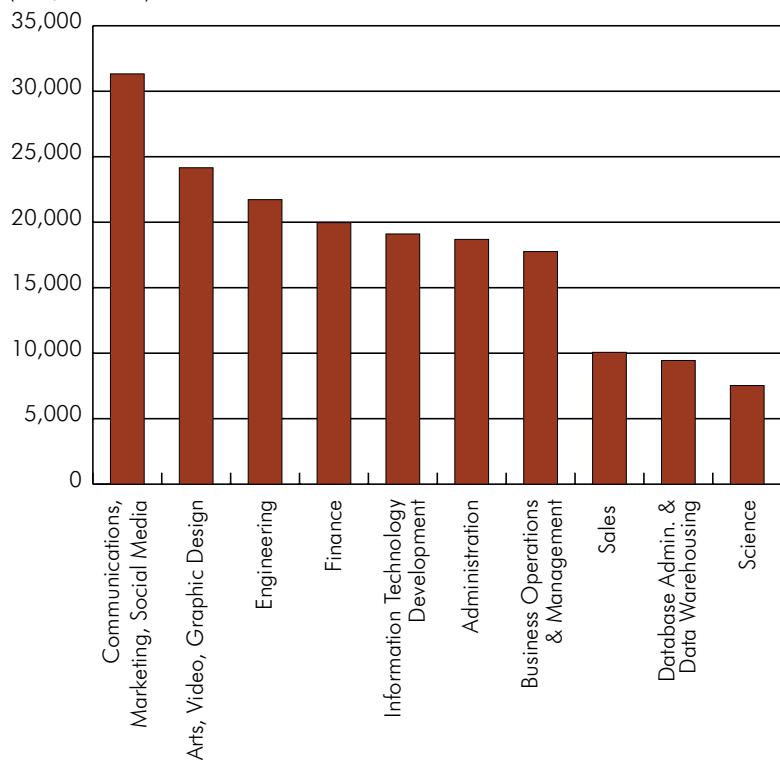
BizVoice Magazine  
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# State of American Internships

## 2014 Internship Postings

(214,953 total)



## Degree Programs and Internship Demand

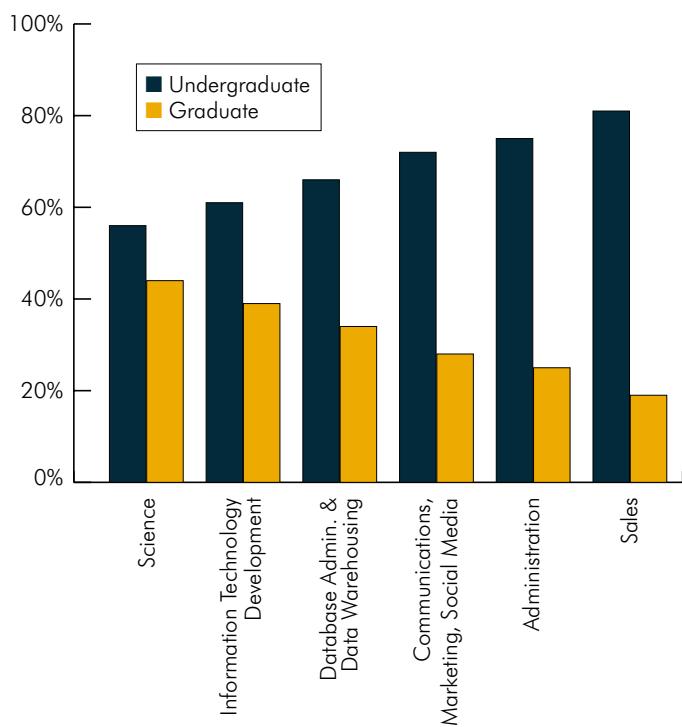
(Selected Types)

Internship Type	Undergraduate Degree	
	Graduating Students	Internship Types
Engineering	5%	10%
IT Development	4%	8%
Arts, Video, Graphic Design	8%	11%
Communications, Marketing, Social Media	13%	15%
Finance	11%	9%
Health Care & Social Services	9%	3%
Sales	12%	5%
Business Operations & Management	18%	8%

Note: Graduating Students indicates the percentage of students graduating with degrees in this area in 2014. Internship Types indicates the internships in that area as a percentage of total internships in 2014.

## Undergraduate or Graduate Internships?

(Selected Types)



## From Intern to Employee

Internship Type	Total Internship Postings	Total Postings*	Internships' Share of Skill Area Postings
Arts, Video, Graphic Design	24,159	91,624	26%
Engineering	21,724	113,731	19%
Communications, Marketing, Social Media	31,326	168,817	19%
Information Technology Development	19,104	130,081	15%
Database Admin. & Data Warehousing	9,444	76,754	12%
Business Operations & Management	17,759	184,455	10%
Computer Networking & Information Security	4,579	50,486	9%
Science	7,530	121,388	6%
Finance	19,968	328,601	6%
Administrative	18,689	508,927	4%

\*Total Postings includes all job postings in 2014 requiring less than two years' experience



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