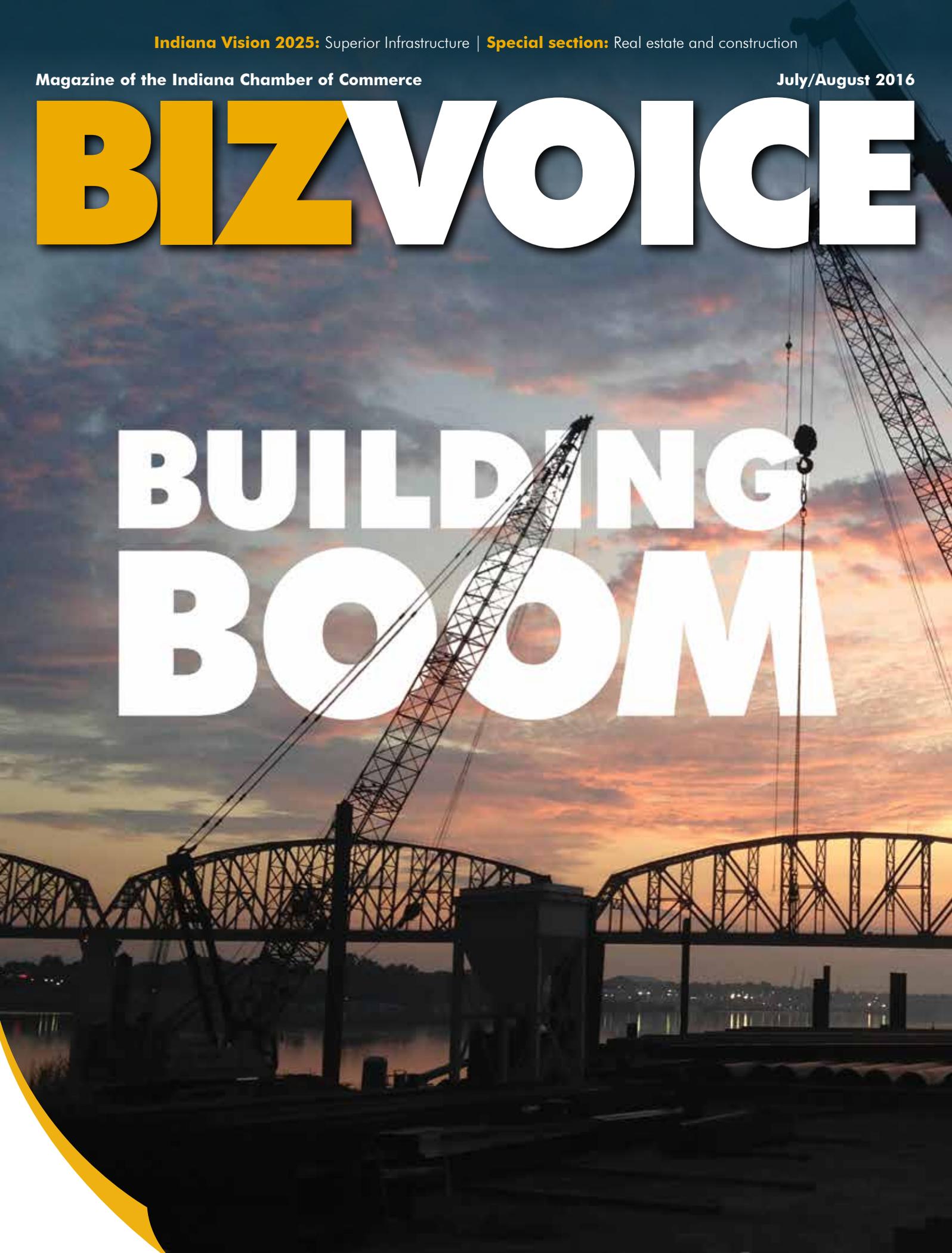


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It Remains All About the People

T-A-L-E-N-T

Six letters; one critical factor in the economic future of Indiana.

I fully understand that I am not the first person to state this in recent years. But the skills gap – the mismatch between workers' abilities and what employers are requiring for today's jobs – is simply too important to ignore.



How big is the challenge? Check out the infographic on Page 6 (and see more at www.indianachamber.com/education) with results of the ninth annual employer workforce survey from the Chamber and its foundation. Spoiler alert: 45% say they left jobs unfilled last year due to under-qualified applicants.

What do we do about it? For the future workforce, bringing educators and business leaders together is crucial – it doesn't happen nearly as often as one might think. The Indiana Chamber Foundation did so recently at Honda (Page 7) and we have reported on other efforts in the March-April editions the last two years (view the archives at www.bizvoicemagazine.com).

When we brought four construction leaders together for this issue for a roundtable discussion (Page 36), it took only a few minutes before the topic turned to labor. With infrastructure needs so great, it is imperative for construction companies to be successful in growing and retaining the required talent.

The story is the same when we turn to the Madison area in our County Focus (Page 62). Jefferson County manufacturers are striving to cultivate their own employees with investments in young people. Find out about the early returns.

And, of course, as we've noted before, Outstanding Talent is the leading driver in the Chamber's *Indiana Vision 2025* plan. A statewide task force reviewed, refreshed and revised that broad-based economic development effort early this year. Read more (Page 18) and think about what you can do to ensure "Indiana will be a global leader in innovation and economic opportunity where enterprises and citizens prosper."

Thank you, as always, for reading *BizVoice*®.


Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

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



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BIZVOICE

www.bizvoicemagazine.com
July/August 2016 | Volume 19, Number 4

BizVoice®

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BizVoice® (ISSN 1521-0146) is published bimonthly by the Indiana Chamber of Commerce, 115 W. Washington, Suite 850S, P.O. Box 44926, Indianapolis, IN 46244-0926. BizVoice® magazine is provided as a benefit of membership in the Indiana Chamber of Commerce. Non-member subscriptions: \$25.20 per year (includes sales tax). Periodicals postage paid at Indianapolis, IN and additional mailing offices. POSTMASTER: Send address changes to BizVoice®, 115 W. Washington, Suite 850S, P.O. Box 44926, Indianapolis, IN 46244-0926.

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COVER STORY: Big Build Finally Occurs

The Ohio River Bridges Project has been a long time coming. Learn about the downtown construction challenges and the economic growth coming to the East End.

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Vision Review and Update

At the approximate one-third mark of the *Indiana Vision 2025* plan, a Chamber task force analyzes the progress and makes some adjustments.

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Towering Achievement

Ash Skyline Plaza and the adjacent Skyline Tower become signs of achievement and progress in downtown Fort Wayne. Find out how they came together.



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All About Those Alliances

Congressional caucuses have been around for a long time. What are some of the unique causes that bring lawmakers together?

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Information Salvation

Lifeline Data Centers offers an important service to a growing number of companies and organizations at all levels.

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Facts, figures, maps and a southwestern Indiana view on the impact of Interstate 69 from Evansville to Indianapolis.

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Breaking Down the Numbers

Affordable energy has long been an Indiana strength, one especially important for manufacturers. The advantage is becoming more difficult to maintain.

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Access and Speed

The United States is not keeping up with other countries on some broadband measures. A lack of assistance from Washington is cited as one of the reasons why.

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Partnering for energy efficiency improvements; taking shovel ready to a new level; adding to shipping records at Indiana ports.

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Skilled workers, technology changes, signature projects and more are in the spotlight as industry leaders discuss construction today and tomorrow.

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Back to the People

Indianapolis International Airport converting acreage for public uses. Discover what's in store for properties in Hendricks and Marion counties.

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Positive Diagnosis

Medical campus to make a major difference in many ways in downtown Evansville as project complements other initiatives.

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You Can Bank on This

Real estate requirements change as online banking services continue to grow. Branch conversions become more common.

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Maybe It Makes Too Much Sense

Indiana University dean among those making the case for a federal regulatory budget. He explains why Washington needs a new approach.

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Corporate Social Responsibility

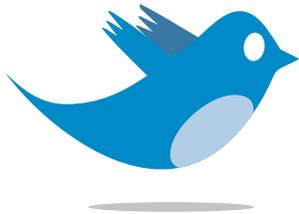
Impact investing remains a bit ahead of its time, but that doesn't stop anticipation of what could be coming in the future.

County Focus: Jefferson

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- Member Spotlight: Midwest Gym Supply 66
- Getting to Know: Madison Railroad 68
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What's Chirping on Tweet Street?

The Indiana Chamber has over 15,300 Twitter followers. Are you on the list? Here are some examples of recent activity.



@IndianaChamber

#1 IN Best Places to Work: Luther Consulting @mainstreetcap @ksmcpa @Microsoft Read <http://bit.ly/1T1zZLK> #BPWIN16

Congrats to @ToyotaIndiana in Princeton on its 20th anniversary! <http://ow.ly/e9kz300zviR> (via @IIB)

Commercial court pilot program launching in Indiana; goal is to speed up business litigation <http://ow.ly/Muue300v5V9>

New #overtime rule is here, but critics, which include us, @USChamber, @SHRM & many others, have strong concerns.

Clinton vs. Trump? Our Bill Waltz looks at likely tax approaches from presumptive nominees of the 2 major parties <http://ow.ly/B75B300mE3P>

Issue expert Vince Griffin retired in April. He reflects on his career, #INLegis in BizVoice <http://ow.ly/qnSD300aaUL>

Greg Ellis, an IURC administrative law judge, is our new VP of energy/environmental policy <http://bit.ly/1TQsR58>

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

@mainstreetcap: What an unbelievable night! Named No. 1 Best Places to Work by @IndianaChamber in the medium sized category! Wow!

@Brownsburg_ATM: Attending @IndianaChamber HR conference downtown today to learn latest trends and practices. Great sessions so far!

@GerryDick: NEW: Mark Lawrance is returning to @IndianaChamber as VP of engagement and innovation policy. Recently led @IUPublicPolicy. @IIB

@ToddYoungIN: I toured @FWMetals with @IndianaChamber and @USChamberAction to learn more about job creators in northern Indiana.

@RobEngstrom: @USChamber & @IndianaChamber ALL IN for @ToddYoungIN. 6 city statewide tour continues.

@vincebertram: @IndianaChamber ranks @PLTWorg in the top 10 best places to work among mid-sized companies statewide <http://bit.ly/1UEBuSv> @FOX59



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The Indiana Chamber released the results of its ninth annual employer workforce survey in June. Key findings below; press release and charts available at www.indianachamber.com/education.

EMPLOYERS: SKILLS STILL LACKING



MINIMAL REQUIREMENTS FOR UNFILLED JOBS



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DO NOT OFFER TUITION REIMBURSEMENT

11% COMPANIES WITH AT LEAST 10% OF EMPLOYEES UTILIZING BENEFIT

MOST CHALLENGING SKILLS TO FIND

63% PERSONAL QUALITIES

54% CRITICAL THINKING



OWN WORKFORCE IN NEXT 12-24 MONTHS

54% INCREASE **4%** DECREASE

Honda Event Brings Clarity to Business-Education Connection

More than 70 educators toured Honda Manufacturing of Indiana in early June as part of a Bridging Career Pathways event led by the Indiana Chamber Foundation.

Debbie Reynolds, director of learning for Decatur County Community Schools, commented: "The opportunity to visit Honda was eye opening for me. Until we started talking about visiting Honda, I had no idea of all the opportunities there were for students. The more informed the schools are, the better job we can do giving our students the foundation needed to have success in an environment such as Honda."

Honda representatives emphasized the importance of students being willing and eager to learn, and demonstrating strong communication and problem-solving skills.



Bob Nelson, president of Honda Manufacturing of Indiana, has been with the company for 29 years.



Bringing education and business together (from left): Tom Hunter, superintendent of Greensburg Community Schools; Christy Huston, executive director, Indiana Chamber Foundation; Johnny Budd, superintendent of Decatur County Schools; Bob Nelson, president of Honda Manufacturing of Indiana; and Shelley Huffman, director of college and career readiness, Indiana Chamber.



Ryan Brewer, finance professor at Indiana University Purdue University Columbus, delivered the keynote address.



Educators from Greensburg Community Schools and Decatur County Community Schools rated the event 4.8 on a 5.0 scale.



A top-down view of a wooden desk. On the left is a pen on a notepad. In the center is a smartphone. On the right is a stethoscope. The entire image has a red overlay.

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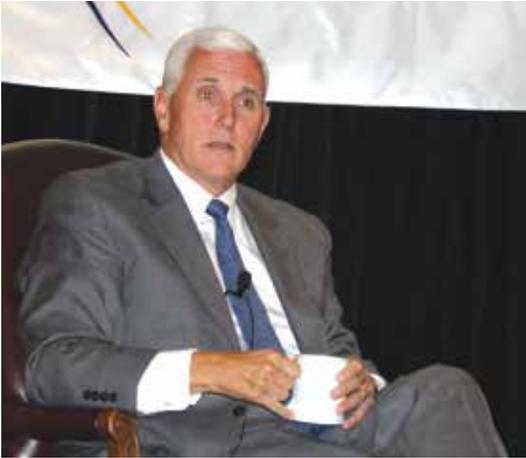
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FIRST PERSON



Members of the Indiana Chamber board of directors discussed key 2017 policy issues during the spring meeting in early June. Gubernatorial candidates Mike Pence and John Gregg answered questions from board members and chairman Tom Hiron, who moderated the discussions.



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Don't miss engaging keynote presentations:

- Congresswoman Susan Brooks (invited) – opening general session: August 17
- Canadian Consul General Doug George – *Energy Security and Supplies: the Canada-U.S. Relationship* – general session: August 18
- Kyle Rogers, The American Gas Association, The Edison Electric Institute representative (invited) – *Outlook on Natural Gas and Electric* – closing luncheon: August 18

Empower your team with panel discussions (share comments and questions), customized training (choose from a variety of options) and an expo showcasing products and services offered by businesses in your field.

The event also will feature sessions such as:

- Integrating technology and efficiency
- Private generation panel
- Debating the ratemaking challenges and opportunities associated with distributed generation
- Energy efficiency investment: How others have made the numbers work
- A case study in the development and design of a combined heat and power project in Indiana
- Challenges for Indiana electricity regulation in a changing energy market
- Clean power plan panel: Here we are and here's where we go
- Global fuel prices and utility integrated resource planning panel

The 14th Annual Conference on Energy Management will take place at the Crowne Plaza Indianapolis. Register online or call (800) 824-6885.

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Supervising and Managing People July 21-22

French Lick Resort, French Lick

- Gain a better understanding of what is expected of a supervisor
- Take a self-assessment to measure your current performance in key supervisory skills
- Chamber member discounted price: \$599
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ISO 14001: 2015 Course July 26

Indiana Chamber Conference Center

- Hear a detailed review of the new standard
- Receive tips on how to address risk assessment
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2016 Indiana Wage & Hour Seminar July 28

The Westin Indianapolis

- Learn what the new overtime rule within the Fair Labor Standards Act (FLSA) means for your business
- Increase knowledge regarding how to calculate overtime
- Chamber member discounted price: \$299
- List price: \$399

2016 Indiana Tax Conference August 11

Hyatt Regency Indianapolis

- Discover what's next when it comes to Affordable Care Act reporting compliance
- Hear an Indiana Department of Revenue update
- Chamber member discounted price: \$299
- List price: \$399

Advanced HR Management Seminar August 11-12

Grand Wayne Center, Fort Wayne

- Explore advanced issues regarding the Family Medical Leave Act and Americans with Disabilities Act
- Discover key developments both union and non-union employers need to know
- Chamber member discounted price: \$499
- List price: \$599

OSHA 10-Hour Course for General Industry August 23-24

Indiana Chamber Conference Center

- Avoid hefty fines and injuries by staying up-to-date on OSHA training
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OSHA 30-Hour Course for General Industry August 23-26

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- Ensure you have trained staff at your workplace to protect your business and ace your next inspection
- Chamber member discounted price: \$899
- List price: \$1,099

Supervising and Managing People September 8-9

Indiana Chamber Conference Center

- Learn how to create a results-driven environment through clear goals and expectations
- Discover how to better engage with your team and create individual development plans
- Chamber member discounted price: \$599
- List price: \$699

Employee Benefits Seminar September 13

Indiana Chamber Conference Center

- Will address the biggest changes in employee benefits this year
- Part of the Chamber's Human Resources Specialist Certificate program
- Chamber member discounted price: \$299
- List price: \$399

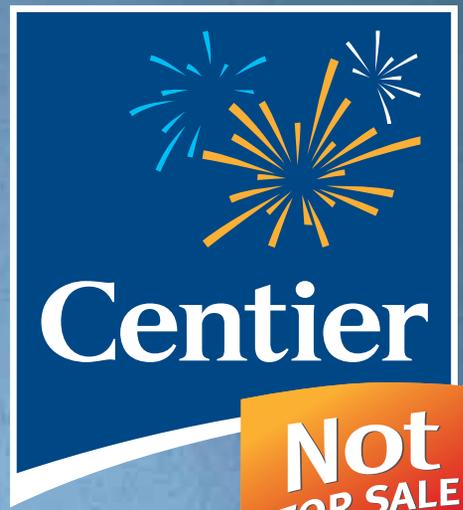
Safety Leadership Principles September 15-16

Indiana Chamber Conference Center

- Examine the tools you need to create a top-down safety program
- Discover how to convince decision-makers to invest in a culture of safety
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- List price: \$499

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CONGRESSIONAL CAUCUSES

There's a Group for That?

By Rebecca Patrick

The very first recorded meeting of supporters or members of a movement or political party – commonly referred to as a caucus – started here before the U.S. was even a country. Under British colony rule in 1763, future Founding Father John Adams wrote in his diary about such a gathering in Massachusetts.

In modern day politics, this routinely happens in Congress and state legislatures. Some caucuses, like the Congressional Black Caucus or Congressional Caucus on Women's Issues, are well known and speak for themselves. Others focus on specific topics to study – childhood cancer or diabetes as examples. Yet more caucuses than you would imagine at the federal level are surprising by their very existence.

Getting in the spirit(s)

From bourbon to wine to small breweries and more, the caucus bar appears fully stocked! Congressman Pete Visclosky (1st District) sits on the Wine Caucus, which has its own web site that describes the members as having “deep appreciation of wine” in addition to promoting the wine industry and recognizing the impact it has in this country; more than one million jobs are tied to the wine-making business.

Never fear, teetotalers, there is also a place for you: the Carbonated and Non-Alcoholic Caucus – also known as, I kid you not, the CAN Caucus.

Around the globe

The Friends of Switzerland moniker is a curious one since the country is known for its neutrality, but perhaps that makes everyone a friend. In all seriousness, the group's purpose is to further American-Swiss relations, with more than 40 congressional members meeting annually with their legislative counterparts in the Swiss Federal Assembly. Three are Indiana representatives – André Carson (7th District), Marlin Stutzman (3rd District) and Visclosky.

Quite a few other locales also receive the caucus treatment to help further ties: Azerbaijan, Croatia, Norway, Panama, Scotland, Spain and Thailand among them.

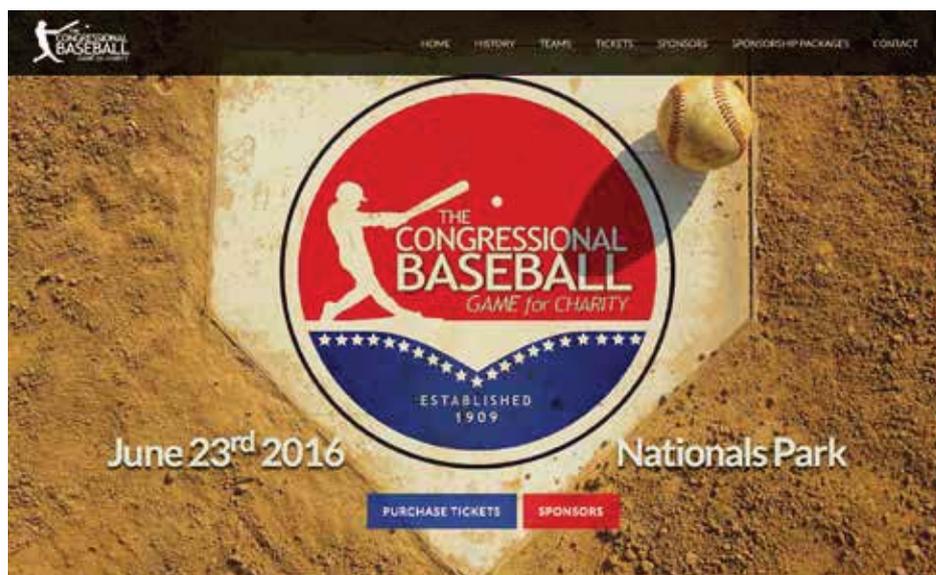
Fun and games

Wonder if Sen. Joe Donnelly (D-South

Bend), who is a co-chair of the Congressional Boating Caucus, starts meetings with, “All aboard!” Probably not. One also shouldn't look for members routinely leaving a dock. This group was formed over 25 years ago to focus advocacy efforts on the recreational boating industry, which according to the National Marine Manufacturers Association, accounts for \$72 billion to the U.S. economy and employs nearly 350,000 workers.

Sometimes, however, a caucus is what it appears to be: a good time. That's exactly what Texas Congressman Roger Williams envisioned when he formed the Congressional Baseball Caucus in 2013.

“I can't think of a better way to set aside our partisan differences than to get together once in a while and hear from baseball legends, discuss important issues about the game and simply enjoy each other's



A shared passion for baseball helps bring members of Congress together for an annual charity game and additional activities throughout the year.

company,” he said in a statement from the caucus announcement.

Similarly, the Congressional Hockey Caucus strives to “ensure that the sport of hockey can be enjoyed by everyone.” The group has also been known to put on a hockey challenge for charity. Larry Bucshon, who represents Indiana’s 8th district, was the first GOP member to actually participate in a game.

Cement and more

More than a few of the congressional caucuses probably are lacking in any nice perks or events like the aforementioned ones. They also may not be glamorous on the surface – think Congressional Aluminum Caucus and Congressional Cement Caucus – but business and industry needs them all the same. Newburgh’s Bucshon sits on both of these groups.

If one is passionate about horticulture and farming, look no further than the Cut Flower Caucus.

Meanwhile, the Congressional Toy Caucus may or may not grant your entrance to the North Pole.

We will be up to U.S. President number 45 come January, but so far that hasn’t



There’s nothing like the Cut Flower Caucus to deliver some color to a Washington meeting.

translated to an onslaught of caucuses in honor of the individual or his ideology. Just one president – Ronald Reagan – has his own caucus.

There are hundreds of congressional caucuses in total. Many advocate for an industry – large or small – and are often

started by or encouraged by a trade association. Other lofty efforts serve to further discussions on a subject. In other words, if there is an area of interest, chances are there is a corresponding congressional caucus.

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REFINING the VISION

Task Force
Updates 2025
Blueprint

By Tom Schuman



Chris LaMothe, third from left, leads the discussion as chair of the *Indiana Vision 2025* task force.

Any long-range effort requires benchmarks or checkpoints along the way to ensure the original plan is on track. The same is true for *Indiana Vision 2025*, the economic development blueprint that was adopted by the Indiana Chamber in 2011 and unveiled in early 2012.

That important evaluation took place during the first four months of 2016. A 30-person statewide task force of business and organization leaders – with many returnees from the 2010-2011 group that developed the vision along with some newcomers to provide a fresh perspective – focused on three areas:

1. Reviewing progress
2. Updating goals and metrics
3. Identifying potential new research to enhance future Report Cards

“At the approximate one-third mark toward the end time frame, it was important to step back and take a comprehensive look at *Indiana Vision 2025*,” says Indiana Chamber President and CEO Kevin Brinegar. “While we found many goals and metrics still stand the test of time, the group took part in robust discussions and offered many suggestions and strategies for achieving even greater success.”

Chris LaMothe was president of the Indiana Chamber when it created the original *Economic Vision 2010* plan in 1999. He chaired the initial *Indiana Vision 2025* task force and returned in the same role this time around.

“It was exhilarating to work with top leaders from throughout the state so interested and dedicated to building a strong future for Indiana,” offers Chris LaMothe, who now serves as CEO of Elevate

Ventures. “It was challenging, as each meeting included passionate and informed discussions on everything from retaining and attracting outstanding talent to building on the momentum Indiana is experiencing in its dynamic business environment.”

Getting to 2016

The listing of the original 33 goals on Page 20 includes some of the progress that has taken place over the last four-plus years. Among the highlights:

- Two boosts to an already Attractive Business Climate driver with passage of a right-to-work statute and elimination of the state inheritance tax. The state’s recent top 10 rankings in a variety of national comparisons is due to work that began early this century as part of *Economic Vision 2010*.
- Strong progress toward the Superior Infrastructure goal of developing and implementing a strategic water resource plan. It began with a highly-regarded 2014 Chamber-led study – *Water and Economic Development in Indiana: Modernizing the State’s Approach to a Critical Resource* – and continued the last two years with legislation to collect additional information on water supplies and usage. The “data before decisions” approach is a solid one.

- An increased focus on connecting employers and educators for both the short- and long-term benefit of students. The Indiana Chamber and its foundation continue to contribute through various activities, including local and regional Postsecondary Pathways events (featured in *BizVoice*® in March-April 2015 and again this year).

Brinegar: “The progress noted on many of the goals is far from an indication that the work is done. Few would argue today, as in 2011, that attracting and retaining Outstanding Talent remains a tremendous challenge. And despite some momentum in certain parts of the state, Indiana still lacks in overall business start-ups and the corresponding venture capital investment.”

Updating the plan

The task force adjusted the language in 12 goals. Several of these changes resulted from the difficulty in obtaining reliable

The per-capita income goal was debated a great deal before being excluded in the original plan. All involved acknowledge the difficulty in moving the needle – Indiana was 39th in 2015, a drop of one spot from a year earlier. Several point to the ultimate goal of top 10 status, but are more comfortable with a still ambitious top 25 target for 2025.

With goal metrics, some existing and new work from both the Lumina Foundation and Indiana Commission for Higher Education was identified to supplement current measures. In addition, future Report Cards will be augmented by a narrative approach to certain goals (the previously-mentioned strategic water plan being one prime example).

Finally, task force members urged additional research into areas that include, as examples, entrepreneurial best practices, impact of venture capital tax credits and the potential use of PSAT (Preliminary Scholastic Aptitude Test) scores to complement

- **Outstanding Talent:** Remains a top priority, not only with today’s students but continuing efforts to address the skills shortages of current workers. This becomes even more critical with more Baby Boomers heading to retirement in the very near future.
- **Attractive Business Climate:** Indiana fares best in this area, but the local government reform needs and poor health status of too many of the state’s residents are of particular concern.
- **Superior Infrastructure:** The immediate attention this summer and in the 2017 Indiana General Assembly is long-term infrastructure funding. Increasing industrial electricity prices must be addressed and security challenges are not unique to our state.
- **Dynamic and Creative Culture:** As noted earlier, Indiana’s statistical achievements lag the anecdotal stories and



Task force members (from left) include Jean Wojtowicz, Elaine Bedel, Mike Rechin and Alisa Wright.

2016 Task Force

- | | |
|--|---|
| Devin Anderson, E&A Industries | Chris LaMothe, Elevate Ventures |
| Allison Barber, WGU Indiana | Teresa Lubbers, Indiana Higher Education Commissioner |
| Sonny Beck, Beck’s Hybrids | Mark Maassel, Indiana Energy Assoc. |
| Elaine Bedel, Bedel Financial | Marilyn Moran-Townsend, CVC Communications |
| Mike Bosway, City Securities Corp. | Mark Richards, Ice Miller |
| Wally Brant, Indiana Oxygen Co., Inc. | Mike Rechin, First Merchants Corp. |
| Leslie Carter-Prall, Regions Bank | John Sampson, Northeast Indiana Regional Partnership |
| Ron Christian, Vectren | Tom Snyder, Ivy Tech Community College |
| Drew Coolidge, SIRVA | Bill Soards, AT&T Indiana |
| Dan Elsener, Marian University | Bill Stephan, Indiana University |
| Heather Ennis, Northwest Indiana Forum | Mike Wells, REI Investments |
| Larry Gigerich, Ginovus | Jean Wojtowicz, Cambridge Capital Management Corp. |
| Jeff Hagerman, Hagerman Group | Alisa Wright, BioConvergence |
| Tom Hirons, Hirons & Company | |
| David Johnson, Central Indiana Corporate Partnership | |
| Jerry Jones, Cannon IV | |
| Mike Kubacki, Lake City Bank | |

international education metrics; instead, future Report Cards will focus on the significant progress still needed for Indiana against its national competitors. Others adjustments provide clarity to the intent of the goals.

Three goals were added:

- Breaking out associate degrees (already used as a metric) from bachelor degrees with the goals being to rank top 10 nationally in each. The current rankings are 45th (associate’s) and 42nd (bachelor’s), respectively.
- Ensure strong security measures (both physical and cyber) are in place for all of Indiana’s critical infrastructure.
- Improve Indiana’s per-capita income ranking to “Top 25” nationally.

existing fourth- and eighth-grade NAEP (National Assessment of Educational Progress) test scores.

Brinegar: “Another focus was reasserting the importance of local government reform. The momentum generated by previous Chamber studies and the 2007 Kernan-Shepard Commission report resulted in eliminating some, but not enough, past practices that simply don’t stand up today. The opportunity to increase the efficiency and effectiveness of service delivery is too important to ignore.”

Looking ahead

There was general agreement on the status of the four drivers:

momentum taking place in some locations. The final goal – promote a diverse and civil culture that attracts and retains talented individuals – is critical to the overall plan.

“We discussed *Indiana Vision 2025* with both gubernatorial candidates at our spring board of directors meeting and will continue to have conversations with legislators, local stakeholders and others throughout the state,” Brinegar affirms.

“The Indiana Chamber is the only organization with a long-term plan for the state. It has served our members and the state very well thus far,” he continues. “Much progress has been made, but there is much more work to do.”

2012 Drivers, Goals and Progress

DRIVER 1: OUTSTANDING TALENT

- Increase the proficiency of Indiana students in math, science and reading to “Top 5” status internationally. **Strong improvements in NAEP reading and math scores**
- Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training. **Keeping assessments aligned to new standards; Chamber partners in Postsecondary Pathways events to connect education-business communities**
- Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations. **Continued funding for first publicly-funded preschool program for low-income children; establishment of more balanced school funding formula**
- Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.
- Increase the proportion of Indiana residents with bachelor’s degrees or higher to “Top 10” status internationally.
- Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to “Top 5” status internationally.
- Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills. **Continued efforts of Indiana Career Council and Indiana Works Councils; significant funding increase for career and technical training**

DRIVER 2: ATTRACTIVE BUSINESS CLIMATE

- Adopt a right-to-work statute. **Passed February 2012**
- Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services. **Repeal of common construction wage law**
- Reform public pension systems to achieve fairness and cost containment. **Moderate cost containment passed in 2014**
- Preserve and enhance a “Top 5” ranking among all states for Indiana’s legal environment. **Legal climate generally regarded as very fair and effective**
- Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment. **Top ranking in 2013 and 2015 Report Cards**
- Eliminate the business personal property tax. **2015 legislation eliminates tax for more than 150,000 small businesses**
- Eliminate the state inheritance tax. **Phase out passed in 2012/tax eliminated in 2013**
- Promote the enactment of a federal solution to the Internet sales/use tax dilemma. **Marketplace Fairness Act reintroduced in Congress**
- Streamline and make consistent the administration of the state’s tax code. **Several moderate procedural improvements passed in 2015**
- Establish government funding mechanisms to more closely approximate “user fee” model.
- Contain health care costs through patient-directed access and outcomes-based incentives.
- Reduce smoking levels to less than 15% of the population. **First statewide smoking ban passed in 2012; nearly 4% drop in adult smoking rate in 2015 Report Card**
- Return obesity levels to less than 20% of the population. **Wellness Council of Indiana working directly with employers**

DRIVER 3: SUPERIOR INFRASTRUCTURE

- Create and implement a plan to position Indiana as a net exporter of energy.
- Diversify Indiana’s energy mix with an emphasis on clean coal, nuclear power and renewables.
- Identify and implement workable energy conservation strategies. **2015 legislation requires utilities to submit efficiency plans**
- Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business. **Indiana Chamber Foundation water resource study (August 2014); 2015-2016 legislation directs collection of additional resource data**
- Develop and implement new fiscal systems to support the array of infrastructure projects critical to economic growth. **2014 Blue Ribbon Commission identified priorities; short-term funding passed in 2016; summer task force to pursue long-term solutions**
- Aggressively build out the state’s advanced telecommunications networks. **2015 Broadband Ready Communities legislation streamlines regulatory hurdles to network expansion/upgrades**

DRIVER 4: DYNAMIC & CREATIVE CULTURE

- Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support. **2015 developments: Launch Indiana program authorized and funded; 21st Century Fund reauthorized and funded**
- Increase the amount of technology transfer from higher education institutions and attain “Top 5” ranking per capita among all states. **Indiana Biosciences Research Institute created (2013); leadership in place, fund-raising ongoing**
- Achieve “Top 12” ranking among all states in number of utility patents per worker.
- Achieve “Top 12” ranking among all states in venture capital invested per capita. **Crowdfunding legislation passed in 2014**
- Strategically recruit foreign direct investment (FDI) and achieve “Top 12” ranking among all states in FDI as a percent of gross state product. **State maintains 12th-place ranking**
- Increase Indiana exports to achieve “Top 5” ranking per capita among all states. **Top 10 ranking maintained**
- Promote a culture that further values diversity and civility, attracting and retaining talented individuals. **Regional Cities Initiative bill promoting quality of place passed and three programs funded; legislative protections for LGBT community passed into law for first time; further legislation debated in 2016**

2016 Task Force Update

DRIVER 1: OUTSTANDING TALENT

- Increase the proficiency of Indiana students in math, science and reading to “Top 5” status **nationally internationally**.
- Increase to 90% the proportion of Indiana students who graduate from high school ready for college and/or career training.
- Eliminate the educational achievement gaps at all levels, from pre-school through college, for disadvantaged populations.
- Increase to 60% the proportion of Indiana residents with high quality postsecondary credentials.
- Increase the proportion of Indiana residents with bachelor’s degrees or higher to “Top 10” status **nationally internationally**.
- **NEW Goal:** Increase the proportion of Indiana residents with associate’s degrees to “Top 10” status **nationally**.
- Increase the proportion of Indiana residents with postsecondary credentials in STEM-related fields to “Top 5” status **nationally internationally**.
- Develop, implement and fully fund a comprehensive plan for addressing the skills shortages of adult and incumbent workers who lack minimum basic skills.
- **NEW Goal:** Improve Indiana’s per-capita income ranking to “Top 25” **nationally**

DRIVER 2: ATTRACTIVE BUSINESS CLIMATE

- Adopt a right-to-work statute.
- Enact comprehensive government reform at the state and local levels to increase efficiency and effectiveness in delivery of services.
- Reform public pension systems to **ensure Indiana’s are competitive and actuarially sound according to industry standards** ~~achieve fairness and cost containment~~.
- Preserve and enhance a “Top 5” ranking among all states for Indiana’s legal environment.
- Attain a “Top 5” ranking among all states for Indiana’s business regulatory environment.
- Eliminate the business personal property tax.
- Eliminate the state inheritance tax.
- Promote the enactment of a federal solution to the Internet sales/use tax dilemma.
- Streamline and make consistent the administration of the state’s tax code.
- Establish government funding mechanisms to more closely approximate “user fee” model.
- Contain health care costs through patient-directed access and outcomes-based incentives.
- Reduce smoking levels to less than 15% of the population.
- Return obesity levels to less than 20% of the population.

DRIVER 3: SUPERIOR INFRASTRUCTURE

- Create and implement a plan to position Indiana as a net exporter of energy: **Encourage, and assist where possible, state development and implementation of a strategic energy resource plan that helps ensure Indiana is one of the “Top 10” most affordable states for electricity.**
- Diversify Indiana’s energy mix with an emphasis on clean coal, **natural gas**, nuclear power and renewables.
- Identify and implement workable energy conservation strategies.
- Develop and implement a strategic water resource plan that ensures adequate fresh water for citizens and business.
- Develop and implement new fiscal systems to support the array of **transportation** infrastructure projects critical to economic growth.
- Aggressively build out the state’s advanced telecommunications networks.
- **NEW Goal:** Ensure strong security measures (both physical and cyber) are in place for all of Indiana’s critical infrastructure.

DRIVER 4: DYNAMIC & CREATIVE CULTURE

- **Drive strategic entrepreneurship and innovation formation for new and existing firms.** Develop entrepreneurship and aggressively promote business start-ups through education, networking, investment and financial support.
- Increase **intellectual property commercialization** ~~the amount of technology~~ from higher education and **business** institutions and attain “Top 5” ranking per capita among all states.
- Achieve “Top 12” ranking among all states in number of ~~utility~~ patents per worker.
- Achieve “Top 12” ranking among all states in venture capital invested per capita.
- Strategically recruit foreign direct investment (FDI) and achieve “Top 5 +2” ranking among all states in FDI as a percent of gross state product.
- Increase Indiana exports to achieve “Top 5” ranking per capita among all states.
- Promote a **diverse and civil culture that attracts and retains talented individuals** ~~culture that further values diversity and civility, attracting and retaining talented individuals.~~



By **Matt Ottinger**

Data Center Turns Expertise Into Protection

The business: A “high tech landlord” offering data center compliance and colocation services to some of Indiana’s highest profile companies and hospitals.

The location: a discreet presence in Indianapolis’ vacated Eastgate Mall facility on the city’s east side. (The company has several locations, including a new data center in Fort Wayne expected to launch by the end of 2016.)

The reporter: 20 minutes late to the interview due to the location’s previously-stated discreetness.

“We’re hard to find by design,” confirms Lifeline Data Centers’ co-owner Rich Banta, casually accepting my apology for tardiness.

While strolling through the company’s 350,000 square feet of computer equipment and soon-to-be inhabited space, the buzzing of the air conditioning rattles the mind. Controller Dana Carroll explains the abundance of computer activity creates a great deal of heat.

But it’s not just the massive capacity or top-of-the-line technology that set Lifeline apart. There is also highly-credentialed staff.

“That’s the biggest difference between us and our competitors,” she offers. “We’re what’s known as a wholesale data center, and our offerings are head and shoulders above everybody else.”

Lifetime of dependability

Owners Banta and Alex Carroll had experience in previous professions working on large data center and e-commerce projects. As customers, they found the services they received from existing data center providers left them wanting.

“We found we were overcharged and underserved,” Banta says. “We knew we could do better and there was market opportunity there, and it looked like fun. We saw an awful lot of room for innovation in this space. We started with 3,000 square feet of computer room in a basement in downtown Indianapolis.”

Now, the duo and its staff of under 50 take on the monumental task of keeping some of the state’s most prominent employers

online and functioning.

“The cost of downtime has gone up exponentially,” he reports. “Customers here are attached to two uninterruptable power supplies – two generators, two disparate systems, each with their own fuel supplies and batteries. To do that and provide the security in leased office space is not practical (for companies to do themselves). The capital expenditure is astronomical.”

An impressive array of utility-grade solar panels don the rooftop and parking lot to provide Lifeline with another form of energy.

Since its current facility was developed in 2009, Lifeline’s clients have never experienced an interruption in power. That’s an accomplishment for which its staff takes a great deal of pride. Sometimes it’s more than

just slowed productivity at stake.

“(A large trauma center) has its primary data center facility here ...” Banta notes. “Because life safety and patient care hangs in the balance, they fall under life safety portions of National Fire Protection Association codes, meaning we have to exercise our generators weekly, maintain the generators and do documentation surrounding it. We have to disconnect from Indianapolis Power & Light twice a year to prove we can do it. We do this for one specific customer, but since it’s a shared environment, everybody benefits.”

Certified and bona fide

Lifeline is constantly adding niches and building on its current client list of over 150. One such client is an organization with serious focus on protecting its data – the federal government.

“To provide cloud services to the government, you have to have a very high level of certification,” Banta points out, alluding to the goal of earning Federal Risk and Authorization Management Program (FedRAMP) status. “We’re over two-thirds of the way toward accomplishing that. We will be a pre-certified cloud that government agencies and contractors can go onto directly.”

Banta explains the rigorous certification has only been accomplished by fewer than 70 applicants, despite thousands applying.

“The pass rate is about one in 20; many just give up,” he states. “Very few organizations are capable of doing it. It kind of had to be going before you poured the concrete. We’re there because we headed this direction six or seven years ago.

“We’re the second smallest that will have achieved it,” Banta adds. “The one smaller than us that did it, this is all they do for a living (service the federal market), and they were funded by outside capital and hired a team of 50 consultants to put it together.”

Lifeline also had to upgrade to defense industry standards, parlaying more man hours and high costs. Banta explains the effort was well worth it, largely because all of the data center’s customers have benefited.

Furthermore, Banta is also one of just nine people in the United States to hold the status of Certified Data Center Expert – giving Lifeline an in-house authority. Lifeline eschews the notion of outsourcing in general. Its electricians, diesel techs, fabricators and heating, ventilation and air conditioning (HVAC) techs are all employees.

“We build our own HVAC systems and generators by hand,” he reports. “We don’t buy off the shelf because that isn’t right for this.”

Its employees also hold certifications in Six Sigma, welding and other areas that exemplify the company’s self-sufficient attitude.

Furthermore, Banta and Alex Carroll are certified by Naval Air Command as practitioners of Reliability Centered Maintenance (RCM), giving the company the ability to not only troubleshoot, but innovate, prepare and stay ahead of any potential setbacks.

Protecting the masses

Cyber security and preventing breaches are a constant focus.

“The average time to discover a breach, last I checked, was 267 days,” Banta quantifies. “That means a hacker has been on your network, so they’re long gone with whatever they wanted to take. So FedRAMP and the defense industry dictate we work to make it much more difficult, building layer upon layer to get through. Once (hackers) get through one layer, they’re likely to give themselves away getting to the next layer.”

A threat that’s sending shockwaves through the industry and getting media attention of late is electromagnetic pulse (EMP) – an issue Lifeline is taking very seriously.

“Alex and I have gone to working groups in DuPont Circle in Washington, D.C.,” Banta relays. “We’re kind of leading the way in



Co-owners Rich Banta (left) and Alex Carroll emphasize innovation, an ongoing thirst for knowledge and a culture of positivity to make Lifeline Data Centers a leader in data protection. Lifeline looks to expand to fill its existing space in Indianapolis.



this, and upgrading our knowledge and skills. We're also going to different trade shows. That's where we heard about EMP. We were well down the road with our design in Fort Wayne and I came out of a terrifying two-hour lecture. I called Alex and said we have to 'stop the presses.'"

EMP can result from a coronal mass ejection or solar flare.

"We are well within the historical window for another one to happen," Banta offers, noting the last significant flare occurred in the 1800s. "It took out the entire telegraph system in North America."

A hostile, high-altitude nuclear attack could also trigger an EMP disaster and efforts are underway to make the national power grid resistant to such a threat, he adds.

Furthermore, "ransomware" is another intriguing way hackers can essentially hold a business hostage. It's often administered via phishing, in which a cyber assailant sends an email from a seemingly valid email address with a corrupted link.

"Ransomware is the new mafia," Alex Carroll asserts. "It used to be that some guy would come around to the store and say, 'Pay me \$500 a month for protection or I'll throw a brick through your window or burn the place down.' That's how ransomware works if you think about it. It happens electronically and the players are on foreign soil, so it's difficult to catch them.

"By going through the FedRAMP certification and tightening

everything down to military standards, it really decreases the threat of someone being able to hack into your system to use ransomware software to take your money."

Positive enforcement

Not only does Lifeline focus on security, but the company is also very serious about its collective attitude. While many businesses may make attempts to instill and maintain a positive culture, Lifeline makes it imperative.

"Civility is a policy," Banta states. "This came out of my experience as a senior vice president in a large corporate system. It's in our handbook – a strict policy of zero tolerance for incivility. You'll be terminated for uncivil behavior. It also applies to vendors, and customers will be spoken to about it. We've explained to people they may not be the best fit for our environment."

While such a strict adherence to the concept may seem unorthodox, Banta explains the benefits have been (positively) astounding.

"Once we instilled that as part of the culture, it was a game changer," he reveals. "Margins went up, customer satisfaction went way up and we have not had an OSHA reportable accident since then because everybody's head is in the game. Being nice actually contributes to your bottom line."

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INTERSTATE 69

Connecting Communities

By Charlee Beasor

Section 6 – Martinsville to Indianapolis

- Planned route along State Road 37 to Indianapolis announced March 29, 2016
- INDOT anticipates making a final recommendation for public input in 2017 with proposed locations for highway lanes, exits and access roads
- Timetable for construction is unknown
- Total cost for the final leg of expansion is unknown; the state has to find funding within the budget to pay for construction

Section 5 – Bloomington to Martinsville

- The 21-mile section is under construction
- Approximate cost is \$394 million, funded by public-private partnership
- INDOT has moved the projected completion date back by nearly eight months, to June 2017

Section 4 – NSW Crane to Bloomington

- Approximately 27 miles long
- Opened on Dec. 9, 2015
- Cost: \$471 million
- Purdue University researchers estimate driving on I-69 between NSW Crane and Bloomington saves 18 minutes of driving time

Section 3 – Washington to NSW Crane

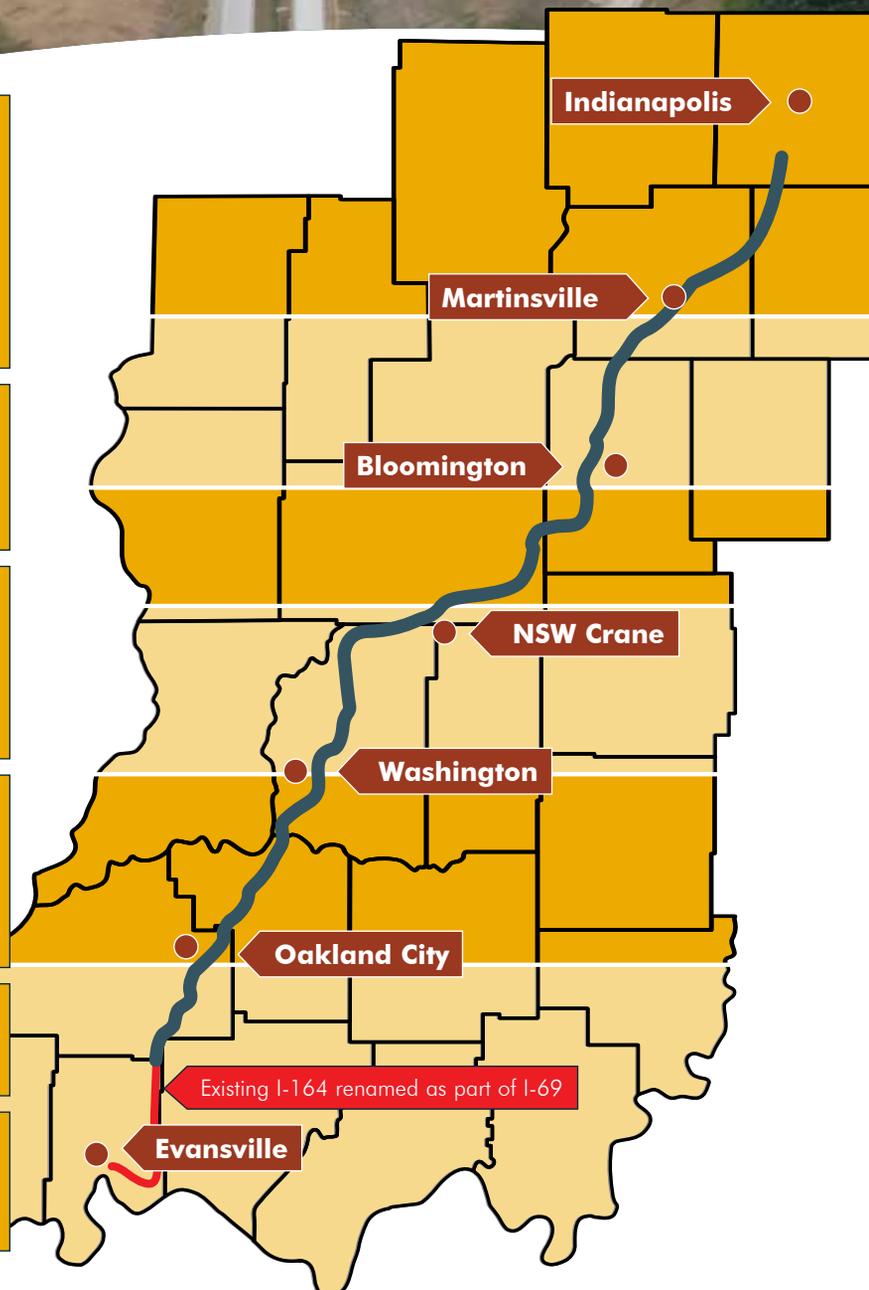
- Approximately 26 miles long
- Opened Nov. 19, 2012
- Sections 1-3 cost: \$642 million
- Purdue University researchers estimate that driving on I-69 between Evansville and NSW Crane saves 38 minutes of driving time

Section 2 – Oakland City to Washington

- Approximately 29 miles long
- Opened Nov. 19, 2012

Section 1 – Evansville to Oakland City

- Approximately 13 miles long
- First two miles of Section 1 opened Sept. 29, 2009
- Opened Nov. 19, 2012



SOURCES: Indiana Department of Transportation; local media reports

Many travelers along Interstate 69 in southwestern Indiana await the typical amenities – restaurants, gasoline stations and more – that will one day appear along certain exits. But while some visual signs are yet to come, the highway is already providing a major business boost.

Residents in Daviess County have been preparing for I-69 for over 10 years. That foresight and community cooperation is how the county has so quickly maximized the economic benefits, says Ron Arnold, executive director of the Daviess County Economic Development Corporation.

He points to a local economic development income tax the county council passed in 2004.

“The council at the time, they wanted to drive the future rather than let it be driven by someone else. They imposed the tax and that allowed us to do a couple projects right off the bat. We built the first building in the technology park (WestGate@Crane),” he notes. “Then we also built a manufacturing building for Olon Industries (in Washington).”

Additionally, the corporation created an economic development foundation and has raised over half a million dollars from the public for a number of projects. Other business investments in the area include Iowa-based Kent Corp.’s Grain Processing Corp. subsidiary, which announced a more than \$70 million expansion at its Daviess County facility. Alliance Barrier Films LLC has also added workers and investments.

Also in the works: a 40,000-square-foot manufacturing spec shell building and railroad cross-dock facility. It will sit on 23 acres on the west side of I-69 that will connect to an east-west CSX rail line.

“If you want to ask anything from the state or federal government, you need to do as much locally as you can,” Arnold declares. “Without I-69 and the promise of I-69, I don’t know the attitude would have been the same. They’re embracing I-69 like it’s a huge gift put at our doorstep, but it is up to us to put our efforts in and use it.”

He adds that WestGate@Crane Technology

Park (located in parts of three counties: Daviess, Greene and Martin) was “corn and bean fields in 2004,” but “today has \$80 to \$90 million in private investment.”

“(Without I-69) the tech park wouldn’t have been approved locally. It was a long-term play, rather than a short-term play,” he concludes. “From where I stand, if it wasn’t for I-69, we’d be looking at probably \$15 million in projects that have been done that wouldn’t have been done.”

A ‘simpler storyline’

Battery Innovation Center (BIC) opened in WestGate@Crane Technology Park in 2013 to create, test and consult on batteries. BIC President David Roberts knows firsthand how much of an impact the interstate has been, as he drives from Indianapolis to work every day.

From getting customers to the company’s doorstep safer to getting its own employees there, he says I-69 has cut valuable drive time from Bloomington to the park. Any reduction on the trip from the Indianapolis International Airport is a benefit as well, Roberts adds.

“The storyline is we’re half an hour more connected than we used to be and when we finally wrap up the I-69 experience, we should

be another half an hour closer. There’s a safety factor in getting to us. The chief engineer and I live up in Indianapolis and make the commute every day. Not a week goes by that we don’t see an accident on 37. It’s way past time to get this done,” he asserts.

Another factor Roberts points to is recruiting talented workers. Access via I-69 enables potential employees that want to live in a city such as Bloomington to work in a rural setting. It also opens the ability to recruit from Indianapolis and beyond.

“Our recruiting is going to be much easier,” he observes. “The reality of it is some folks, especially a younger employee base, like the opportunity to live in Bloomington and what that has to offer.”

Roberts anticipates seeing even more growth around the new I-69 and contends that rural economic development is not only possible but lucrative.

“I think it speaks to the overall dedication to growth and investment that you can have high-tech, growth-oriented rural Indiana. That culture that’s being created there and being encouraged, I think that growth begets growth,” he says. “We’re going to see this snowball picking up steam as we go.”

Former Gov. Mitch Daniels opens the first sections of the new Interstate 69.



Fast facts:

- Total cost: estimated at \$3 billion, partially funded by Major Moves lease of the Indiana Toll Road
- Total length: 142 miles
- Extends from Evansville to Indianapolis, broken into six sections
- Sections 1-4, from Evansville to Bloomington, are open to traffic
- Section 5, from Bloomington to Martinsville, is currently under construction
- The route for Section 6, from Martinsville to Indianapolis, was selected in March 2016

Section 6 update:

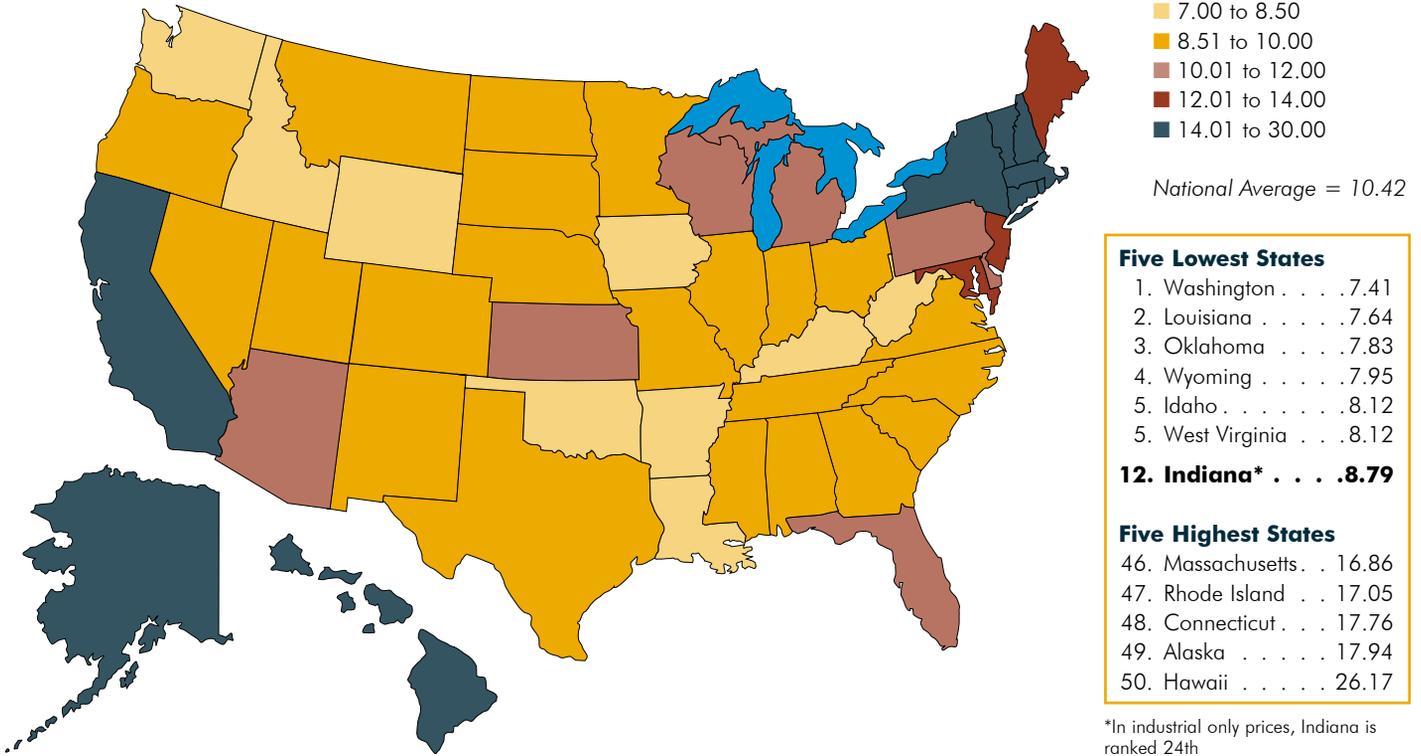
Analysis finds that the chosen route along State Road 37:

- Avoids an estimated 1,379 crashes per year
- Reduces travel time from Martinsville to downtown Indianapolis by 11 minutes
- Reduces travel times from Martinsville to I-69 in northeast Indianapolis by 13 minutes
- Increases wages in the four-county study area by a total of \$1.7 billion over 20 years
- Increases the gross domestic product in the four-county study area by \$2.4 billion over 20 years

RESOURCES: Ron Arnold, Daviess County Economic Development Corporation, at www.dcedc.net | David Roberts, Battery Innovation Center, at www.bicindiana.com

PAYING FOR THE POWER

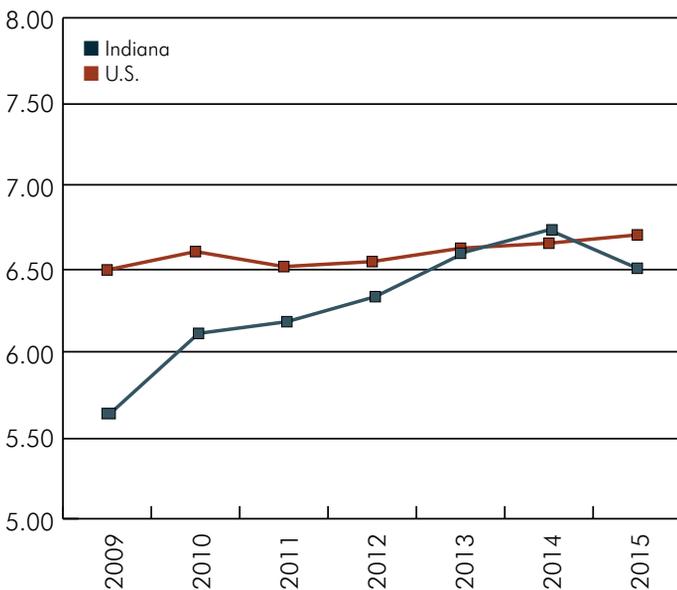
2015 U.S. Average Electricity Retail Prices (cents per kilowatt hour)



AVERAGE ELECTRICITY COSTS (2009-2015)

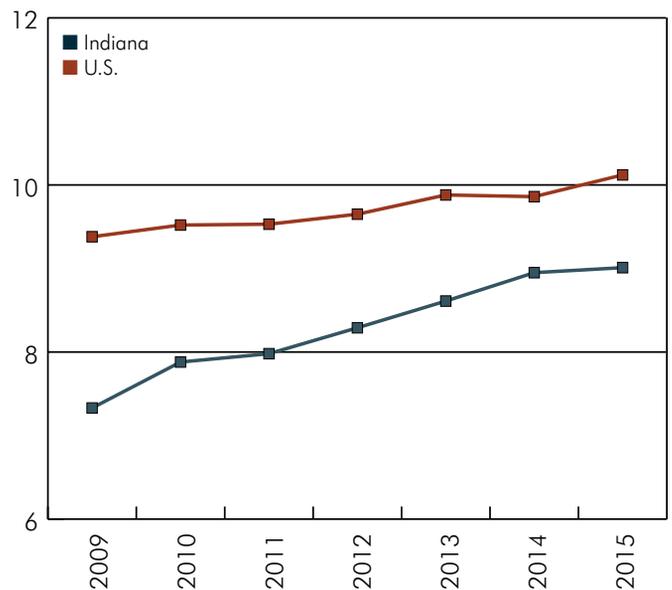
Industrial Users

(December costs; cents per kilowatt hour)



All Sectors

(December costs; cents per kilowatt hour)



Source: U.S. Energy Information Administration



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BROADENING BROADBAND

Quest for Access, Speed Continues

By Matt Ottinger

Broadband was once considered important simply for its faster and more reliable Internet entertainment connection. Today, its business, medical, security and quality of life impacts are paramount.

Surprisingly, while the United States has traditionally prided itself on being a global leader on technology and innovation, the U.S. doesn't even crack the top 10 in access rankings (see accompanying tables). East Asian nations (South Korea and Japan), and Scandinavian countries (Norway and Sweden) now lead the way.

Overcoming legacies

Part of America's struggle, according to Cullen McCarty, executive vice president of Smithville Fiber, lies in the nation's legacy networks. While the United States is constantly working to upgrade existing infrastructure, Eastern Europe nearly started over following World War II.

"When you have nothing, you can go nowhere but up..." he contends. "It was our humanitarian efforts and the Marshall Plan that got Europe back. They've been able to capitalize on that and don't have the (costly to upgrade) legacy systems we do."

Population density also aids countries not burdened by the sprawling frontier permeating the American landscape.

"Like any utility, if you put 10,000 people per square mile, you're in good shape because you have density," McCarty notes.

"You can't get denser than South Korea, Japan, Hong Kong and Singapore. They have great networks because they invested – and they have density. When you look at our country, we're a large isthmus with a large geography to cover."

The rural telecom sector comprises over 40% of the land mass in the U.S., he quantifies. That means America "must build more on top of the legacy network."

"The U.S. hasn't emphasized that," he points out. "We've emphasized allowing competition, which is fine and we've benefited from it, but in the rural sector we haven't kept up. When you get out to Wyoming, Nebraska, West Texas, it's difficult to support that network. We have a colleague whose company covers territory

roughly the size of half of Indiana, but only has a few thousand customers on that network. How do you support that?"

Crossed wires

When asked how the Federal Communications Commission (FCC) could enhance broadband prospects, McCarty states, "The FCC can stay out of it, because they're interfering more than helping."

He believes the FCC's efforts to reform the Universal Service Fund for Rate of Return carriers (rural, high-cost carriers like Smithville) are punitive toward companies that did due diligence.

"We're in a situation where high-cost support that was originally intended for telephone service has been used to build data networks, because as an industry we've been building data networks for almost 20 years," he asserts. "The FCC is looking at reforming that. They're

reforming it in a way that punishes those of us who have invested in fiber in rural areas. We'll be seeing cuts in terms of high-cost support on our network to subsidize those who did not take the initiative early and placing it toward buildout requirements for megabit."

McCarty also believes net neutrality (the principle that Internet service providers should enable access to all content regardless of the source) has poisoned the proverbial waters, delaying progress in efforts to "connect people." He laments the loss of recently-deceased United States senators who took bipartisan approaches on telecommunications matters.

"We've taken a topic like rural telecom and made it political," McCarty believes. "It

used to be a very strong bipartisan effort. Unfortunately our biggest champions are deceased – Sens. Ted Stevens (R-Alaska) and Daniel Inouye (D-Hawaii). They worked together and got things done. We're not getting policy done in terms of telecommunications. Hopefully that will get done no matter who is president next term. We're just piece-mealing rules and regulations together through the FCC and that's just not effective, because we don't have a voice."

Supplying demand

While companies and even legislators can ring the chimes of growth and access year after year, demand must exist before it can



Equipping rural areas with fiber has its logistical challenges, but Smithville Fiber and Jasper are working to bring high-speed broadband access to each home in the city.

Average Connection Speed by Country

Rank	Country/Region	Fourth Quarter 2015 Avg. Mpbs	Year Over Year Change %
	Global	5.6	23%
1	South Korea	26.7	20%
2	Sweden	19.1	30%
3	Norway	18.8	65%
4	Japan	17.4	15%
5	Netherlands	17	20%
6	Hong Kong	16.8	-0.4%
7	Latvia	16.7	28%
8	Switzerland	16.7	15%
9	Finland	16.6	37%
10	Denmark	16.1	36%
14	United States	14.2	29%

Average Connection Speed by State

Rank	State	Fourth Quarter 2015 Avg. Mpbs	Year Over Year Change %
1	Washington D.C.	21.3	48%
2	Delaware	20.4	24%
3	Rhode Island	19.1	35%
4	Massachusetts	18.6	31%
5	Utah	17.9	28%
6	Maryland	17.6	47%
7	New Jersey	17.3	42%
8	Virginia	17.2	-3.1%
9	New York	16.8	33%
10	Washington	16.7	25%
23	Indiana	14.4	24%

Source: Akamai's 2015 State of the Internet Report (fourth quarter)

Average Peak Connection Speed by Country

Rank	Country/Region	Fourth Quarter 2015 Peak Mpbs	Year Over Year Change %
	Global	32.5	21%
1	Singapore	135.7	61%
2	Hong Kong	105.2	20%
3	South Korea	95.3	26%
4	Macao	83.1	60%
5	Japan	82.9	20%
6	Indonesia	79.8	495%
7	Mongolia	78.9	97%
8	Taiwan	78.8	23%
9	Qatar	77.8	24%
10	Romania	73.6	9.70%
20	United States	61.5	25%

Average Peak Connection Speed by State

Rank	State	Fourth Quarter 2015 Peak Mpbs	Year Over Year Change %
1	Delaware	88.3	17%
2	Washington D.C.	82.5	25%
3	Massachusetts	81.2	24%
4	Maryland	79.8	38%
5	Rhode Island	79.1	22%
6	Virginia	77.5	5.4%
7	New Jersey	77.3	30%
8	Utah	74.6	24%
9	Washington	73.8	28%
10	New York	72.7	22%
27	Indiana	61	19%

A Good 'Gig'

Chief among Smithville Fiber's major initiatives is the "Gigacity" project in Jasper.

Once the three-year project is complete, Jasper residents will have access to a full gigabit fiber network, which will feature high-speed in-home and business wireless gigabit connectivity.

"It means a lot in terms of future proofing," McCarty predicts. "It's an opportunity for homes to have enough bandwidth to do what they want. As we see more data usage increase and people turn away from traditional television and go to their tablets and phones, when you go portable, you'll have three or four going at the same time in a house."

Jasper's distinctive makeup also serves as an ideal target for an undertaking of this magnitude.

"It's a unique community that has multiple publicly traded Fortune 500 companies (Farbest Foods, Inc., Jasper Engines & Transmissions, Kimball International, etc.) and a high-growth area," McCarty reports. "It's an oasis in terms of economic development in our part of the state."

To install the fiber, Smithville bores small holes through property and inserts conduit and fiber, limiting the amount of destructive trenching involved.

"We try to be as environmentally friendly as possible. Having seen some the areas we work in, you can't tell we've been there," McCarty notes.

"There are approximately 6,000 homes in Jasper, and that's the goal. We're trying to get everybody."

truly flourish. For that reason, McCarty offers, consumer education remains vital.

"We're in an age where people think what they have is good enough, so they don't see the application for high-speed networks," he relays. "Whether they have a DSL or cable connection, they think it's good enough and they don't think they need fiber optics."

McCarty gives an example of \$70 per month service being available for a gigabit (1,000 megabits) in markets like Bloomington and Jasper, which compares very favorably to paying a little less for just a fraction of the speed.

"So we're trying to educate consumers as best we can," he concludes. "That's a bigger challenge than building the networks. Once you build it, they have to come on board."

RESOURCE: Cullen McCarty, Smithville Fiber, at www.smithville.com

IndianaMap

It's All About Location



John C. Steinmetz

A prime consideration in siting a business or expanding to a new area is location. Fortunately for Indiana businesses, or for any company considering a move to Indiana, there is an Internet resource that can address issues concerning place – and it's free: IndianaMap (www.IndianaMap.org).

IndianaMap is a comprehensive, reliable and intuitive geographic resource ready to address your location questions. The IndianaMap viewer allows users to build their own custom maps to suit their specific needs. Each map layer in IndianaMap was rigorously compiled and reviewed to meet the highest standards of reference by local, state and federal government agencies and universities.

IndianaMap is the product of a cooperative venture that began in 2000 when the Indiana Department of Transportation (INDOT) needed digital maps to plan what is now the extension of Interstate 69 between Indianapolis and Evansville. At the time, INDOT's problem was one of frustration borne from the inefficiencies, redundancies and expenses of being paper based.

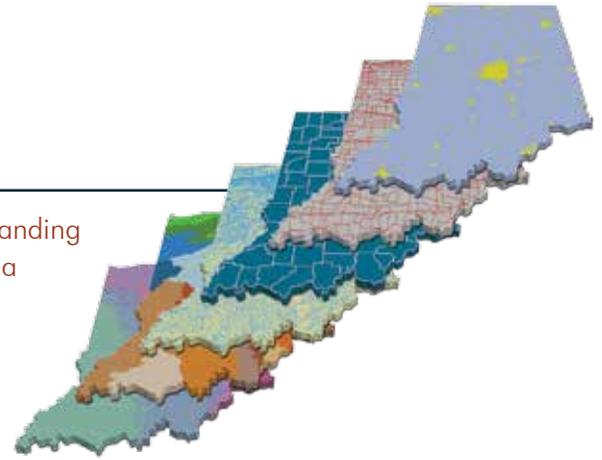
Additionally, paper maps from its many contractors were slow in coming, expensively produced and often of different scales, projections and reliability. Finally, each map needed to be redrafted as new information arrived.

What INDOT sought was a remedy using the rapidly-evolving field of digital mapping, or geographic information system (GIS) technology. Through a collaboration between the Indiana Geological Survey (IGS) at Indiana University-Bloomington – a leader in the compilation, manipulation, mapping and analysis of spatial information – and the Lochmueller Group, an engineering and environmental consulting firm in Evansville, INDOT achieved the desired result.

INDOT was so impressed with the success of the IGS–Lochmueller partnership that it contracted it to create a GIS of the entire state. The end result is the IndianaMap you see today.

IndianaMap was rebranded and a new partnership was created with the IGS and the Indiana Geographic Information Council (IGIC), a nonprofit GIS member organization that fosters education, outreach and building partnerships. IGIC helps coordinate the production and dissemination of geospatial activities at all levels of Indiana business and government; as a result, the value of IndianaMap continues to grow.

Over the years, the number of thematic layers has grown to include topography, streets and highways, hydrology, subsurface information and infrastructure, sites adjacent to those of interest, demographic information, land cover and political boundaries. Currently, two of the most popular features are its high-resolution color orthophotography (aerial photography) and elevation data (LiDAR).



These support a wide range of initiatives such as urban and rural planning, economic development, property assessment, transportation, natural resource management, flood mitigation and public safety. The maps themselves were contributed by various local, state and federal agencies, universities and nonprofits, together with a host of geological information from the IGS. Each layer is accompanied by rigorously reviewed metadata, which document the origin of the map, its reliability, vintage and scale.

IndianaMap currently consists of more than 270 map layers, and it is one of the most comprehensive state-based GIS in the nation, winning national recognition from geographers and cartographers who recognize the quality of the entire system. Users need not be trained GIS technicians: Intuitive tools allow anyone to zoom, pan, measure, save, share and print custom maps.

This resource is never static. In 2015, Indiana's Geographic Information Office (GIO) won the support of all 92 Indiana counties to share four GIS data layers consisting of 5,000 jurisdictional boundaries, 500,000 street centerline segments, three million address points and three million land parcels. In return for sharing data, the Indiana Department of Homeland Security provided some modest initial grants to support the GIS data sharing costs.

It is widely believed that the most accurate GIS data are local data, and Indiana's local governments have long been leaders in collaborating and sharing their GIS data within the state. Not surprisingly IGIC's mantra, "Build Once – Use Many Times," is a common phrase.

IndianaMap exists today through a combination of federal grants, data sharing, partner organizations' contributions and specific project funding, all coordinated through IGIC and its partners like Indiana's GIO and the IGS. Dedicated state sustainable funding has not yet been forthcoming. In spite of limited and variable resources, IndianaMap is a tremendous success and highly regarded by all its users.

One measure is its popularity: At present, more than 1,000 maps are self-constructed and served up daily over the Internet. Such success has resulted in an increased user demand for faster, enhanced services and more current and legacy data. To meet these growing needs, IGIC continues to seek support for both statewide and local programs that create, maintain and distribute this vital geospatial information.

AUTHOR: John C. Steinmetz is Indiana State Geologist Emeritus and senior scientist with the Indiana Geological Survey at Indiana University-Bloomington. He can be contacted at jsteinm@indiana.edu. Learn more at www.IndianaMap.org

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IMPROVING INFRASTRUCTURE

By Katie Coffin

Enhancing Energy Efficiency, Cost Savings

A partnership forged last year between Telamon Energy Solutions and Morton Solar LLC is already creating cost savings for government, military and commercial entities.

Leaders from both organizations met at the Indiana Statehouse in 2015 when the General Assembly was considering bills related to utilities and alternative energies.

“The more we talked, the more we felt that we could complement each other in what we do,” explains Bruce Breeden, vice president of business development at Telamon.

The result is a collaboration in which Telamon organizes business deals and financing while Morton focuses on engineering and construction of energy efficiency improvements. Examples include LED lighting, HVAC upgrades, industrial process improvements and solar energy production.



“We advocate strongly (that) it’s time for businesses to consider their energy costs as an asset they need to continually investigate,” Breeden expresses. “Solar costs have reduced to the point where if someone is paying nine cents per watt for electricity or higher, we can create it with the solar array (a linked collection of solar panels) for the same price. Then that price is set for the next 25 years.

“The other side of our business is the energy efficiency side, where we (Telamon) come in and do an evaluation of a business and show them where they can reduce their energy costs with different conservation measures.”

Lighting is one of the first areas to consider, Breeden says. For instance, one client was spending \$170,000 per year on lighting before teaming up with Telamon and Morton. After implementing energy efficiency improvements, that firm pays about \$70,000 less annually.

“As long as the lights come on when (someone) hits the switch and turn off when they leave, they (people) don’t think about how much they’re burning and what technology is out there that can reduce that cost for them,” Breeden explains. “We’re seeing about a three-year payback average for a lot of (our) projects.”

Telamon and Morton are working on a 200 kilowatt project for the city of Plymouth and two solar arrays for the city of Carmel. Breeden reveals there has been significant interest from businesses and other entities in energy efficiency and solar products since the partnership formed.

RESOURCE: Bruce Breeden, Telamon Energy Solutions, at www.telamon.com/energy

Certifying Confidence in Building Sites

For developers looking at Indiana, there’s a new certification system boosting confidence in sites’ shovel readiness.

The Indiana Site Certified program aims to grow economic development opportunities through Silver, Gold and Prime certification levels. Bill Konyha, executive director of the Indiana Office of Community and Rural Affairs (OCRA), says the program assures site selection consultants that a certified site is buildable.

“We try to make certain that any barrier (to development) that might exist is dealt with in such a way that these sites can make the short list for additional consideration,” Konyha explains.

While the previous shovel-ready effort was also an avenue for communities to include their sites in the Indiana Economic Development Corporation’s database, Konyha qualifies that the “teeth had fallen out of the program.”

“By rebranding it and then developing some really substantive, hard criteria to which we adhere without exception, we’ve now restored the faith of the site selection community in our sites, in our process and in the database,” Konyha declares.

“(The criteria for this program) is much more comprehensive and rigid; it’s not flexible at all. At the end of the day, with a Prime site, a site selection consultant or an end user can look at this designation and without any hesitation know this site will meet their criteria.”

A working group comprised of multiple economic development, real estate and site planning experts from throughout the state advised on the revamp. It continues to meet regularly to review progress and discuss potential tweaks.

OCRA began working with communities under the enhanced program earlier this year. When a community submits an application, it receives more than “accept” or “decline.” OCRA officials meet with community leaders to guide them through steps to achieve the certification level they are seeking.

“We’ve already had a site in Shelbyville not only be certified, but it’s been acquired and a company is building on it, creating jobs,” Konyha recognizes. “The more this happens, the more the Site Selectors’ Guild and others look at it, the more confidence they’ll have in our system and the more likely it is they’ll rely upon it.”

Indiana Site Certified Tiers

- **Silver tier:** Defines boundaries with a clear title; establishes a price; demonstrates executive level local government support; defines utility capacity and distance; and provides documentation such as Phase I environmental assessment, ALTA, topographical and property layout.
- **Gold tier:** Builds upon Silver by requiring a minimum of 20 contiguous acres, a location no more than five miles from a state highway, a completed geo tech study, a seismic hazard map, proper zoning, a desktop archaeological investigation, utilities be located to the property line or future build be located in public right-of-way and area be free from recognized environment concerns.
- **Prime tier:** Builds upon Gold by requiring 30 contiguous acres, a location no more than 2.5 miles from a state highway and an archaeological investigation. In addition, the Local Unit of Government (LUG), Local Economic Development Organization (LEDO) or Regional Economic Development Organization (REDO) must own the property or an option must be held with the owner.

RESOURCE: Bill Konyha, OCRA, at www.in.gov/ocra

Ports of Indiana Continue Steady Growth

The Ports of Indiana set shipping records in 2015, handling a combined 12 million tons for the first time in its 54-year history.

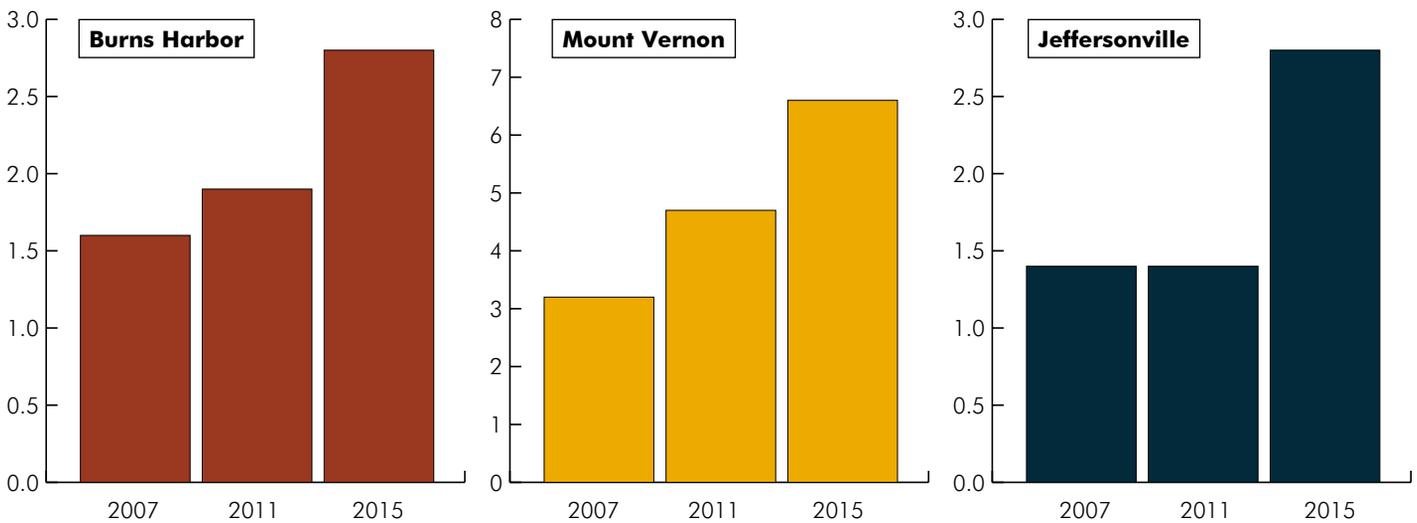
Rich Allen, Ports of Indiana communications manager, cites the addition of new port companies and expansions by existing businesses as contributing factors to the increases in shipping volume.

Economic impact studies conducted in 2009, and again in 2014, show the total annual economic activity for all three ports increasing from \$5.4 billion to \$7.8 billion. The ports handle shipments for 31 countries and all 50 U.S. states, including high volumes of steel, grain, fertilizer, minerals, bulk products and heavy equipment for major manufacturers in the Midwest.



The three Indiana ports contribute more than \$6.8 billion in total economic activity per year and support over 52,000 jobs.

Shipping Volume (in million tons)



RESOURCE: Rich Allen, Ports of Indiana, at www.portsofindiana.com



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'REBUILD' AND THEY WILL COME

Construction Industry Bouncing Back

By Symone C. Skrzycki

Like a phoenix rising from the ashes, the construction industry is experiencing a rebirth as it recovers from the Great Recession.

Businesses are growing, fueling the need for new buildings. The housing market is steadily improving. And a multitude of projects throughout Indiana are boosting the state's economy.

But make no mistake: The industry still faces its share of obstacles. The No. 1 challenge is talent – specifically, attracting and retaining skilled workers – according to a quartet of industry veterans who joined *BizVoice*® for a spirited discussion.

The American Society of Civil Engineers' 2013 Report Card for America's Infrastructure (conducted every four years) projects that a \$3.6 trillion national investment will be needed by 2020 to address growing needs for roads, public parks and recreation, bridges, levees, schools, aviation and drinking water.

Bringing their knowledge and passion to the table are:

- Jeff Hagerman, chairman, The Hagerman Group, at www.thehagermangroup.com
- Michael Patarino, senior vice president, Keystone Construction Corp. and Keystone Realty Group LLC, at www.keystone-corp.com
- Kerry Stemler, owner and CEO, KM Stemler Co. Inc., at www.kmstemlerco.com
- Brad Skillman, president and owner, The Skillman Corporation, at www.skillman.com

Skillman keenly reflects that employees lay the groundwork for the organization's success and enrich his job every day.

"In construction, we're very lucky in that we draw some very special people," he emphasizes. "It's a brotherhood; it's a calling. But ultimately, it's the fact that you're responsible for these people and watch them grow and develop their families. The average tenure of our employees is 15 years – so they're not employees; they're family."

"Our mantra in our organization is, 'Everybody is obliged to leave the company in a little better shape than how they found it.' When you have that kind of mentality and that philosophy – you love building the buildings, love seeing what's going on."

Technology: blessing or curse?

Stemler started KM Stemler Co., a commercial

industrial contractor in southern Indiana, 40 years ago at the ripe age of 18. He's astounded by technology's evolution.

"When I started, we didn't get people iPhones and iPads," he recalls. "Everything's done that way (today). The fact that they can take a photograph of a problem and get it right to the architect or the engineer, and we can go back and forth with it (is remarkable). They can be sitting two states away or whatever. It makes a big difference in how we can move that information around and solve problems, and move a project forward."

While harnessing technology is a powerful way to enhance competencies, it also can hinder progress according to the panelists. Skillman – whose company serves markets ranging from health care and higher education to hospitality, K-12 and more – expresses mixed feelings. He contends that it can complicate, rather than streamline, communication in some cases.

"The downside is, 'All right, quit emailing the issue. Pick up the phone or get face-to-face with the person and solve the problem.'

"It's good and bad. It's made us more efficient, but at the same time, construction, just like anything else, is a people business. And unless you can sit down with (your employees) and say, 'All right. We're going to put the iPad away and figure out how we're going to resolve this,' the technology can be a hindrance sometimes."

Generational differences can magnify the matter, with older workers often less experienced and more uncomfortable with new technology.

It's a challenge Patarino has encountered at Keystone, which specializes in mixed-use, multi-family and commercial projects.

"We're in a constant training mode right now and that's never going to stop," he stresses. "Making sure that everybody accepts the technology and they're trained on it – we still find it a daily challenge out there."

"All the young people, they're instantaneously adapting to the technology and really training some of our older staff all the time. It's one of the things that we've been using to try to move younger managers to the field because we need to train those guys over time to be superintendents. We see some synergy there and some more collaboration between the generations, which helps quite a bit."

Hagerman – easy going in nature, but passionate about his field – has been actively involved in the industry since age 14 (although he quips that he's been a part of the construction world since birth at his more than 100-year-old family firm).

"It's amazing to see how our old-timers, they wouldn't think about running a job without a set of blueprints. And new guys can run an entire job with no prints on the job," he observes.

VIDEO BONUS: CONSTRUCTION INDUSTRY EVOLUTION



Hagerman cites the cost of technology as an obstacle.

"It wasn't 10, 15, 20 years ago, I guarantee our IT budgets, our technology budgets, weren't a tenth of what they have to be today," he recalls. "How quickly technology is changing and making sure that we're able to keep up and communicate with our clients – some of them are extremely advanced – has been a real challenge."

Lightening the load

How do you change misconceptions about the construction industry that may be deterring young people from pursuing related careers? Provide opportunities for exploration as soon as possible. Before high school. Before middle school. Start with kindergartners.

"We need to convince young people that the construction career is a worthy endeavor and a worthy career," Skillman declares. "You hear a lot about the skill trade or the skill gap. But, selfishly, in construction that's the only skill trade that can't be outsourced. You can't outsource work that needs to be done in somebody's community ...

"We've vilified our trade," he continues. "How many of us, if we went and sat down with our high school counselor and said, 'I want to go pour concrete,' would have been encouraged to do that?"

"You look at all of the press that comes around the cost of a four-year degree. Well,



"The mentoring, the coaching of staff, training people, seeing the light bulb go off for them, and helping people achieve success personally and individually; for me, I get real jazzed by that."

Michael Patarino

in our industry (within) six months to two years, you can be trained and out in the workforce with an average salary much higher than most four-year-diploma kids are coming out with."

Hagerman seconds that.

"Two or three years ago, we were 40,000 or 50,000 welders short within the country," he says. "You look across the board with respect to the carpenters, the electricians, the plumbers, the pipefitters – we're having a recruiting problem. And 2008 to 2012-2013 didn't help our industry."

"We had a mass exodus in those years. A few of those folks went back to school to get training to either be in a different industry or a different position within the industry. I think we're going to have issues as we move forward because there has been such a pent-up demand for construction."

"Infrastructure is just one example. You're going to see it across the board in a lot of the vertical markets over the next 10 years, and there just won't be the people to build the buildings."

Another position experiencing shortages: superintendents. When Stemler asserts that the average age of an on-site superintendent is 50 and older, Hagerman nods in agreement and adds.

"Their position description has changed, and I think that's created some of the challenge," he muses. "Ten, 15, 20 years ago, a lot of those folks came up through the trades, came up through the field. And now with technology and the (qualifications) we're requiring of our superintendents (regarding) communication and education, those kids are now having to come out of schools. It's tough to find that because, again, counselors and everybody else are saying, 'You don't want to be field based; you want to be office based.'"

Skillman chimes in, "Which is a dirty little secret. That's the best job. You want to be a superintendent."

Patarino calls attention to a positive development that's presented opportunities and obstacles.

"The economy has been coming back. The number of unemployed has been going down and what we have found is retention of people is becoming harder and harder now because salaries are starting to go up, compensation packages are going up and everybody is starting to steal everybody else's really good staff."

"So to compete, we have to start giving higher salaries. We've got to start looking at our bonus structures, our additional compensation, incentives, health care, all of that. And when we lose somebody good based on some of those



"It's (funding) much more available today. We're seeing it in almost all of the markets we work in ... there's a willingness to invest in the majority of the projects we're targeting."

Jeff Hagerman

issues, it's very tough to try to pull somebody from – I hate to say it – another company. Or, we even look out of state to try to pull people into Indiana, which is always a positive thing: to drive people back here."

Skillman takes it a step further, maintaining that talent is an integral part of any successful growth strategy.

"You always have to have an R&D budget, and you need good people and a strong balance sheet in order to grow. If you do a good job, the growth will come, your clients will take care of you, your existing clients will grow with you and you'll be fortunate."

"We always look (at R&D investments), no matter what kind of year we've had. In 2007-2008 when everybody was struggling, we still had the R&D budget. You don't cut that."

"You're constantly evaluating your people and their qualifications," he contends. "Every organization has 'A' players. Every organization has 'B' players and 'C' players. But you have to be honest with yourself and say, 'Who are we going to invest in for the future? Who are the ones that when things get tight, we're going to protect no matter what? What are we going to do to constantly evaluate?'"

"You have to do that during the up times. At the same time, you do that in the down markets."

Talking trends

If there's one thing that keeps Stemler up at night, or at least vexes him during the day, it's the troublesome permitting process at all levels.

"I can work around weather. I can't control it, but I can anticipate it," he declares. "I can kind of manage it. But I can't work around the bureaucratic process – whether

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Porter County Economic Development Alliance

Infrastructure is a critical element in locating new business opportunities. Airport facilities are a key and increasingly important part of this infrastructure. With this in mind, Porter County Regional Airport (PCRA) is reconstructing its primary runway and taxiway system. This project will allow PCRA to handle aircraft as large as the Boeing 757 and will afford the airport at least twenty years of flight operations without the need for future rehabilitation. “The \$12.7 million project will provide improvements that are important not only to our Porter County community, but also to the northwest Indiana region as a whole, because they provide business aviation and the flying public access to the national air transportation system,” said Kyle J. Kuebler, Airport Director. “In fact, with proximity to three railways, the national interstate highway system, and a deep water port, Porter County Regional Airport offers truly multimodal access nationally, as well as globally,” Kuebler continued.

“Porter County Regional Airport is one of our most important core assets to bring economic development to this region. The 7,000 foot main runway is longer than the runways at Midway Airport in Chicago,” stated Rex Richards, President of the Valparaiso Chamber of Commerce and Economic Development Corporation.

PCRA has been very important in attracting new businesses to the Northwest Indiana region, while also helping existing businesses compete and expand. As Mr. Kuebler explained: “Recently, the attributes of Porter County have been an important factor in the successful retention and expansion of multiple existing businesses.” Kuebler cited an Aldi Foods Distribution Center that regionally services retail stores across the Chicago area, a corporate expansion of Indiana Beverage (a family-owned beer distributor that distributes over 550 brands of beer to its retail partners throughout Northern Indiana), and the relocated and vastly expanded state-of-the-art manufacturing facility for Urschel Laboratories (a global leader in food cutting equipment and technology) as examples.

Richards added, “Porter County Regional Airport has proven, time after time, to be the link for existing, as well as new companies, to choose Porter County as the location for expansion or new facilities. Pratt Industries, the world’s largest, privately-held 100% recycled paper and packaging company, indicated that the airport’s long runway was a necessary component in selecting Valparaiso and Porter County for their new \$270 million corrugated manufacturing facility.”

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it's corps (U.S. Army Corps of) engineers, whether it's the state, whether it's whoever."

Attesting that "it's a bigger problem for us than it's ever been in my lifetime," he wonders aloud if his fellow panelists confront similar challenges.

Hagerman is the first to jump in.

"The process has gotten so encumbered to build even the simplest facilities anymore," he concurs. "You're exactly right. It's so hard to get commitments from any of these municipalities – whether they be federal, state or local (regarding) when you'll get permits, when you get any type of release.

"You made all these commitments to clients, and sometimes you have to go back and say, 'I'm sorry, but it's going to be three more weeks before we can get a permit.'"

Another consideration involves controlling growth. One strategy Keystone employs is balancing development and construction offerings.

Patarino provides an example: "How many construction companies – you probably bump into a lot of them that are starting to add development services to what they're doing, because this allows you to control your growth a lot better," he notes. "We're always trying to go with a 50-50 mix of having outside clients and doing stuff internally, in trying to find that balance to control the growth.

"Over the last eight years, a lot of contractors went out of business – in '07, '08 and '09 – but out of that, over the last three or four years, there's been a lot of new companies that have formed and gone into the business. That creates more competition and is still helping to drive fees very competitively these days. ... The fees are starting to come back some, but they're still so competitive"

In addition, increased access to funding is providing a boost.

"We're seeing it in almost all of the markets we work in – available funds, whether they be through private equity or even through the financial institutions," Hagerman affirms. "There's a willingness to invest in the majority of the projects we're targeting."

At the same time, Stemler observes: "There's a lot of businesses that want to expand, but just – whether it's our national politics or whatever – aren't making investments."

It's an insight that resonates with Skillman.

"That's a great point," he observes. "We're seeing that, 'Yes, I'll hire people, but I won't

Continued on page 49



"Unless you can sit down with (your employees) and say, 'All right. We're going to put the iPad away and figure out how we're going to resolve this,' technology can be a hindrance sometimes."

Brad Skillman

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DOWNTOWN

HEIGHTS

Skyline Projects Propel Fort Wayne

“We have to be bold.”

It’s a powerful economic development strategy espoused by Ash Brokerage CEO Tim Ash.

He’s bringing his vision to life with Ash Skyline Plaza, a nine-story, \$100 million landmark addition housing retailers, commercial occupants and the approximately 1,100-space Skyline Garage in downtown Fort Wayne.

“The concept I had with this building was, ‘How could we bring a suburban element to an urban environment?’” Ash shares. “The way we looked at it was, people that do unique designs and buildings that are in suburban areas are isolating themselves in those surroundings – which is fine. What makes us different is that we wanted to make the downtown our campus, so to speak.

“I think it’s important for our people to not have to get in their cars and drive to have something to eat or to do something; they’re a walk away from doing a lot of different things.”

An adjacent structure, the \$40 million Skyline Tower, will feature retail and office space, as well as 124 high-end apartments.

Brad Toothaker, managing partner at Great Lakes Capital (GLC), is excited about the private equity and development firm’s role in making Skyline Tower a reality.

“Skyline Tower truly moves (forward) the need for urban density, live/work/play options and the

By **Symone C. Skrzycki**

placemaking that allows for talent retention and recruitment – not only for the city of Fort Wayne, but for the region,” he contends.

Ash Skyline Plaza, Skyline Tower and Skyline Garage (three separate entities; two structures) encompass transformative downtown revitalization efforts. The garage, which opened in May, acts as the base. It’s integrated with the plaza, and will stand next to and attached to the under-construction tower.

“In Northeast Indiana and in Indiana in general, we have to be bold,” Ash emphasizes. “That’s what we did here, was to make a statement that we need to attract talent, retain talent and have people that are growing up here want to stay here.”

‘Up on the roof’

Luminous shades of orange, blue and green bathe Ash Skyline Plaza’s top three floors, which serve as Ash Brokerage’s national headquarters. An open layout, coffee bars, elegant furnishings, cafeteria and meeting spaces are among the accommodations that set a relaxed, but refined tone for its 265 local employees.

Norma Endersby, brand marketing director of creative services, is clearly pumped about the company’s new digs.

“It’s really inspirational,” she affirms.

Take in, for instance, the view. Make that “views.”

“Fifty feet is the farthest distance that anyone is from a window,” Endersby reveals proudly.

Ash Brokerage sits atop the city-owned Skyline Garage, which is accessible to the public. But its rooftop will offer something exclusive: a one-acre, private green space (Skyline Park) for Ash Skyline Plaza employees as well as Skyline Tower workers and residents. At press time, construction was slated for completion in mid-June.

“It’s going to have a lot of green grass, sidewalks and outside seating areas,” explains Larry Weigand, president of Weigand Construction. “It’s going to have quite a great vibe and feel for outdoor activity and outdoor meeting space.”

GLC is partnering on the development and ongoing maintenance of the green space.

“It’s pretty awesome!” Toothaker declares. “It will be places to have entertainment, barbecues, picnics, walking, running, exercising, yoga and whatever you want to do outside. It will be a mini-park basically. Literally, several hundred people will be able to utilize that space.”

Food for thought

Life is sweet at DeBrand Fine Chocolates.

Cathy Brand-Beere, president and founder, grew up in the world of confectionary arts. She began working alongside family members at age eight and founded DeBrand Fine Chocolates in 1987.

She emphasizes that customers are invited to treat themselves to not only gourmet chocolate, but also a pleasant, inviting experience in the street-level space.

“We’re trying to provide not just chocolates that could compete anywhere in the world,” Brand-Beere comments, “but the type of chocolates you want in a very warm, inviting comfortable environment to enjoy them.”



Ash Skyline Plaza takes shape. The development is home to street-level retailers, commercial occupants and Ash Brokerage’s national corporate headquarters. Above the parking garage lies rooftop green space with entertainment and exercise amenities.

She's thrilled about the store's proximity to the Grand Wayne Convention Center, downtown hotels, area restaurants and fellow tenants at Ash Skyline Plaza.

"There's going to be a great synergy between us – the people who work in the offices, (the other retailers) and the YMCA next door. People can work out and reward themselves, go back and work out and then come back and reward themselves," Brand-Beere jokes. "We'll have a never-ending cycle between the Y customers and ours."

Weigand points out that thanks to DeBrand and the other tenants (see sidebar), there's no vacancy within Ash Skyline Plaza.

"That in itself is a big win for downtown, and a big win for the development itself," he contends.

'Live, work, play'

Skyline Tower will bring a suburban flair to downtown Fort Wayne. The 170,000-square-foot structure will boast 12 stories (10 will be devoted to apartments). Construction on the residential portion is slated to begin this summer, with full occupancy expected in about two years.

Ruth's Chris Steakhouse and Another Broken Egg will delight diners on the ground floor, while GLC and the affiliated Bradley Company (Toothaker is CEO) will employ approximately 70 on the second floor (in addition to an undisclosed occupant).

Weigand believes projects like Skyline Tower are "a continuation of the positive momentum we've seen for our downtown."

In May, it was announced that Skyline Tower would receive \$2.8 million through the Regional Cities Initiative. It's the first recipient of Regional Cities funding in Northeast Indiana.

High hopes

Although the unique trio – Ash Skyline Plaza, Ash Skyline Tower and Skyline Garage – is one of a kind, Weigand foresees the innovative approach taken to build them as a sign of things to come.

Ticking off the number of jobs the projects are creating, he stresses, "You could look at 400 to 500 employees coming downtown every day. Think about the economic impact of that, what it means for the downtown community and how we can leverage the success of having more folks downtown and hopefully bring more projects.

"Somebody had to be out in front in creating the market for this type of space, and the vision that Tim (Ash) had has really paid off. We're hoping that this isn't the first and last. We're hoping this is the first of many developments like this that create a vibrant downtown."



DeBrand Fine Chocolates' Ash Skyline Plaza store marks its fourth Fort Wayne location. Customers savor snacks in an "urban chic" environment resplendent with concrete columns, an open ceiling and elegant woods.



Sky's the Limit

Spanning 65,000 square feet, Ash Skyline Plaza is the new home for a variety of businesses:

Retailers (all are open)

- DeBrand Fine Chocolates
- The Find boutique
- The Golden restaurant
- Lake City Bank
- Skyline YMCA

Commercial tenants (both will move in this summer)

- Barnes & Thornburg LLP
- DuCharme, McMillen & Associates, Inc., a North American tax consulting firm

RESOURCES: Tim Ash and Norma Endersby, Ash Brokerage, at www.ashbrokerage.com | Cathy Brand-Beere, DeBrand Fine Chocolates, at www.debrand.com | Brad Toothaker, Great Lakes Capital, at www.greatlakescapital.com | Larry Weigand, Weigand Construction, at www.weigandconstruction.com

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The Indianapolis Airport Authority is still taking proposals on how to best develop the area where bustling travelers once roamed before the new terminal was constructed.

LAND(ING) PATTERN

Indy Airport Acreage Converting to New Uses

By Matt Ottinger

Since the American West was settled, land acquisition has been a top priority. Yet, in a fairly unique undertaking, the Indianapolis International Airport determined it had too much.

Nearly two years ago, the Indianapolis Airport Authority (IAA) voted for a land use initiative to let go of 3,200 of its 9,000 acres – putting over 1,000 acres back on the tax rolls and setting the stage for further private development. The idea originated as a means to help surrounding communities (and talks are underway to potentially divest over 2,000 acres to the Hendricks County Parks Board and town of Plainfield for bat and wetland habitat conservation).

“Of all the land airports have purchased over the years through federal programs, they’ve kept 98% of it,” reveals Mario Rodriguez, IAA executive director. “In other words, this is something completely unique to this area. It’s very focused on putting this land back into productive and recreational use.”

Going once!

The airport sold 334 acres in an auction last November, with buyers paying over \$3.2 million for tracts in both Marion and Hendricks counties.

“Airports nationwide are remarkably good at buying land, and remarkably bad at ever getting rid of unneeded land,” notes Joe Heerens, the IAA’s general counsel. “We’re one of the first airports to hold an auction and have this type of program.”

He adds, “It was an interesting mixture of buyers,” noting the

goals of the 12 purchasers include commercial and residential development, as well as mixed use and wildlife preservation.

The largest purchase made at the auction was the more than 140 acre mass known as the “former Speedway Airport” (although the entirety of the land now falls under the jurisdiction of the town of Avon). Hageman Group, a family-owned Indianapolis-based investor, seized the opportunity and hopes to develop the land to enhance economic development in the area.

“We’re looking at medium to small industrial (development),” explains Tom Dickey, managing director, real estate. “Once we got the property, we (visited Avon officials) to see what it is they wanted. They wanted commercial, which is a good match. (The Hendricks County Economic Development Partnership) believes they’ve missed several opportunities to land companies in the 20,000-25,000 square foot range, so they’ve asked us to bring in buildings that could accommodate that.”

Dickey adds that Hageman, which has traditionally focused on the agriculture sector, initially anticipated using its new purchase as farmland. That sentiment has changed, however.

“As we look at the market, we think there’s an opportunity to get started sooner than we were thinking,” he reports. “So we’ll be filing for a rezone of the property to a (Planned Unit Development), which allows flexible uses, this summer. We’ll also be working with the town to establish a TIF district. It will require a new public road to connect the Ronald Reagan Expressway (and a county road) ... so it will need some infrastructure support.”

The property currently includes the old runway, which will be repurposed in some manner.

“I think we’ll use it as recycled concrete, so we’ll tear it up on site and pulverize it so it can be compacted into building pads and road base,” Dickey predicts.

Park it

Exeter Property Group, which owns industrial distribution space in Central Indiana, maintains holdings in Park 100 and Park Fletcher in Indianapolis. In the auction, Exeter eyed the Lynhurst Drive Property, nearly 35 acres of partially wooded real estate in the airport’s southeast corner, as a complement to its current tenants.

“We identified this land in South Lynhurst as a potential opportunity to expand the Park Fletcher Business Park. We’d call it Park Fletcher South and provide growth opportunities within Marion County for some of our existing tenants,” explains Tom Theobald, an Exeter principal.

He points to easy access to interstates 70 and 465 as factors making it an attractive location for businesses.

“We are beginning to initiate the rezoning and entitlement process, and see if we can get the city of Indianapolis to agree with our ideas,” Theobald notes. “As far as square footage of new buildings we could accommodate there, it’s in the neighborhood of 400,000 square feet. (With that amount of space), you can create a lot of jobs.”

Residential development is restricted on the land, although he clarifies, “We do have residential developments around the site, so we’ll make sure whatever we develop of an industrial nature is suitable and beneficial for the residential neighborhoods.”

Theobald reports the auction was a positive experience, and both the airport and its buyers appear optimistic about the outcomes.

Heerens agrees: “Over the last year, the community has reacted very favorably to our land use initiative and our implementation of this important program.”

Out with the old

Parcel 7, more commonly known to the public as the “old terminal,” was not up for auction last fall. Rodriguez says the airport is taking a “thoughtful” approach with that land, which consists of nearly 130 acres of old parking lots along I-465.

In the past year, proposals have been considered, including bringing in a \$500 million sports medical complex, stadium and hotel. In addition, the owner of Rising Sun Casino Resort wanted to move some of its



The old Speedway Airport (tracts 10 and 11) and the Lynhurst Drive Property (tracts 26-29) accounted for over half of the 334 acres of airport land sold at auction last fall. Both the airport and the buyers expect the new uses to notably contribute to economic development efforts.



existing gaming tables and slot machines to the site (pending approval by the state Legislature), offering to build a \$650 million upscale retail center anchored by a casino. Neither came to fruition, however, and IAA is still considering options, with a strong emphasis on collecting public input. The airport has held public listening sessions for both businesses and the community.

“We’re in the process of developing a new plan, and when we have that developed, we’ll release it to the public,” Rodriguez shares. “That plan will include how we’ll move forward, how we’ll accept proposals for it, and a tentative schedule of when we want to make decisions and hopefully make a selection and move forward again.”

As of this writing, he says “it’s too early to tell” what will ultimately become of the old terminal area.

“We want to make the best choices for the community, so it generates the maximum property taxes and creates a significant number of jobs,” Rodriguez concludes. “Those are factors that are being considered as we move forward. We want to have a positive effect on the community around us.”

NOTE: Airport officials are also currently working with the town of Fishers to divest nearly 220 acres around the Indianapolis Metropolitan Airport, which will likely be developed commercially to attract businesses and spur economic development.

BRIDGING ITS FUTURE

Projects Breathe New Life Into Southern Indiana

By Katie Coffin



The East End Crossing features a new bridge spanning 2,500 feet across the Ohio River. The two main towers are 300 feet tall with 104 stay cables supporting the bridge deck.

Wendy Dant Chesser humorously recalls childhood days throwing rocks with her friends at the Big Four pedestrian bridge (then a vacant railroad bridge) connecting Jeffersonville to Louisville Waterfront Park.

“That’s what kids did! That goes to show you the extent of my imagination, I guess,” laughs the president and CEO of One Southern Indiana. “Now, if you throw rocks anywhere down there, there’s a lot of people, you’re bound to hit somebody. We don’t encourage our children to do that these days.”

Today, she talks passionately about the wave of progress transforming a region she grants had previously lacked a “sense of urgency to change.” The \$2.3 billion Ohio River Bridges Project is invigorating advancement in the area, like attracting continued growth in the River Ridge Commerce Center and spurring development in Indiana’s southeastern counties.

“We’re about 20% of the Louisville metro area’s population,” Dant Chesser explains, referring to the combined population of Clark, Floyd, Scott, Washington and Harrison counties. “We feel that with River Ridge, the new bridges, in addition to having the (Port of Jeffersonville) and good rail access, we’re 80% of the region’s opportunity.”

The Ohio River Bridges Project encompasses two parts.

The Downtown Crossing:

- Constructing the new Abraham Lincoln Bridge, revamping the existing John F. Kennedy Memorial Bridge and improving interstate

connections on both sides of the Ohio River.

- By the end of 2016, the Kennedy Bridge will carry six lanes of I-65 southbound traffic, while the Lincoln Bridge will carry six lanes of I-65 northbound traffic. Previously, the Kennedy Bridge carried vehicles both ways over the river.

The East End Crossing:

- Construction of the East End bridge – set to open by the end of 2016 – and roadways leading to it. Located about 10 miles from downtown Louisville, it will connect Prospect, Kentucky with Utica, Indiana.
- The first Indiana exit off the new bridge will take travelers in one direction to the Port of Jeffersonville, and the other direction will lead to the booming River Ridge Commerce Center.

The early bird gets the worm. Walsh Construction submitted its bid to finish 18 months early with the overall project. “On top of that, we told the owner that we would start in July 2013 and have the (Lincoln) bridge open by April 2016. We were able to advance that by a solid four months to open in December 2015,” project manager Steven Schauer reports. The top photo is a rendering of the completed Downtown Crossing.

A tale of two bridges

There is arguably nothing more frustrating than bumper-to-bumper traffic, especially if it’s a twice-daily occurrence on one’s commute to work. This was the plight of the Louisville metro area that Walsh Construction – a Chicago-based general contracting, construction management and design-build firm – was tapped to cure after winning the bid.

The Kentucky Transportation Cabinet provided Walsh 30% design documents with specifications for configurations and lanes. From there, Walsh collaborated with Jacobs Engineering to complete the design.

Once construction of the cable-stayed Lincoln Bridge concluded last December four months ahead of schedule, work crews focused on updating the Kennedy Bridge. Replacement of the deck and stringers is expected to add another 50 years to the life of the structure, which originally was constructed in 1963. While the Kennedy Bridge undergoes updates, I-65 northbound and southbound traffic will flow on the Lincoln Bridge.

“Spaghetti Junction” is infamous in Louisville as the confluence of I-65, I-64 and I-71, creating a traffic bottleneck. Untangling this weave of bridges, ramps and interchanges – resembling a bowl of the stringy pasta from an aerial view – represents nearly half of the Downtown Crossing project. This section alone had about 40 bridges, and new ramps are separating traffic and creating longer, safer merges.

“To be able to maintain 120,000 cars travelling through every day and to be able to build new bridges and move traffic, it’s a logistics effort the project team really did a good job on,” commends Steven Schauer, project manager at Walsh Construction.

Bridging the gap

What goes into building a structure over a river that thousands of vehicles cross daily?



As with most things in life, one works from the bottom up.

The bridge foundation is comprised of drilled shafts that are 12 feet in diameter, and there are four drilled shafts per tower. After the location is set for the shafts, barges are anchored into position, and then the equipment works off the barge to drill the holes down through the mud and into the bedrock for a firm base.

Once the footing that connects all of the drilled shafts is complete, work begins on the towers. This consists of installing reinforcement steel, placing concrete and then jumping the formwork up to the next level to repeat the process until reaching the roadway level. The portion of the towers that extends above the

road is hollow to allow for access to inspect and maintain the bridge.

Fun fact: The shape of the towers on the Lincoln Bridge is a baseball home plate, paying tribute to the home of the Louisville Slugger.

The final piece is building the main super structure: the roadway.

“We survey each time we put the next segment in place to make sure it’s accurate and headed in the right direction so all the pieces connect at the end of the day,” Schauer acknowledges.

Overcoming obstacles

A project of this magnitude is not without its challenges. One of the greatest

hurdles was working around heavy vehicular traffic.

“In order to do that, there was a lot of sequencing,” Schauer recognizes. “We’d have to build a part, then move the traffic; build (another) part, move the traffic again; build some more and potentially move the traffic again. There was a lot of good effort by the team to figure out how to minimize the impact to the public.

“Traffic was bad enough here that we haven’t impacted it to make it much worse,” he laughs.

While the land brought its own set of challenges, the water flowed with more of its own. Since the Ohio River is navigable, barges and other river traffic are travelling through almost every day, forcing work crews to let them pass.

During construction on the Lincoln Bridge, work crews had to deal with 60 days of floods that halted work completely.

“The velocity of the river is so high, plus the water is so high, that we can’t hold our equipment in place nor do we feel comfortable holding it in place during that water flow,” Schauer explains. “Additionally, the proximity to the existing Kennedy Bridge is less than 100 feet, so we couldn’t afford to have a problem where something might shift in the river flow and damage a bridge that’s open to traffic.”

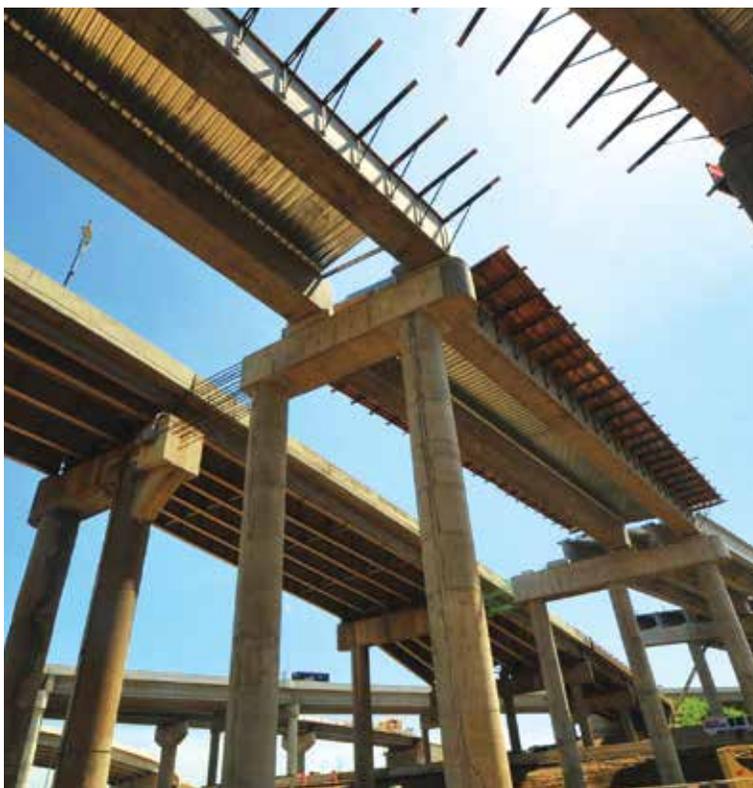
‘New front door’ for River Ridge

Southern Indiana is “rockin’ and rollin’ ” with the soon-to-open East End bridge and the boom at River Ridge, Dant Chesser declares.

Seven miles from downtown Louisville, River Ridge spans 6,000 nearly shovel-ready acres. Currently, there are about 7,000 jobs in the complex and it’s only 15% occupied. The goal is to create the top destination for advanced manufacturing, distribution and industrial



Nearly 700 crew members have worked on the Downtown Crossing project since construction began. As part of the renovation, more than 3.5 million pounds of old steel are being removed from the Kennedy Bridge, with new steel being installed.



companies from across the nation and around the world.

The commerce center is located along an expansive stretch of Indiana State Road 62 that is wide open for further development at the first exit off the East End bridge.

Glenda Gasparine, president and CEO of the Southern Indiana Realtors Association, moved to the region three years ago from outside the Pittsburgh area. She said there is rapid growth in the residential real estate market as well, but it’s playing catch-up thus far.

“One of the things that’s happening with the growth is we don’t have enough homes on the market,” she indicates. “The market prices are increasing because there’s a shortage of houses for sale, and we have a limited supply. New developments are going up with newly constructed homes.”

As she’s looked into marketing for the association, she reveals an interesting trend – a large portion of the potential buyers looking in southern Indiana are from Kentucky.

Cascade of convenience

Another real estate impact will come in the form of office space.

“We’re trying to diversify by attracting back-office kind of development,” Dant Chesser explains. “We really don’t have a lot of Class A office space in southern Indiana that

competes with what Louisville has. This will be our first major development in Class A office space, at least anything new and substantial.”

She asserts that “the minute those bridges open,” change will happen swiftly with more and more developers jumping on the retail, commercial and housing opportunities.

RESOURCES: Steven Schauer, Walsh Construction, at www.walshgroup.com | Wendy Dant Chesser, One Southern Indiana, at www.1si.org | Glenda Gasparine, Southern Indiana Realtors Association, at www.sira.org

Roundtable

Continued from page 39

make capital investments in some of the capital equipment and some of those other things to really take it to the next level.' Everybody's dipping their toe."

Skillman says the scenario reminds him of the Great Recession.

"The reason why several of our companies got involved (in 2007 and 2008) with some real estate and picked the partners they did was because we had to buy our own work," he explains. "So in 2010, '11 and '12, when no one else had a project, we were getting together with developers, and the successful construction companies were using their balance sheets to bring partners to the table to co-fund projects that we could then build."

Leaving a legacy

Projects that make a long-term impact – business-wise and beyond – are the ones that these leaders carry closest to their hearts.

Stemler, in one of his many civic roles, was instrumental in the long-awaited Ohio River Bridges Project (see story on Page 46).

"The amount of activity in River Ridge Commerce Center, once the Ohio River

Bridges Project certainly became a reality – it's a 2.3 billion dollar infrastructure project – it changed how everybody looked at that Louisville region because it solved a problem, and that was a huge investment."

Skillman points to a \$150 million facilities plan launched by Valparaiso Community Schools of which he's especially proud. In addition, he describes a special revitalization project in and around the Gary area.

"(As part of the team), you get to refurbish in neighborhoods that don't get a lot of attention that all of a sudden do get that attention. It makes a significant impact and it acts as the economic catalyst in that community and as a sense of pride for a community," he remarks. "It was just a neat project to be a part of."

Patarino offers a closing perspective:

"I'm turning 53 this summer, and what I find getting up every single morning is that I know I'm affecting and changing people's lives every single day. The mentoring, the coaching of staff, training people, seeing the light bulb go off for them, and helping people achieve success personally and individually; for me, I get real jazzed by that."

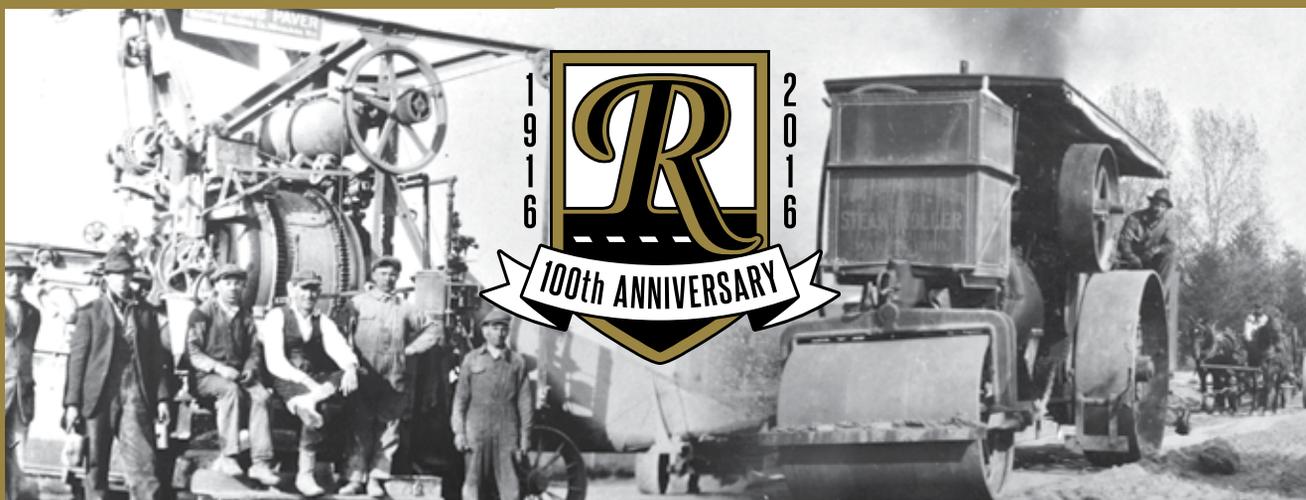


"What I'm a firm believer of, in this country, is if we build infrastructure that really does make a change, you'll spur development like you've never seen before. We're (the Ohio River Bridges project) a living example."

Kerry Stemler



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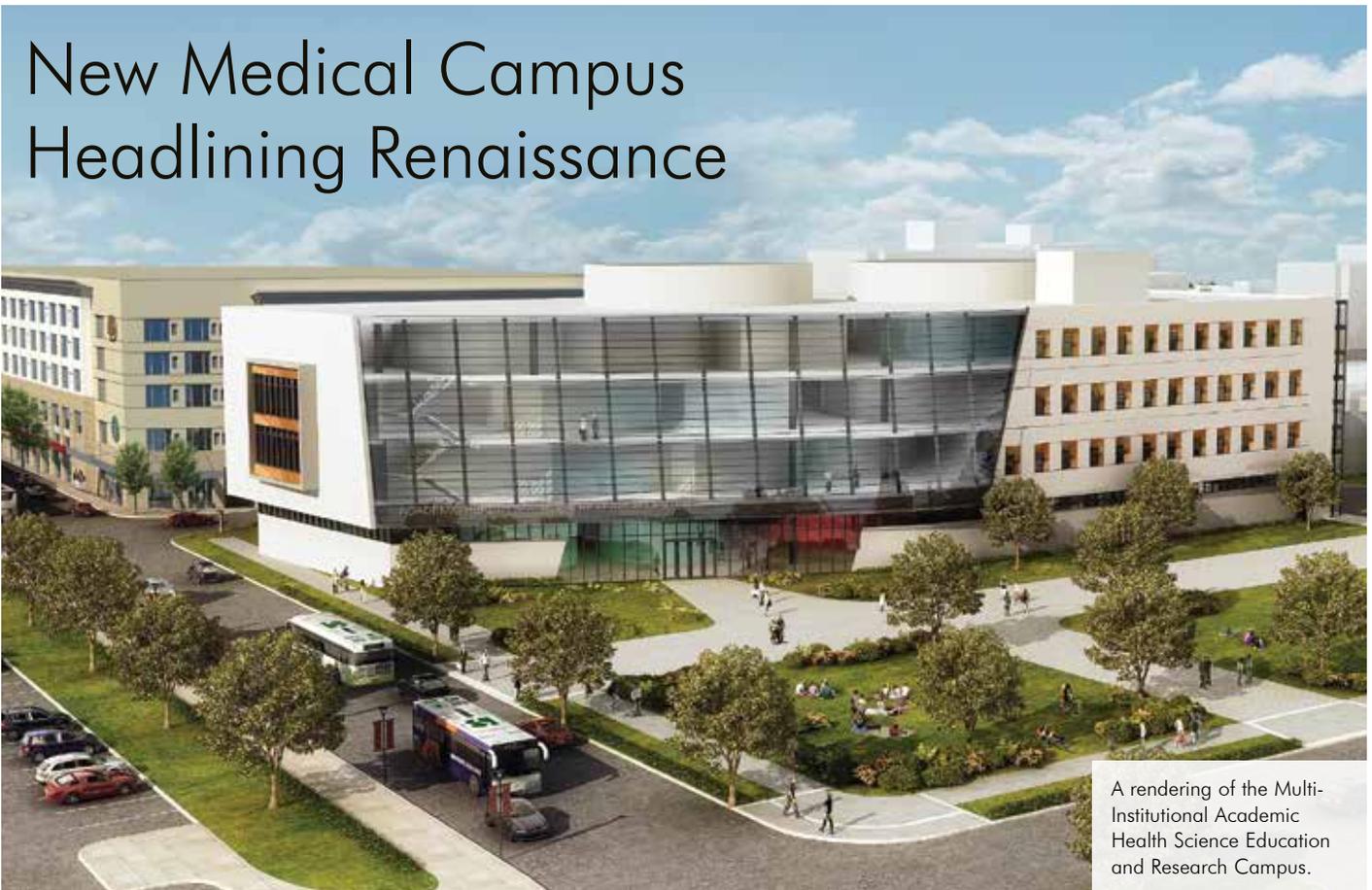
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By Charlee Beasor

RESURRECTING DOWNTOWN EVANSVILLE

New Medical Campus Headlining Renaissance



A rendering of the Multi-Institutional Academic Health Science Education and Research Campus.

Charles Dickens employs the theme of resurrection in *A Tale of Two Cities*. He uses the phrase “recalled to life” in reference to a character that was long-thought dead, but was secretly imprisoned in the Bastille for almost 20 years.

Kelley Coures, executive director of the Evansville Department of Metropolitan Development, recalls this line when he contemplates the amount of new construction taking place in Indiana’s third largest city.

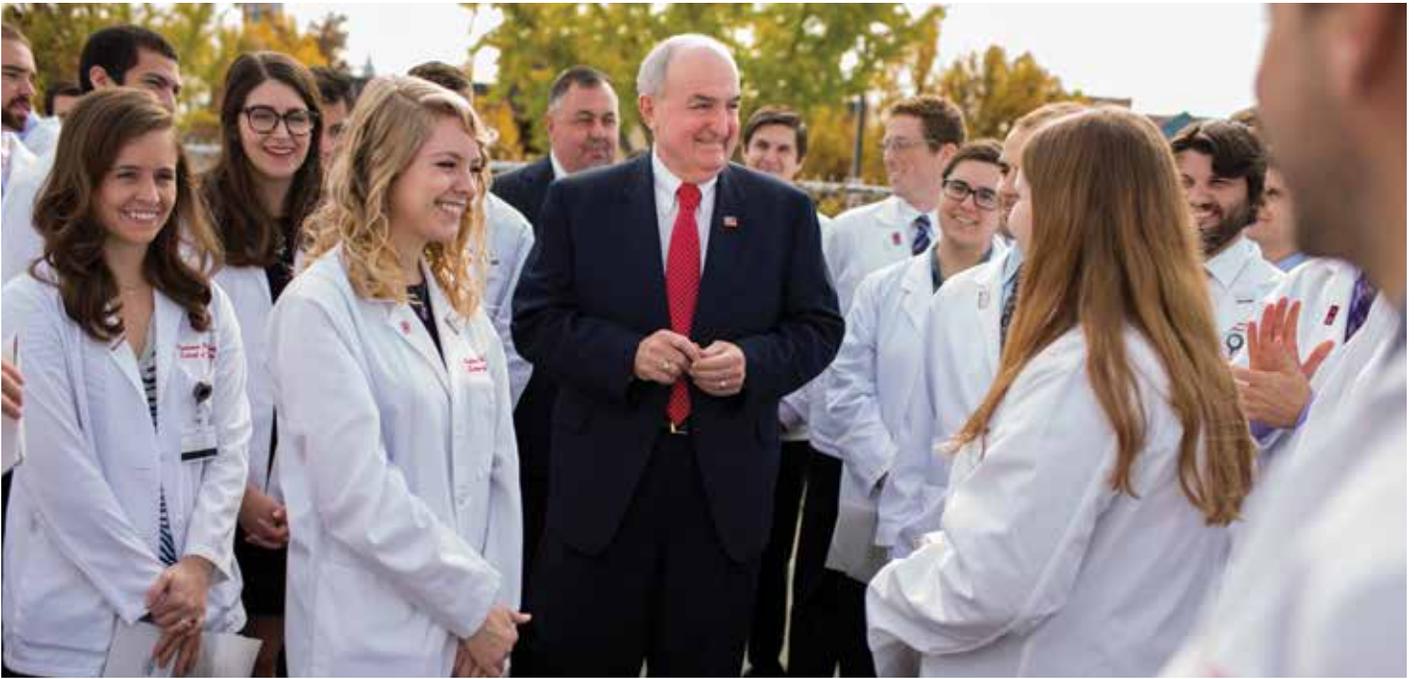
“When I was a kid, my stepfather’s office was downtown. When I was eight or nine years old, I watched them tear everything down, from Fourth Street to the river. It’s taken all these years. And I’ve had

this small part to play in watching it come back to life,” he reminisces.

“It’s like the first chapter of *A Tale of Two Cities* – it’s been ‘recalled to life.’ That’s happening to downtown. It’s being recalled to life.”

Most point to the sleepy river town’s renaissance beginning in 2011 with the opening of the Ford Center, an indoor arena that seats up to 11,000.

Fast forward to today: A new convention hotel is under



Indiana University President Michael A. McRobbie gathers with students for a groundbreaking ceremony in October 2015. Medical students will be taking advantage of the new campus, beginning in 2018 (*IU School of Medicine photo*).

construction, along with a 550-space parking garage. Updates are being made to the Old National Events Plaza convention center. A combined sewer overflow project is underway, as well as a streetscape project with a new bicycle path, brick pavers, vintage-style lighting and green space, according to Coures.

But the *pièce de résistance* might be the one that is least visible, as it is in the early days of construction: the Multi-Institutional Academic Health Science Education and Research Campus.

It will house the Indiana University School of Medicine-Evansville (IUSM-E). Academic institutions that will operate programs there include the Indiana University School of Dentistry, Ivy Tech Community College, the University of Southern Indiana and the University of Evansville.

The campus will hold training and education for physicians, dentists, nurses, health science researchers and more. It will feature a 25,000-square-foot, state-of-the-art simulation center, and the first building will open to students in 2018.

Born of a critical need

The concept for the medical campus began in 2011, when IUSM-E made a proposal to the Evansville Regional Business Committee and outlined an impending shortage of physicians, physicians' assistants and nurse practitioners, along with an increase in aging demographics.

Two million dollars was set aside in the 2013 state budget to go toward design planning. In late 2015, the State Budget Committee gave final approval to release \$25.5 million in funding. The city of Evansville also created a Tax Increment Financing District (TIF) to provide another \$30 million toward the project.

Taking up 149,000 square feet and encompassing six city blocks, this is not a small project for a downtown. Along with the myriad other initiatives happening within the area, Coures expects there will be over \$300 million in construction taking place between now and 2018.

"It's huge. And I hate to say that word. But it is. Building the Ford Center was step No. 1. It's an incomplete picture without a convention hotel to join it and the convention center, which is across

the street. These are all the pieces of the engine together," he offers.

Following an October 2015 groundbreaking, the former D-Patrick car dealership that sat on the site of the new campus was demolished in May. The streetscape project is out to bid until August, Coures notes.

Under the U.S. Environmental Protection Agency's mandates for correction of the combined sewer overflow problem, there are incentives for the medical campus and other projects to be "green."

"Below ground, there will be large-scale stormwater retention tanks. In addition to being beautiful, (the campus) is also green," he explains.

There are two senior living high-rise buildings in the same area as the construction, so the goal is to maintain access for those residents throughout the projects.

A spokesperson for the construction company, Skanska HealthRealty, said the firm was unable to speak publicly about the medical campus project until all contracts have been signed.

Even so, Coures notes that there are already plenty of signs of progress.

"There are several hundred people working on the hotel and the sewer (project). People from Vectren. There are people working every day in that area. It's pretty populous with hard hats. There are the biggest cranes I've ever seen — as long as a football field — moving steel beams over the hotel lot. It's huge," he adds.

A new 'front door' to downtown

There is also an ongoing blight removal project in Evansville. Blaine Oliver, assistant director for the Evansville Area Plan Commission, explains that removing blighted homes in surrounding neighborhoods will free up space for subsequent residential development.

"We're hoping to get redevelopment of those vacant sites with new homes and a mix of housing types actually, and that would provide some additional residential options for (medical campus) staff and visitors," he says. "It's going to have a big impact on the city."

Jan Meeks, owner and principal broker for Summit Real Estate, points to that residential need, which will eventually demand

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additional commercial development.

“I think there are a lot of people putting a lot of faith and hope in the fact that (the campus) will spur development and I believe it will,” she asserts. “I think it will take some time to see how the medical campus changes the landscape and how it grows the residential side of downtown. Those people will need services downtown.”

Summit Real Estate was not involved in the real estate transaction for the medical campus. The company sells retail and office properties and has been in business for 20 years.

Meeks points to restaurants and small boutique retail as one of the expected results of the medical campus and surrounding development.

“Downtown really is just getting a lot of attention right now. It’s in the news all the time and it is all very exciting, and I think some people are trying to capitalize on it now,” she offers. “There are several properties on the walkway that are available for sale or lease, and we’ll have to wait and see if that helps move that.”



Leaders from Indiana University and the city of Evansville, along with other partners on the project, turned the first shovels of dirt (IU School of Medicine photo).

Either way, she says, building the new school will only help to beautify the city’s downtown.

“No offense to the car dealership that the medical school is replacing. But it’s going to be a much more attractive building to downtown. It’s going to add ambiance and

green space that wasn’t here before. It’s going to be more contemporary,” she states.

“And I think being as close as it is to the Ford Center and brand new hotel, it’s going to create a new ‘front door’ for us. It’s not at the front door of entering downtown, but it will help spur (that entry point).”

RESOURCES: Kelley Coures, Evansville Department of Metropolitan Development, at www.evansvillegov.org | Jan Meeks, Summit Real Estate, at www.summitrealestate.us | Blaine Oliver, Evansville Area Plan Commission, at www.evansvilleapc.com



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BANKING EVOLUTION



Banking and groceries remain a winning combination at this Kroger store in Greenfield.

Real Estate Needs No Longer the Same

By Rebecca Patrick

And then there were two. That's how many bankmarts Fifth Third Bank has left inside a Hoosier retailer. Other financial institutions have seen similar declines or are down to none at all.

Waves of consolidations and embracing of online transactions are major factors why banks in general are downsizing the number of branches and reassessing their real estate needs.

Adapting to what the customer wants

Whether it's a bankmart or a traditional structure, convenient service offerings continue to be the main draw, says Tim Tierney, group retail manager for Fifth Third Bank, Greater Indiana Region.

"Probably the number one convenience service is mobile banking. Within (our region), the mobile banking usage for all of our customers is up 10% year over year. That continues to grow, and I think that 10% will be even higher when we take a look back for 2016.

"I think what's important here – and I can't speak for our competitors but it's probably pretty similar – is that our customers today want everything," he continues.

"I want to be able to do it online at home. I want to be able to have access on my phone. And I want that brick and mortar as well.' And we still have people calling (the call center) every day too."

This attitude is shared across the customer

spectrum.

"Whether it's a Baby Boomer, a Gen X or a millennial, they want every channel available. And one of those channels happens to be bankmarts for us. If we were to close a bankmart, I think we would probably hear the same things as if we were to close a traditional bank," Tierney offers.

"The thing that's going to be important for us (and all banking institutions) is to be nimble, to be agile – because the customers' needs and wants continue to change. We are going to go where they want us to go."

2 for 1: banking and groceries

For the last half decade, Fifth Third has maintained full-service bankmarts inside Kroger stores in Brownsburg and Greenfield. It once had eight to 10 such locations.

Tierney reports "no plans to do anything" with the two local bankmarts and that their transaction volume is "in line with what we see

with our traditional financial centers.”

The challenge for bankmarts, he stresses, is making themselves stand out and be visible in the retail store.

“It’s very important that they be staffed with very outgoing people. We have to bring the customers in. You have to be someone who is very comfortable reaching out to our customers and reaching out to those who happen to be shopping.”

Tierney also recognizes the fine line: “We don’t want to interfere with someone who is simply coming to get some milk.”

Kroger has welcomed banks to its locations because it’s another customer convenience under its roof, according to John Elliott, manager of public affairs and media spokesman for Kroger Co. Central Division.

Up to this point, Kroger has not taken any active steps to move financial tenants out of its stores; it simply occurred as a course of bank industry trends, Elliott reports.

“When that happens, Kroger’s real estate departments in each operating region are the ones to market a space when it vacates, or they would ask our operations and merchandising leadership if they would prefer not to release the space and reclaim it for Kroger merchandising purchases.”

In the past, this has been done primarily on a store-by-store basis, but Elliott admits that is changing.

“There are stores where banks are in prime space in terms of customer convenience to do ClickList (Kroger’s new online ordering service with curbside pickup). It won’t be in every store, but it will be in those stores we can physically fit it in and the customer shopping patterns support it. So when a bank does vacate, we are now looking at that space as a potential for ClickList.”

In other words, Kroger likely will be phasing out the leases of most remaining banks in their stores.

“Between direct support of Kroger customers and products versus a tenant relationship, we would prioritize the Kroger service over the bank tenant,” Elliott explains.

“So as long as Fifth Third (or another bank or credit union) is happy, we aren’t displacing them. But we are taking advantage



“There are some banks that are growing but not like they were in the 1980s and services are going online. So they don’t need 8,000-square-foot headquarters or the larger facilities anymore.”

*Ken Newcomb, Jr., president
F.C. Tucker Commercial*

of lease expirations, as they happen, to re-evaluate.”

‘Hot corners’ and more

Ken Newcomb, Jr., president of F.C. Tucker Commercial in Evansville, has been in the real estate business for 43 years. He says, “There was always competition on the hot corners between banks and the people who could afford them, like McDonald’s and those types. They traditionally picked the best location, paid the highest prices and built the nicest building on them.

“We just sold a corner branch location here in Evansville that was at a pretty high price; it was a trophy location and warranted that price. Another bank bought it,” he relays.

“Usually the banks spend more than what a normal office building would and have a nicer facility; the structural integrity is a lot better.

“I’ve never seen, for lack of better words, a crappy bank building. They have to be secure.”

Brad Toothaker, president and CEO for the Bradley Company, agrees and reiterates that bank branches are a good canvas for potential buyers. (The Bradley Company has

six offices throughout Indiana.)

“It’s a structure that you can adapt the inside and rebrand the outside on. ... It’s pretty advantageous to many types of users. A lot of office users are moving to a more retail format.

“We are seeing it in medical, insurance – a lot coming into a more drive-by retail presence – and other service type businesses as well. Could be accounting firms and there are some law firms that like that type of presence,” Toothaker describes.

“It’s service businesses that have been in traditional office space and are looking for more visibility for access and advertising.”

And those property suitors can be a bit surprising.

Newcomb has seen bank branches, outside of his Evansville area, which have been converted to restaurants and even nightclubs.

While a good branch location typically is off the market within 90 days, in Newcomb’s experience, the hard sell is a big bank headquarters or larger branch; those can languish for years.

“We have a former Old National Bank in Evansville that has space – where their bank processing was – that has sat vacant for 10 years,” he shares.

And the problem goes beyond being too large.

“Traditional office space, bank office space is not what the office market demands these days. It’s a more open, more modern kind of layout,” Toothaker states.

“So (with these big buildings) there is often a lot of demolition and investment in space to adapt the space that is left behind. And it’s usually larger chunks which would have a (significant) cost to demise and separate it into multiple tenants.”

Newcomb sums up the dilemma. “There are some banks that are growing but not like they were in the 1980s and services are going online. So they don’t need 8,000-square-foot headquarters or the larger facilities anymore.

“There are just a lot more buyers and a lot more users for the smaller branch locations than for the larger ones.”

REGULATORY BLUES

SPEA Dean Says Country Can Do Better

By Tom Schuman

John Graham, dean of the Indiana University School of Public and Environmental Affairs (SPEA), says the federal regulatory reform movement has been present since the late 1970s. If his testimony before two recent congressional committees is any indication, the effort is picking up renewed momentum.

Graham provides background and unique insight during this *BizVoice*® interview.

BizVoice: Talk about the evolution of this effort.

John Graham: “The movement has had its ups and downs. It varies depending on factors like the condition of the economy and the current state of regulatory activity. The Reagan administration had a lot of regulatory reform activity that was in many ways a reaction to the pro-regulation activity under the Carter administration.

“The George W. Bush administration had a lot of reform activity that was linked in part to a lot of the regulation that emerged from the Clinton administration. It has a partisan element to it – that is Republicans tend to be more interested than Democrats

but there has always been a significant number of Democrats also interested. And that’s given it kind of a bipartisan focus.”

BV: Currently, there appears to be no shortage of complaints about regulations coming out of Washington.

Graham: “The Obama administration, during its first term, was more legislative focused. But the use of executive power in the form of regulation – President Obama has ramped that up in his second term as it has become more difficult for him to accomplish his objectives through regulation. That’s why there has been a lot more discussion of regulations the last couple of years.”

BV: How does your experience in the Bush administration (Graham was an administrator in the Office of Information and Regulatory Affairs in the White House Office of Management and Budget from 2001-2006) impact your views?

Graham: “When the Bush administration was forming, and you remember it was after the closest election in American history and the administration was late developing because of all the litigation and the Supreme Court case, a lot of people were thinking it was going to be a predominantly deregulation and regulatory reform administration. And I certainly thought that way after I was nominated and confirmed in the Senate.

“Then what happened was 9/11. What was fascinating to me about 9/11 is that it turned a lot of colleagues who were conservative Republicans in the Bush administration into pro-regulation guys. They wanted to regulate everything from airlines to chemical plants to universities. There was a



Visits to Congress to testify on regulatory matters are nothing new for John Graham, appearing before the Senate Committee on the Budget in December 2015.



“What was fascinating to me about 9/11 is that it turned a lot of colleagues who were conservative Republicans in the Bush administration into pro-regulation guys. They wanted to regulate everything from airlines to chemical plants to universities.”

– John Graham

huge wave of regulation that I never would have predicted that was a consequence of 9/11.

“I did my best as an OMB official to bring strong cost-benefit analysis thinking to these regulations, but it was very difficult given the emotional nature of that period and the political outpouring of outrage and calls for action.”

BV: In your testimony (before the Senate Committee on the Budget in December 2015), you state: Why should \$1 billion in compliance costs on industry be treated differently than \$1 billion in federal budgetary outlays that are typically financed by taxes? That seems so logical. What reactions do you receive?

Graham: “I think it’s a helpful analogy for people because in the final analysis we’re spending money from the same household budgets. When you impose a cost on business, basically that cost is then paid for, for the most part, in higher prices on products – but also to some extent by workers in the form of lower wages or compensation benefits. And also lower returns to the owners and investors in these companies. A lot of times people don’t draw those connections.”

BV: Wouldn’t this also be an opportunity for Congress to reassume its accountability and add some transparency?

Graham: “In fairness, the House of Representatives for the last several years have passed a wide range and substantial number of regulatory reform bills that have basically not been able to make any headway in the Senate. So you have to focus more on the Senate than the House to understand this inaction. A lot of the legislation coming out of the House was seen as a threat to the initiatives and the legacy of President Obama. So I don’t think it should surprise us there has been that logjam on regulatory reform activities in the Senate.”

BV: What is the biggest objection to regulatory reform – the process or the policy itself?

Graham: “I think the most common objection is the fear that this is going to remove protections for human health, safety and the environment and for civil rights that have been established through federal regulatory activity. In reality, what we’re trying to do is make

these regulations more cost effective, less intrusive and less discouraging of innovation.”

BV: This would apply to just new regulations, correct?

Graham: “In the context of a specific proposal about a regulatory budget, yes. But there are other regulatory reforms out there – outside the budget context – that apply to existing regulations. The Obama administration, to its credit, one of the things it has done is it has created a process whereby some existing regulations get nominated for review and reform on a regular basis. It’s not as ambitious as we regulatory reformers would like it to be, but it’s definitely a step in the right direction.”

BV: What has been learned from the experience in other countries?

Graham: “I would say the United Kingdom and the Netherlands have been the big pioneers in the regulatory reform area outside of the United States. The Netherlands has a very innovative model, estimating how much red tape and paperwork businesses have to address associated with various regulations, and then they use that as a priority for deciding which regulations should be streamlined or made more cost effective.

“In the U.K., they have a formalized advisory body of business leaders who play a role in suggesting priorities for regulatory reform. That has been operating under various political administrations in Britain for the past 20 years. So they have a much more direct voice from business in the regulatory reform process.”

BV: You recommended a congressionally-designed pilot project in your testimony. Explain that.

Graham: “There was an effort in the U.K. to implement the idea (of comprehensive reform). They postponed it after several months. That’s the signal you get when you try to do something that is too ambitious and you’re not sure how to implement it. That’s the motivation for doing a smaller scale pilot project – take a couple of agencies that do a lot of regulation and see if you can implement a pilot project on them. Then if it’s successful, you extend that idea through a larger number of agencies.”

RESOURCE: John Graham, Indiana University, at www.spea.indiana.edu

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IMPACT INVESTING

We're Not There Yet But ...

By Rebecca Patrick

EDITOR'S NOTE: Fourth in a series on corporate social responsibility.



Launch Fishers and similar co-working spaces are at the crossroads of impact investing.

The reaction to the exercise doesn't surprise Dora Lutz anymore; it fascinates her and inspires hope.

When she speaks before a Purdue University class on corporate social responsibility, the students are split into two groups and given a task. One side argues that businesses exist to only maximize shareholder value and the other stresses that businesses must also focus on the social good.

"The first group really has a hard time justifying that stance. It's just how they see the world," shares Lutz, who is the founder and president at GivingSpring in Indianapolis, which specializes in corporate philanthropic consulting.

And millennials aren't the only ones who share that outlook.

In recent years, various groups throughout the country have promoted the concept of impact investing – a phrase coined by the Rockefeller Foundation almost a decade ago – which is now starting to get more universal attention and traction.

"Impact investing is where the social good is part of the calculus above and beyond just pure financial investing (looking for a monetary return)," offers John Wechsler, founder/CEO of Launch Fishers – a business incubator that fosters innovation and further economic development in Hamilton County.

What's happening ... or not

The reality, however – especially outside of the coasts – is that impact investing is still very much in the fledgling phase.

Ann Wilson is a social entrepreneurship specialist based in Indianapolis and founder of the Impact Venture Center. She believes the awareness level is simply too low at this point for most Hoosier investors to take note.

"I don't think they even understand the potential for impact investing, which is immense within the Midwest and Indiana. The potential is so untapped right now," she states.

Elaine Bedel, president and CEO of Bedel Financial Consulting of Indianapolis, concurs that investors aren't really connecting the dots yet.

"At this point, I have not seen a lot of people come into our office saying, 'I heard about impact investing and want my portfolio to be all impact investing.' I think from that perspective it hasn't caught on much with the general public."

Lutz reports some activity from the start-up side of the equation – those who need assistance in highlighting their social responsibility to investors.

"The clients I see are usually about 75% of the way there, but they are not really

positioning themselves in that manner. They are leading more with technology instead of the social impact component. Whereas changing that message allows them to be able to open up for impact investment, plus have a social impact," Lutz describes.

Bedel believes that besides the likes of business icons such as pharmaceutical giant Eli Lilly and Company – which routinely gives not only to its home state but also the world – it's the smaller privately-held companies that are the ones to watch. The reason: They have less pressure than a publicly-traded company with a primary duty to satisfy stockholders and cushion the bottom line.

Wechsler questions if people really understand the parameters of impact investing.

"It could be investing in hard-hit areas or with classes of citizens who have been historically disadvantaged. ... To me, that is the kind of thing that's going to need to happen over a sustained effort to continue to make the area as great as it can be."

Yet Indiana is the norm, not the exception. "Everyone is struggling with impact investing," Wilson asserts. "For a while I had a close communication with an organization called Echoing Green; they are headquartered in New York and are a

worldwide well-known, well-established hub for social entrepreneurs. Even they have had trouble getting impact investors interested.

“It’s frustrating certainly for the field of social entrepreneurs, just like it’s frustrating for early stage regular start-ups as well. But that’s where we are and we aren’t alone.”

Being a good citizen

Launch Fishers is in the unique situation of both assisting start-ups, weaving in the social responsibility and being a beneficiary of impact investing.



Dora Lutz, engaging in a dialogue on shared value initiatives at the National FFA headquarters in Indianapolis, says impact investing is a long-term endeavor.

“Organizations like Barnes & Thornburg, Katz, Sapper & Miller, Duke Energy and AT&T invest in us because of the programming we are putting in place for innovators and entrepreneurs,” Wechsler begins.

“They see the good we are doing. Part of that is more as a good course of doing business than just pure philanthropy, even though we are a 501(c)(3).”

Bedel recalls a time when companies were doing impact investing almost automatically.

“This truly is the way companies used to be. When you were a major company in a community, you were concerned about your community. You did things for your employees but also for the community at-large. You were careful not to damage the environment in your geographical area if you were in manufacturing. Companies just had a real conscience,” she explains.

“It seems that this movement is trying to push companies back to that, because we’ve really gone through several decades where the focus was to maximize profits at the expense of everything else. That means pay your employees as little as possible, don’t do anything for the community, who cares what you do to the environment; everything was done for the bottom line profit,” she declares.

“Companies have come around to say there is a bigger picture than this. Profit is just one piece of it. We also have to be good citizens. The companies that are now impact investing companies are truly going back to ‘let’s take care of the area we are in,’ instead of sacrifice everything for more profit.”

What the future holds

There is optimism that impact investing will ultimately take hold

in Indiana, but it’s not going to happen overnight.

Lutz recently returned from a trip to Silicon Valley and had the chance to meet with a “lot of people” in this space. “I came away with the realization that to have that level of impact investing, that level of social responsibility and engagement, it has honestly been a 20-year movement.

“Still there is so much happening now nationally that 20 years out is too long a time frame,” she states. “We’re going to have to figure out how to get the investment dollars here. Whether they come from the coasts or they come from investors in Indiana, it’s something that we need to have. And it’s an exciting time to start the conversation.”



Having more impact investor examples to point to would go a long way.

“If they do well in the community and are profitable, that will bring more investors to them and more companies will see that as a better model to work under. That’s where we used to be and where I hope we get back to,” Bedel notes.

Also look for millennials to help move this forward.

“Most of them are in early career stages; the oldest millennial is 35-36. They aren’t as forceful in the investment area because they don’t have that much money. As they accumulate more assets – and if they hold true to the fact that, ‘I don’t want to invest in companies who aren’t having a positive impact’ – I think that will change the investing world a little bit,” Bedel envisions.

Wilson predicts the Midwest is where impact investing will break through.

“People here are very passionate and they have been real drivers for positive change for lots of non-profits, and that same mindset can create for-profit social enterprises. Lots of ingenuity here. Lots of great entrepreneurs in Indiana and throughout the Midwest.”

Adds Lutz, “We have the opportunity to jump on the front end of something emerging. So for me, that’s the call to action.”

Bedel returns to what she believes is a responsibility.

“As a business owner myself, I can’t stress enough how this is the way that companies should be operating.

“I would go to the financial-first impact investing – companies have to be good at what they do; they have to be able to give a good return to any investor, but they also need to be good corporate citizens and have a positive impact in whatever area they can.”

JEFFERSON'S JOURNEY

Partnerships Ignite Madison's Potential

By Symone C. Skrzycki

Breathtaking views, popular festivals and artistic downtown attractions define Madison's culture.

Dalton Roark always dreamed of working at SuperATV. Specializing in all-terrain and utility vehicle parts and accessories, it's headquartered across the street from Madison Consolidated High School (MCHS).

He fondly recalls that as a student, "I would look out the window and tell (industrial arts instructor) Ryan Lamb, 'I'm going to work there some day.' "

After graduating in December, Roark – who has grown up around cars and racing – turned his aspiration into a reality by joining SuperATV in its assembly area. Today, he heads up the windshield division.

Roark is the first alum of Cub Manufacturing – a student-run business based out of MCHS. Open to juniors and seniors, it's a partnership with Ivy Tech Community College-Southeast and area businesses representing 2,000-plus employees in Jefferson County.

Cub Manufacturing kicked off in August 2015 with 10 students. That number is expected to reach 15 during the 2016-2017 school year, with continued growth planned. Participants explore production (including hands-on training using welding and fabrication equipment), accounting, marketing, purchasing, hiring and soft skills (problem solving, teamwork, supervision).

"All of these tools can be used in the dozen or so industries we have here in town," remarks Dave Ungru, president of Koehler Welding Supply. "That's one thing we're

very blessed with. Hopefully we can fast-track these kids and get them right on into employment as soon as they graduate."

SuperATV is covering Roark's tuition at Ivy Tech, where he's pursuing a technical certification in industrial technology with a welding concentration.

"This is our pilot program," declares Katie Mote, president of Ivy Tech's Madison campus. "It's great for (Roark) to have both that great employment opportunity and an incentive to remain in our community and continue to contribute to the quality of life. The experience this student is having is the vision we're working to implement for all students that would go into this program."

That's not the only thing firing people up in Jefferson County.

Madison may be small (population: approximately 12,000), but it's a powerful contender and one of eight finalists in the America's Best Communities (ABC) competition. Grand prize winners (who will receive \$3 million, \$2 million or \$1 million, respectively) will be announced in April 2017.

In addition, community members are shaping the future via the ENVISION Jefferson County action plan.

Tools of the trade

Roark earned his first American Welding Society certification (three comprise the credential he's seeking) in May.

"I feel very accomplished," he expresses. "My dad is a welder and a fabricator for a living. My parents were so proud."

Nathan Hadley, college and career readiness coordinator for the local school district, notes, "It's a nice success story because based on his work in the business, even though it was just one semester, he was able to get employment at a local manufacturing business. That's really the idea – is that it becomes a pipeline for employment for our local industry."

Madison Precision Products (MPP) set up shop nearly 30 years ago. Boasting 650 employees, it makes aluminum die cast automotive products.

When asked to share his thoughts about



“This is our pilot program, ... It’s great for (Roark) to have both that great employment opportunity and an incentive to remain in our community and continue to contribute to the quality of life. The experience this student is having is the vision we’re working to implement for all students that would go into this program.”

– Katie Mote, president
Ivy Tech, Madison campus

the area’s workforce challenges, vice president Kevin Turner pauses before suggesting: “There are two sides to this question.”

Misconceptions about manufacturing are one challenge.

“A lot of changes have occurred in manufacturing over the last few decades, and manufacturing has allowed itself to lose some of its appeal to younger people. What we’re finding is that young people in high school don’t have a good idea of what opportunities and different jobs are available.”

An innovative endeavor illustrates one of those career paths: advanced automation and robotics. Three apprentices from Ivy Tech spend a maximum of 16 hours per week at MPP, which pays tuition and book fees.

“We pay them an hourly wage to go to class,” Turner comments. “Once they complete the program (in approximately two years), we offer them a job that pays about \$46,000 per year. It’s a pretty sweet deal.”

Retiring Baby Boomers (estimates approach 50% of the manufacturing employees) will shrink Jefferson County’s workforce in the coming years. Turner’s take?

“For any company, if you’re planning on being around for the long term, you have to take an interest in, ‘Where’s your next generation going to come from?’ he asserts. “Our community has many assets in terms of the historic downtown area, the state park,

the access to the river. We have good amenities, but we haven’t identified or quite hit on those amenities that young people strive to have in their community.”

‘Envision’ing change

Launched in 2014, ENVISION emphasizes engagement. It grew out of a variety of public forums.

“It was all walks of life,” reflects Ungru, who serves as chair of the Jefferson County Industrial Development Corporation. “We wanted the young. We wanted the old. We wanted the people in poverty and the ones who were better off. We wanted everybody’s input.”

The initiative revolves around six areas:

- Promoting health, safety and well-being
- Building a positive community through collaboration and leadership
- Creating quality education
- Advancing personal prosperity and community economic vitality
- Creating attractive, productive and desirable places
- Shaping a vibrant community through entertainment and arts

“They’re recognizing the great work that’s going on in the community,” stresses Valecia Crisafulli, who is coordinating implementation. “For the most part, you’re not going to see anything that wasn’t already happening here to some degree. It’s more,



The Cub Manufacturing program at Madison Consolidated High School emphasizes hands-on training while teaching students how to run a business.

‘How are we going to move this forward? How are we going to really push this to where it needs to be?’ ”

Mighty Madison

And then there were eight.

In 2014, Madison received \$50,000 to develop a community revitalization plan as one of 50 quarterfinalists in the ABC program. After it soared to the top 15, city officials traveled to North Carolina in April 2016 to pitch Madison’s proposal at the ABC Summit (Valparaiso and Angola/Fremont also were semifinalists, but did not advance further in the competition).

“We walked away as one of eight finalists (each received \$100,000 to implement their plans). Essentially, from here they’re going to evaluate how well our community – as well as the other communities – is able to achieve the goals we set forth and create long-term change,” explains Andrew Forrester, community relations director for the city.

Madison’s revitalization plan highlights many facets, such as connectivity and place making. At its core is the Madison Connector, a six-mile loop multi-use trail that would link the hilltop (commercial district) and downtown areas.

MADISON, INDIANA



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“Our plans are to open an abandoned road that goes through our downtown and our hilltop for pedestrian and bicycle use, and also work to revitalize one of our main corridors downtown from that hill to the (Ohio) River,” Forrester imparts.

Objectives also include encouraging healthy lifestyle improvements in the community through the 30 Million Steps in 30 Days fitness challenge, which took place in June, and growing the number of bike to work days.

Mayor Damon Welch asserts that judges weren’t seeking the perfect community.

“They were looking for communities that were special and did have a lot of special things going on,” he proudly remarks. “But they also (desired those) that were looking forward at not only where their assets were, but maybe some of the weaknesses they could work on, too, in moving forward.”

Forrester is savoring every step.

“This has been an awesome opportunity,” he declares. “It’s given our community something to rally around. We’ve



A combined 400-plus citizens contributed ideas at public meetings that led to the development of the ENVISION Jefferson County action plan.

had some people say, ‘We’ve got problems. We’ve got a drug problem. We’ve got issues with jobs. We’ve got issues with this and that.’ And my response is always, ‘Find a place that doesn’t have that.’

“We don’t want to ignore those things.

They’re issues our community is going to address, but we feel like this is giving us the pride and energy to take on those issues as well as many others, and we’re going to be even better for it.”

RESOURCES: Mayor Damon Welch and Andrew Forrester, city of Madison, at www.madison-in.gov | Katie Mote, Ivy Tech Community College-Southeast, at www.ivytech.edu/southeast | Dave Ungru, Koehler Welding Supply, at www.koehlerweld.com | Nathan Hadley, Madison Consolidated High School, at www.madison.k12.in.us | Kevin Turner, Madison Precision Products, at www.madisonprecision.com | Dalton Roark, SuperATV, at www.superatv.com | Valerie Crisafulli, Envision Jefferson County, at www.envisionjeffersoncounty.org



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The stage is set for the Circle of Stars Gymnastics Invitational. With 4,500 participants over three days, it requires 10 truckloads of equipment.



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Telephone: (800) 876-3194
Web site: www.midwestgymsupply.com
Management: Paul Kemp, president and CEO

By Katie Coffin

At 75 years old, Paul Kemp identifies himself as “unsuccessfully retired.”

It's impossible for him to completely disconnect from Midwest Gym Supply (MGS), the business he started in 1989. It's grown into one of the largest athletic equipment suppliers in the country.

Most mornings, he goes to the office to make coffee and leave doughnuts for the employees, then spends the rest of the day on his horse farm. He oversees the decision making at MGS, but has handed the reins to his son, Chris. Another son, Nick, developed the web site and online sales. Daughter Stephanie owns and operates Madison Gymnastics World (MGW), the gym Kemp founded in 1981 that launched the family legacy.

Kemp shares his gymnastics history with a southern drawl, hinting at his Memphis, Tennessee roots. His love for gymnastics began as a child in a program offered at the YMCA. Later, when his daughter became interested in the sport, he visited several gyms but wasn't satisfied with what she was learning.

“I borrowed about \$12,000 from the bank and bought \$6,000 worth of equipment. I leased a 7,500-square-foot building for \$3,000 and the rest is history,” he reflects. “We opened (MGW) in 1981, and in 1983 we placed in the Indiana state meet.”

As a coach and gym owner, Kemp became aware of the evolution of the sport – the gymnasts' skill level was improving rapidly and the equipment had to keep up. For instance, the specifications on the distance between the women's uneven bars was changing almost every year, necessitating all gyms in the U.S. to purchase new spreader bars.

“That would entail about a \$100 expense, and back in the '80s that was a lot of money for a gym school,” Kemp recalls.

So Kemp designed and produced a telescopic spreader bar that could adjust to meet the changing specifications and sales soared. It was the initial product of what would become MGS, a company known for its innovation, industry expertise and first-rate customer service.

Equipping the best

Few sports allow athletes to display sheer strength, balance and precision like gymnastics. Whether a gymnast is flipping on the high bar, maneuvering the pommel horse or gracefully executing a floor routine, the spectacle is captivating.

While training and concentration are keys to success for athletes, a flawless performance also requires quality equipment. When he and his team first started, Kemp says the goal was to improve the equipment used in the industry to complement the gymnasts' skills.

“In 1989, when we provided equipment for our first Indiana state gymnastics meet, we actually disassembled the floor and equipment at (MGW),” recalls Kemp when the original supplier for the state meet backed out at the last minute. “The equipment that was used at the state level was equipment we had manufactured for the Madison gym, and it was very well received by all the athletes and coaches in the state. We became the official supplier of the Indiana state meet equipment.”

Products that have shaped the business include:

- International Men’s ELITE™ Horizontal Bar: made of stainless steel and virtually indestructible, it allows athletes to perform the most rigorous routines
- Chalk Eater: the air filtration system takes chalk dust and other pollutants out of the air
- EVA top foam: padding the spring floors, it’s so resilient that one can dribble a bowling ball on it

“We were an innovator and a pioneer in the development of those components,” Kemp declares. “We tested (these products) over one whole competitive season to see if they were going to hold up and if it was going to promote a better surface to the gymnasts.”

Steady growth

MGS was one of the first equipment suppliers for state- and regional-level meets in the U.S., and now it is the preferred equipment supplier for USA Gymnastics Region 5 (Indiana, Illinois, Michigan, Ohio and Kentucky).

Every aspect of the business is growing:

- 42,000 square feet of gym, production and storage space on eight acres
- 18 trailers for transporting equipment to meets across the region
- 18 employees including fabricators, in-house technicians, sales, event supervisors, installers and office staff
- 110 events equipped during the 2015-2016 season

“In 2007, we had about 65 gymnastics events that we supplied equipment for,” explains Mona Warner, office manager at MGS. “Last season was over 100. We acquired more warehouse space and added trucks to our fleet. I’m confident we will continue with that growth.”

Balancing act

Warner coordinates the equipment rental and makes sure the correct trailers arrive at the specified locations on time. Warehouse employees clean and load the equipment, and a fleet of drivers deliver it. “It’s quite a process,” she confirms.

Outside of Region 5, MGS has traveled to North Dakota, Pennsylvania, Wisconsin, Missouri, Virginia and beyond. The farthest trip was for an event in Key West, Florida. “It was in December, and the weather was great,” Kemp says with a laugh.

One event that stands out is the Arnold Gymnastics Challenge in Columbus, Ohio,

on the phone and ask what it will take to make them happy,” Kemp affirms. “I think customer relations is one of the most important aspects of a business. You can’t do business if someone is mad at you.”

Joan DeVeau is a long-time customer who benefits from Kemp’s industry wisdom. DeVeau’s School of Gymnastics is a



In addition to the more than 100 events equipped during the competition season, the manufacturing and production shops continue work. “I would attribute the success of MGS to my family and to our employees,” Paul Kemp declares.



sponsored by Arnold Schwarzenegger. It’s part of the larger Arnold Sports Festival that features other sports like weight lifting, swimming, soccer and power tumbling. (Kemp has not met Schwarzenegger, but his sons have.)

MGS has also furnished equipment for the Buckeye Classic and the IGI Chicago Style Gymnastics Competition on Navy Pier for 20 years. Each event has thousands of entries and are among the largest gymnastics competitions in the U.S.

‘Perfect 10’ with customers

MGS does not allow for disgruntled customers.

“If I have a dissatisfied customer, I call them

Fishers-based gym that also hosts the Circle of Stars Gymnastics Invitational. The competition, which started as a one-day event in a high school gymnasium, has grown into one of the largest in the country. It attracts 4,500 participants throughout a three-day span. DeVeau is quick to acknowledge MGS has equipped and supported the event from the beginning.

“Paul has been the most loyal friend in the world,” DeVeau declares. “He’s always looking out for my best interest in terms of helping me to grow my gym. He’s always pushing me to reach the maximum potential my gym could have.”

And that’s how you “stick the landing” in the gymnastics business.

RESOURCES: Paul Kemp and Mona Warner, Midwest Gym Supply, at www.midwestgymssupply.com | Joan DeVeau, DeVeau’s School of Gymnastics, at www.deveaus.com

By Charlee Beasor

Madison Railroad Operations Manager Roger Fuehring and CEO Cathy Hale stand aboard "Legacy," a 1912 business car the company has refurbished. It will transport torch bearers through Jefferson County during the Bicentennial Torch Relay in September.



Madison Railroad

PUTTING COMMUNITIES ON THE RIGHT TRACK

"We are here, ready to serve our communities. We are the only rail service to Madison, North Vernon, Jefferson County and Jennings County. Our mission is economic development. What we do and what we do best is provide tailor-made customer service."

- Cathy Hale, CEO
www.madisonrailroad.com

Primarily a freight railroad – polyethylene plastic pellets are the main commodity – Madison Railroad also hosts a few community events throughout the year, including the Santa Express Train during the holidays.

Historical line

- Founded in 1978
- Operates 25 miles of track between Madison and North Vernon
- Exists on a portion of the state's first railroad, dating back to 1836
- Seven employees operate the freight railroad
- City of Madison owns the railroad

"The reason that the community stepped in to save the railroad was for current and future economic development. ... Site selectors, if they look and see you are not rail served, they do not even look at your community."

Hauling and storing

- Main commodity: Polyethylene plastic pellets
- Additional products: Steel coils, scrap, fertilizer, transformers and miscellaneous commodities
- Approximately 1,000 car loads annually
- Located in the former Jefferson Proving Grounds military base
- 1,200 rail cars in storage; 10 miles of storage track

Madison's 'Legacy'

- Offers a few special passenger events throughout the year, including the Santa Express Train during the holidays
- Two Bicentennial trains will haul torch bearers through Jennings and Jefferson counties on Sept. 16, as part of the Bicentennial Torch Relay
- Restoring a 1912 business car – to be renamed "Legacy" as a legacy project.

New bells and whistles

- Two new bridges were built in 2010 and 2011; in 2015 the company spent \$3.5 million to replace five miles of lightweight rail and rail ties
- Unique to many short lines is Madison Railroad's "286 capable" designation – it can accommodate 286,000-pound loads. An additional section of track will be upgraded in the fall, making the entire line "286 capable"



Jefferson County by the Numbers

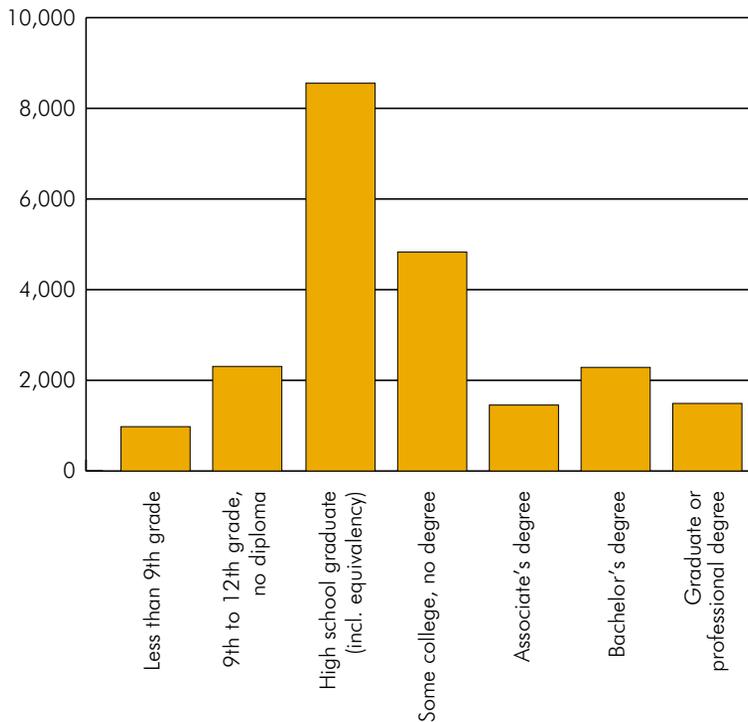
Employment and Earnings by Industry, 2014

	Employment	Earnings (\$000)	Avg. Earnings Per Job
Manufacturing	3,032	\$193,069	\$63,677
Retail Trade	2,009	\$59,537	\$29,635
Health Care, Social Services	1,870	\$100,241	\$53,605
Accommodation, Food Services	1,316	\$22,467	\$17,072
Construction	669	\$27,367	\$40,907

Source: U.S. Bureau of Economic Analysis



Educational Attainment (ages 25+)



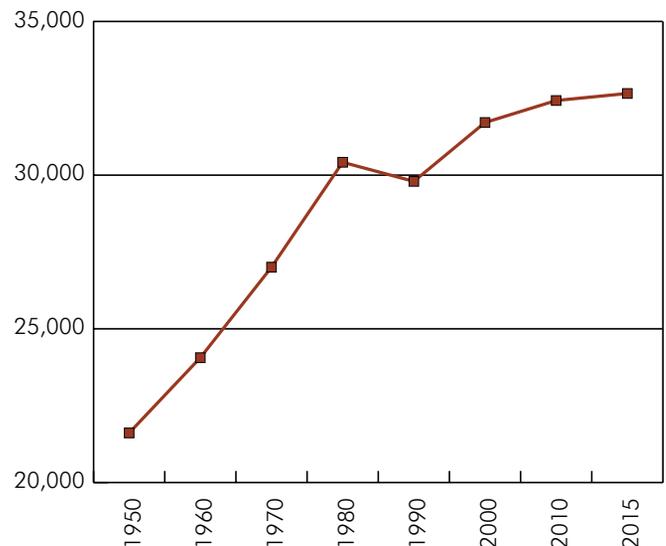
Source: U.S. Census Bureau and American Community Survey, five-year estimates

Commuting Patterns: Top Five Locations Sending Workers INTO County, 2013

County	Number	Pct. Five Area Total
Clark County	717	28.9%
Kentucky	701	28.2%
Floyd County	454	18.3%
Scott County	325	13.1%
Jennings County	286	11.5%

Source: Indiana Department of Revenue

Population Counts by Decade



Source: U.S. Census Bureau

Population Estimates by Age, 2014

	Number	Percent in County
Preschool (0-4)	1,761	5.4%
School Age (5-17)	5,144	15.8%
College Age (18-24)	3,346	10.3%
Young Adult (25-44)	7,762	23.9%
Older Adult (45-64)	9,199	28.3%
Older (65 plus)	5,282	16.2%

Source: U.S. Census Bureau

BEST PLACES TO WORK IN INDIANA



Winners demonstrated their excitement at being among the 100 winners in the 2016 program. Nominations for 2017 will begin in August.

Visit www.bestplacestoworkIN.com for details. Full information on the winners is featured in the May-June issue at www.bizvoicemagazine.com.





Peter Burke, Best Companies Group, points out a winner.



No. 1 major company: Microsoft Corporation



No. 1 large company: Katz, Sapper & Miller



No. 1 medium company: Mainstreet



No. 1 small company: Luther Consulting

State Construction Employment

Forty-four states added construction jobs between March 2015 and March 2016. Not surprisingly, the five states experiencing construction employment declines are all energy-producing states where demand has

suffered from declining prices for oil, coal and other fuels. Construction employment was unchanged in Connecticut.

“These healthy job gains show that educators and policy makers in all states

should provide more support to construction education and training programs,” says Stephen E. Sandherr, CEO of the Associated General Contractors of America.

Construction Changes March 2015-March 2016

Total Job Gains



Highest Percentage Gains



Job Losses (by %)



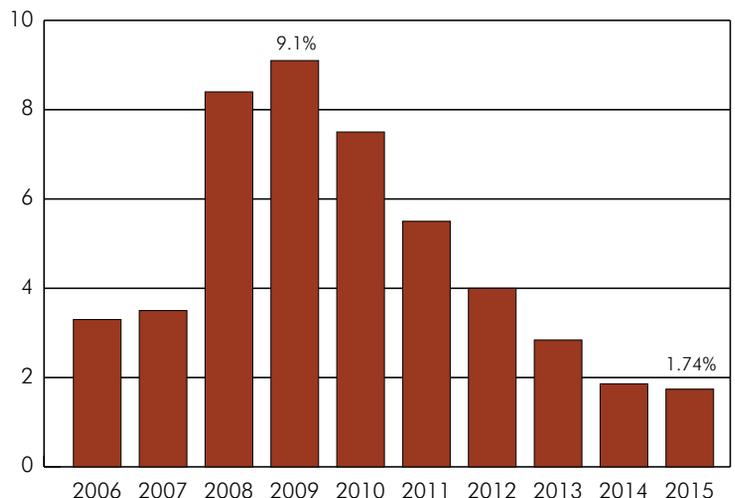
Midwest Comparison

	March 2016 Jobs	One-Year Gain	One-Year % Gain	Rank % Gain
Michigan	156,200	8,200	5.5%	22
Ohio	208,200	10,300	5.2%	25
Illinois	219,500	9,100	4.3%	29
Indiana	130,300	4,900	3.9%	32
Kentucky	76,700	2,500	3.4%	34

Source: Associated General Contractors of America

No, the chart at the right is not about construction employment, which is the featured topic on this page. But the staggering reduction in Elkhart County building space available for industrial development – good news that has become a challenge – caught our attention.

Elkhart County Industrial Vacancy Rates



Source: FM Stone Commercial

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