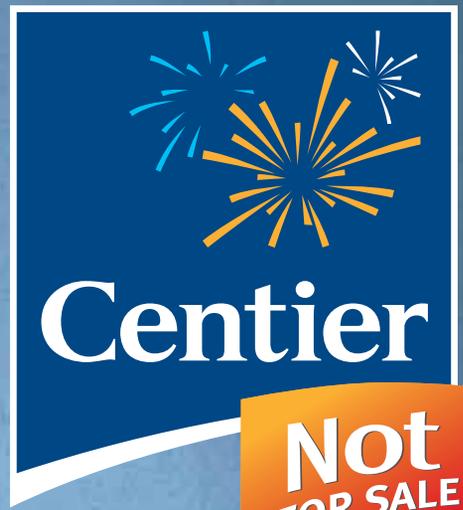


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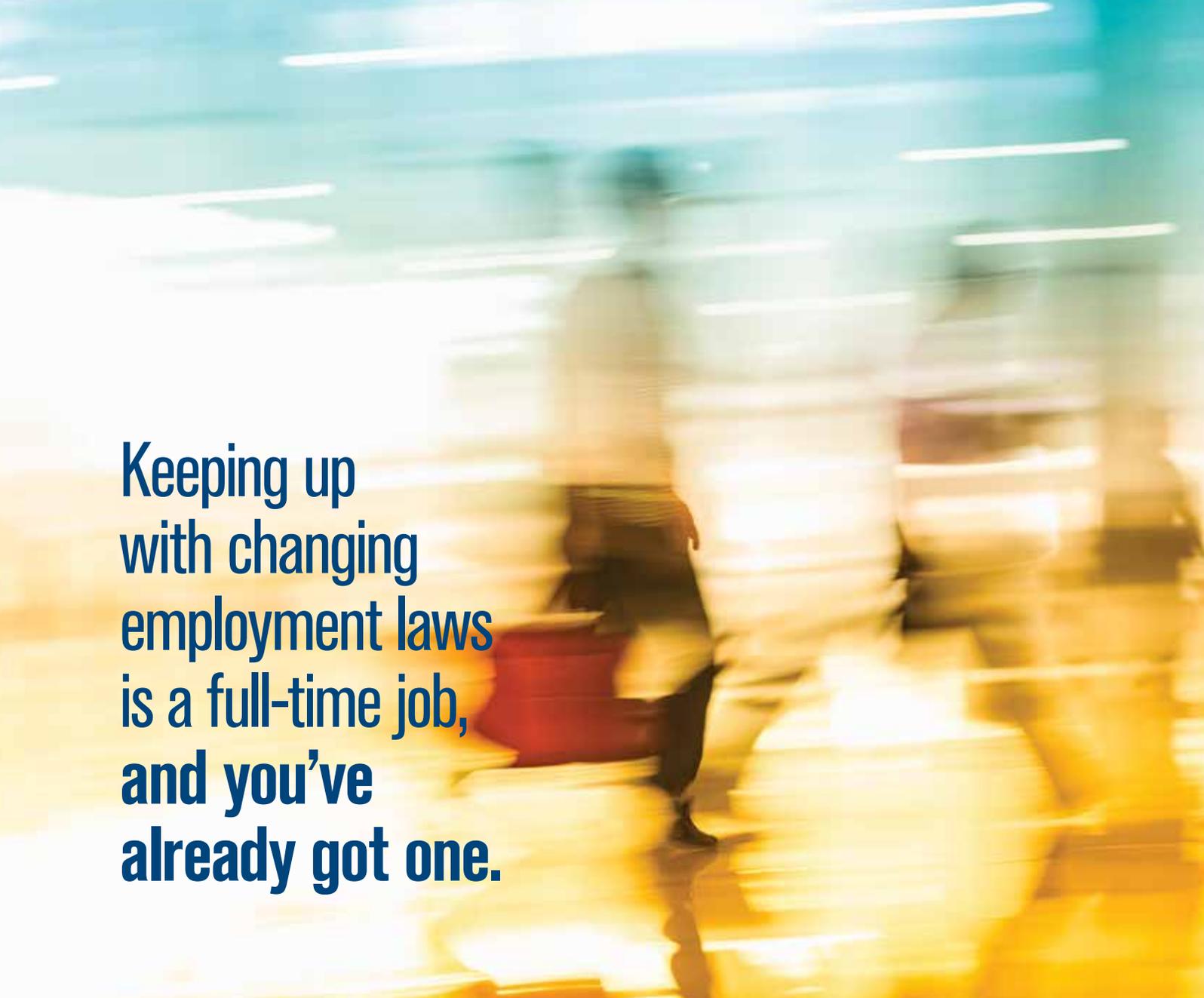
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SHOWCASING THE VERY BEST

The Indiana Chamber was thrilled to have a record number of Hoosier employers participate in the latest Best Places to Work in Indiana program. All entrants earn valuable feedback, and we honor in this issue the 100 organizations selected by Best Companies Group as meeting the “best of the best” criteria.



As always, these top companies were determined through employer reports and comprehensive employee surveys. If your organization has not participated in the past, don't miss out in 2017. Check out www.bestplacetoworkIN.com for all the details.

Two companies – Edward Jones and Katz, Sapper & Miller – impressively have made Indiana's Best Places to Work list all 11 years!

Speaking of Katz, Sapper & Miller, our top feature in the Best Places to Work section is about this Indianapolis-based accounting firm, which rose to the No. 1 position for the first time (Page 36). A big congratulations to the team there and at our other No. 1 honorees: Luther Consulting, Mainstreet and Microsoft. Plus a well-deserved “well done” to all those chosen for the Best Places designation!

On the government side of things, we tackle several developments.

We put an exclamation point on the legislative session on Page 10 – taking a look at some positive accomplishments and previewing work that is left to do in 2017. Our scores for state legislators are unveiled in the annual *Legislative Vote Analysis* (Page 12), which examines voting records on pro-jobs, pro-economy legislation.

The importance of the new commercial court pilot project is explored on Page 14, with various justices and others weighing in. The goal of the commercial courts is to help resolve complex businesses cases in a more timely and predictable manner.

Our year-long series on corporate social responsibility continues with an explanation of benefit corporations (Page 88) and how some early adopters are planning to make a difference in their communities and beyond.

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

Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

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



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FEATURE STORIES

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COVER STORY: Best Places to Work in Indiana

Leading the way for the 100 companies being recognized in the 11th annual program are top-ranked Luther Consulting; Mainstreet; Katz, Sapper & Miller; and Microsoft Corporation. Additional feature stories below and at right. Full coverage in a 58-page special section.



INDIANA VISION 2025: ATTRACTIVE BUSINESS CLIMATE

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Commercial Courts on the Way

No one – except, as the joke goes, maybe the lawyers – wins when complex business cases linger in the legal system. A thoroughly-developed pilot project is set to improve outcomes.

BEST PLACES TO WORK IN INDIANA

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No. 11 Turns Into No. 1

Katz, Sapper & Miller is one of just two organizations to be recognized in all 11 years of the program. Find out what takes the CPA firm to a top ranking for 2016.

54

Passion and Balance

Four marketing and communications firms place strong emphasis on “play” to complement work that is sometimes stressful. And they seem to have a lot of fun at both.

58

Power of the People

Employees lead the way as architecture and engineering firms experience continued success. Find out how they design winning workplace environments.

On the cover: Quote provided (in response to a BizVoice® question) by Mark Chamberlain, Lakeside Wealth Management, No. 10 on the Best Places to Work small companies list for 2016.

FURTHERMORE

Legislative Analysis

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INDIANA VISION 2025: ATTRACTIVE BUSINESS CLIMATE

Working to Create the Best Possible Indiana

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Corporate Social Responsibility

Our year-long series continues with a look at benefit corporations. What are they? Who is jumping on board? What are their goals?

90

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U.S. Senate candidate Todd Young was endorsed by both the U.S. Chamber of Commerce (Rob Engstrom, left) and Indiana Chamber (Kevin Brinegar, right).



Kevin Brinegar was among the speakers at a U.S. Global Leadership coalition event that featured Indiana Rep. Susan Brooks (right; R-5th District).



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NON-COMPETE AGREEMENTS

A Good Tool to Help Protect Your Business



Greg Guevara

Two of your company's most valuable assets are your customer relationships and your confidential information. Developing strong relationships with your customers is what drives your revenue, and protecting the confidentiality of your business information is what helps maintain your competitive advantage.

Yet despite the enormous investment in developing these critical assets, many companies fail to take the appropriate steps to ensure they are adequately protected. Losing a senior manager, sales representative or other key employee often means the loss of a significant personnel investment. That loss is compounded when the former employee uses your information to compete with you and then steals your customers.

The law provides a measure of protection to all businesses against post-employment competition, but in most instances it is not enough. Trade secret laws protect against the theft of certain highly confidential and valuable information. Many types of proprietary business information, however, do not constitute trade secrets and are not protected.

Similarly, the law protects against the theft or conversion of property, which can include business records and documents, but the remedies available to employers when an employee takes such items are rarely sufficient to ensure the information will not be used competitively against you. In general, if an employee quits or gets fired, he or she is free to stay in the industry, work for (or start) a direct competitor and actively solicit your customers.

But there is something you can do to dramatically increase the protection of these critical business assets: Require your employees to sign a carefully drafted restrictive covenant agreement, commonly referred to as a "non-compete." A common misperception is that "non-competes aren't worth the paper they're written on." It is true that the law favors free market competition and disfavors restrictions on an individual's right to earn a livelihood, so it can be difficult to enforce post-employment restrictive covenants.

These types of agreements, though, are valid in most states if they are narrowly tailored to protect the employer's legitimate business interests (such as confidential information, customer relationships and business goodwill) and they are not more restrictive than necessary to protect those interests. While an overbroad covenant may be completely unenforceable (or subject to substantial reduction by the court), a properly written covenant can provide significant protection against post-employment competition.

Restrictive covenant agreements generally include three types of restrictions:

- A confidentiality/non-disclosure provision is designed to protect an employer's confidential business information – such as customer information, financial data, strategic information and proprietary methods – from unauthorized use or disclosure by the

employee. These types of agreements extend far beyond state trade secret laws because they can more broadly define the types of proprietary information that are protected, and because they can include remedies for breach that are more beneficial than what is available by statute. These provisions also typically require the employee to return all company property and data upon termination of employment, adding a significant additional measure of contractual protection.

- A non-competition covenant (the traditional "non-compete") prevents a former employer from engaging in certain types of competitive activities in a defined geographic area over a specified period of time (usually from six months to two years). Courts tend to disfavor these types of covenants because they may effectively prevent the employee from working in the industry where he or she has earned a livelihood. Even so, if narrowly crafted and limited by activity, geography and time, courts in most jurisdictions (with California being a notable exception) will enforce these types of covenants against key management and sales personnel.
- A non-solicitation covenant prohibits a former employee from soliciting or servicing the employer's customers for a defined period of time (again, usually six months to two years). Courts tend to be more inclined to enforce these types of covenants because they recognize the significant investment that companies make in their customer relationships. Although geographic non-competes are designed to prevent a former employee from competition generally, non-solicitation covenants more narrowly protect key customer relationships. This type of covenant is critically important, especially for key management and sales personnel who interact regularly with customers. Non-solicitation covenants can also prohibit a former employee from recruiting your employees, which can be a significant deterrent when a key employee leaves and then tries to entice his or her former co-workers away.

To develop enforceable restrictive covenant agreements, employers must take into account two very important considerations. First, each covenant must be meticulously drafted to protect the specific interests of that particular business and to limit the activity restrictions based upon the individual employee (or classification of employee) for whom the covenant is designed. Generic, form non-competes are most likely not enforceable. Each agreement must be thoughtfully developed for your business.

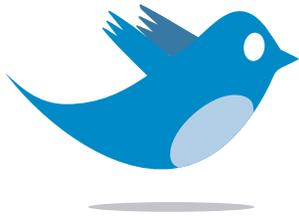
Second, state laws vary greatly in this area. Some

Continued on page 77

AUTHOR: Greg Guevara is a partner in the Labor and Employment Group at Bose McKinney & Evans LLP, representing national, regional and local businesses in labor and employment matters and litigation. He can be contacted at (317) 223-0257 or www.boselaw.com

What's Chirping on Tweet Street?

The Indiana Chamber has over 15,100 Twitter followers. Are you on the list? Here are some examples of recent activity.



@IndianaChamber

Jim Elzinga, climber & Safety Culture Solutions founder, speaks on "Triumph & Tragedy on Mt. Everest" at #INSafety16 pic.twitter.com/ikfqy1S32c

Our Kevin Brinegar appears on @IIB w/ @GerryDick this week discussing 2016 #INLegis session. Check local listings!

Purdue hopes to mitigate student debt with ISAs <http://ow.ly/ZVAXJ> @LifeAtPurdue @BethAkersEd @BrookingsInst

Simply put, the U.S. is due for corporate tax reform <http://ow.ly/ZTAhf> @veroderugy @mercatus @reason

Internship gives @IUPUI senior jump on dentistry career, int'l experience <http://ow.ly/ZRO4g> via @IndianIntern

Oliver Luck of @NCAA is speaking at IN Safety Conference today on evolution of safety in college sports #INSafety16

Final white collar overtime regulations are coming; DOL submits final regs to OMB <http://ow.ly/ZxiQ> (via @IceMillerLLP) #HR #flsa

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

@Indiana_EDC: Looking for some of #Indiana's top companies to work for? Check out @IndianaChamber's 2016 Best Places to Work list! bit.ly/1oqjrm

@WGUIndiana: Great article in BizVoice about the #Gallup survey on alumni satisfaction! @IndianaChamber bizvoicemagazine.com/media/archives

@iveast: @ivechanc participated in the @IndianaChamber's roundtable discussion on the state of education. Read the article at bit.ly/1OYWuU

@USGLC: "Simply put, we need more influence in the world, not less." -Kevin Brinegar @IndianaChamber

@IIB: President of @IndianaChamber, Kevin Brinegar, shares his take on the highs and lows of the 2016 General Assembly #IBTV

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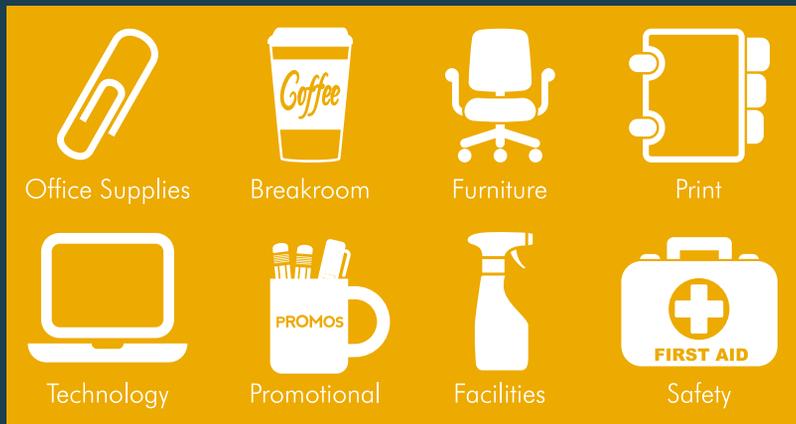
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LEGISLATIVELY SPEAKING

Hits, Misses and Looking Ahead to 2017



Education

When the disastrous ISTEP test implementation in 2015 was revealed, it dwarfed most other education policies on the table. Though a few bills were able to make it through, it was primarily a year of treading water.

HITS: Scholarships for prospective top-of-their-class teachers. A second application period for voucher students, ensuring that the money truly follows the student if they change schools during the year. Teachers and schools will not be negatively impacted by the 2014-2015 ISTEP test results, but all-important accountability remains in place and a summer panel – with hopefully the Indiana Chamber at the table – will determine a more suitable testing future for our state’s students.

MISSES: Not fully recognizing that ISTEP needed a rebranding effort more than the state starting from scratch again. Expanding state-sponsored preschool beyond the select pilot counties when the need has been demonstrated.

OUTLOOK: “The current form of ISTEP as we know it will sunset July 1, 2017. There will be a statewide assessment moving forward but the type, name and format will be determined by the 23-person panel created by the 2016 legislation,” explains Caryl Auslander, Indiana Chamber vice president of education and workforce development. “The federal Every Student Succeeds Act states that there must be a statewide high-stakes assessment but allows for more local flexibility. All these issues will be discussed by the panel with a recommendation provided by the end of 2016.

“We are pleased that Senate Pro Tem David Long has stated publicly that he hopes that additional expansion to the pre-K program will happen in 2017. The real question will be how revenues and our state budget will look then. We are pushing for statewide expansion, but any sort of growth in the program would be a win for Hoosier children,” she notes.



House Education Chairman Bob Behning and Indiana Chamber lobbyist Caryl Auslander discuss where bills stand in the final days of the 2016 session.

Infrastructure

The number one legislative priority in 2016 for the Indiana Chamber and its business members was enhanced funding for roads and transportation infrastructure.

HIT: Short-term funding totaling \$1.1 billion. Local governments will see about a \$600 million two-year infusion of funds while able to exercise new authority to raise wheel taxes or registration fees. The bulk of these new funds, \$430 million, will be local option income tax (LOIT) reserve account funds that locals already had coming to them. The state will see about \$328 million in supplemental funds over the same period drawn from state reserves and Major Moves 2020 monies.

MISS: Mechanisms for longer-term funding. Legislators’ election-year aversion to the tax increases necessary for a sustained roads program and a threatened veto from Gov. Pence to such a move sealed the fate for anything farther reaching and more forward thinking.

OUTLOOK: “We expect that long-term funding methods will be somewhat easier to address in a non-election year during the budget-writing session. And the commitment legislators made to do just that makes the ultimate outcome look very positive. All four legislative caucuses and the Governor’s office were engaged in 2016 and pledged to continue working toward solutions. That’s an excellent sign moving forward,” concludes Indiana Chamber President Kevin Brinegar.

Economic Development and Labor

The Regional Cities program expansion was a positive step, but unfortunately the two biggest wasted opportunities were also in this area.

HIT: Additional funding (\$42 million) for a third Regional Cities award due to the success of the tax amnesty program. As it stands, the South Bend, Fort Wayne and Evansville regional proposals will be funded and the potential exists for the program to expand further in the 2017 budget-writing session.

MISSSES: Failing to pass civil rights legislation for the LGBT community doesn't put Indiana in the strong position it could have been, or arguably needs to be. Indiana must be seen as a welcoming place for all in order to retain and recruit top talent, new business investment and tourism. Despite bipartisan support, implementing a work share program barely even got out of the starting gate. Work share would benefit employees, employers and communities during an economic downturn.

OUTLOOK: "It is unclear how the LGBT civil rights issue will be addressed going forward, except that several cities and towns will be passing local civil rights ordinances in the near term in the absence of a statewide solution," Brinegar offers. "While this proved a bridge too far for legislators to cross in this election year, all of our state leaders ultimately must find a way to work together to craft a solution."

The optimism for work share is far less at this point. "It's hard to say what it will take to get the administration on board with work share. Partnering with the Indiana Department of Workforce Development (DWD) on a study clearly didn't do it," laments Mike Ripley, Indiana Chamber vice president of health care and employment law. "Failing a change of tone by DWD, we are fighting an uphill battle on an issue that seems like a no-brainer to the Chamber and many legislators in both parties."



The Indiana Chamber's Mike Ripley (left) talks policy in the Statehouse halls.



Bills Removing Uncertainty

Too often ambiguity exists or not addressing a potential problem is left for the next time, but this year three successful proactive policies made current law more clear and hopefully effective.

HITS: Reform of the practice known as **lawsuit lending**, including setting interest rate caps.

Lawsuit lending is where a third party finance company loans money to a plaintiff in anticipation of a favorable settlement in a lawsuit. The finance companies justify a high interest rate because if the plaintiff does not win the suit, there is no requirement to repay the amount financed/loaned.

Raising the total caps for **medical malpractice** claims from \$1.25 million to \$1.65 million. An increase to a \$1.8 million cap occurs after December 31, 2018.

More appropriate **property tax assessments** of large retail facilities – aka "big box" stores – that will save the overall business community hundreds of millions of dollars due to not having to make up the difference for those undertaxed.

OUTLOOK: "The Chamber has always maintained that lawsuit lending has an adverse impact upon the settlement/litigation process. Now, more plaintiffs will be encouraged to settle and that will decrease court time and expenses for everyone involved," Ripley affirms.

"Hospitals and trial lawyers have been concerned that since Indiana had not raised the medical malpractice caps in more than 17 years, it was possible that the courts could rule that our system was unconstitutional. Meanwhile, the Chamber didn't want to do anything too extreme that might harm the system," he describes. "The new cap increases hit that necessary sweet spot and should be enough to alleviate unconstitutional concerns while at the same time not jeopardize the stability of the medical malpractice system."

The "big box" fix – the second one in as many years – may or may not be the last one we see in the short term, explains Bill Waltz, the Indiana Chamber's vice president of taxation and public finance.

"Ultimately, this issue will not be settled until an appeal or two go before the Tax Court and it is forced to look at purported comparable sales to determine whether that sold property is in the same market segment as the property under appeal.

"It will not be until this plays out that the concept of 'market segmentation,' as laid out in the new law, will have real meaning and definition in practical terms.

"At that point, the issue could come back to life, because somebody – either the assessor or the taxpayer – will not be happy," he surmises. "But just maybe, if the new market segmentation approach works as desired, neither party will be so aggrieved that they will feel the Legislature needs to take up the issue again. Let's hope it works out that way."

2016 Indiana General Assembly

Legislator Vote Scores (pro-economy, pro-jobs bills)

Indiana House	2016 Score	Indiana House	2016 Score	Indiana Senate	2016 Score
Arnold, Lloyd	78%	Lehe, Don	100%	Alting, Ron	85%
Austin, Terri Jo	55%	Lehman, Matthew	98%	Arnold, James	74%
Aylesworth, Mike	95%	Leonard, Daniel	98%	Banks, Jim	90%
Bacon, Ronald	100%	Lucas, Jim	98%	Bassler, Eric	95%
Baird, James	93%	Lyness, Randy	100%	Becker, Vaneta	72%
Bartlett, John	36%	Macer, Karlee	53%	Boots, Philip	83%
Bauer, B. Patrick	47%	Mahan, Kevin	92%	Bray, Rodric	93%
Behning, Robert	100%	Mayfield, Peggy	100%	Breaux, Jean	66%
Beumer, Greg	96%	McNamara, Wendy	92%	Broden, John	75%
Borders, Bruce	91%	Miller, Doug	100%	Brown, Liz	93%
Bosma, Brian	100%	Moed, Justin	57%	Buck, James	100%
Braun, Mike	93%	Morris, Robert	82%	Charbonneau, Ed	100%
Brown, Charlie	51%	Morrison, Alan	93%	Crider, Michael	98%
Brown, Timothy	96%	Moseley, Charles	48%	Delph, Michael	80%
Burton, Woody	100%	Negele, Sharon	96%	Eckerty, Douglas	98%
Carbaugh, Martin	100%	Niezgodski, David	54%	Ford, Jon	95%
Cherry, Robert	100%	Nisly, Curt	80%	Glick, Susan	82%
Clere, Edward	89%	Ober, David	98%	Grooms, Ronald	81%
Cook, Anthony	92%	Olthoff, Julie	100%	Head, Randall	76%
Cox, Casey	93%	Pelath, Scott	50%	Hershman, Brandt	100%
Culver, Wes	92%	Pierce, Matt	46%	Holdman, Travis	100%
Davisson, Steven	84%	Porter, Gregory	47%	Houchin, Erin	89%
DeLaney, Edward	41%	Price, John	98%	Kenley, Luke	93%
Dermody, Thomas	77%	Pryor, Cherrish	43%	Kruse, Dennis	100%
DeVon, Dale	100%	Rhoads, Rhonda	95%	Lanane, Timothy	68%
Dvorak, Ryan	46%	Richardson, Kathy	100%	Leising, Jean	83%
Eberhart, Sean	89%	Riecken, Gail	55%	Long, David	95%
Ellington, Jeff	98%	Saunders, Thomas	89%	Merritt, James	100%
Errington, Sue	48%	Schaibley, Donna	100%	Messmer, Mark	87%
Fine, Bill	96%	Shackleford, Robin	48%	Miller, Patricia	100%
Forestal, Dan	49%	Slager, Harold	93%	Miller, Pete	90%
Friend, William	100%	Smaltz, Ben	98%	Mishler, Ryan	100%
Frizzell, David	100%	Smith, Milo	93%	Mrvan, Frank	67%
Frye, Randall	91%	Smith, Vernon	45%	Niemeyer, Rick	84%
GiaQuinta, Philip	47%	Soliday, Edmond	100%	Perfect, Chip	100%
Goodin, Terry	52%	Speedy, Mike	100%	Raatz, Jeff	100%
Gutwein, Doug	96%	Stemler, Steven	45%	Randolph, Lonnie	71%
Hale, Christina	54%	Steuerwald, Gregory	100%	Rogers, Earline	78%
Hamm, Richard	98%	Sullivan, Holli	93%	Schneider, Scott	79%
Harman, Timothy	96%	Summers, Vanessa	39%	Smith, James	97%
Harris, Donna	46%	Thompson, Jeffrey	100%	Steele, Brent	95%
Heaton, Robert	100%	Torr, Jerry	100%	Stoops, Mark	61%
Huston, Todd	100%	Truitt, Randy	76%	Tallian, Karen	67%
Judy, Chris	78%	VanNatter, Heath	87%	Taylor, Greg	64%
Karickhoff, Michael	96%	Washburne, Thomas	80%	Tomes, James	69%
Kersey, Clyde	43%	Wesco, Timothy	91%	Walker, Greg	92%
Kirchhofer, Cindy	96%	Wolkins, David	98%	Waltz, Brent	73%
Klinker, Sheila	51%	Wright, Melanie	51%	Yoder, Carlin	98%
Koch, Eric Allan	88%	Zent, Dennis	100%	Young, R Michael	95%
Lawson, Linda	47%	Ziemke, Cindy	98%	Zakas, Joseph	100%

RESOURCE: Full Legislative Vote Analysis available later this month at www.indianachamber.com/lva

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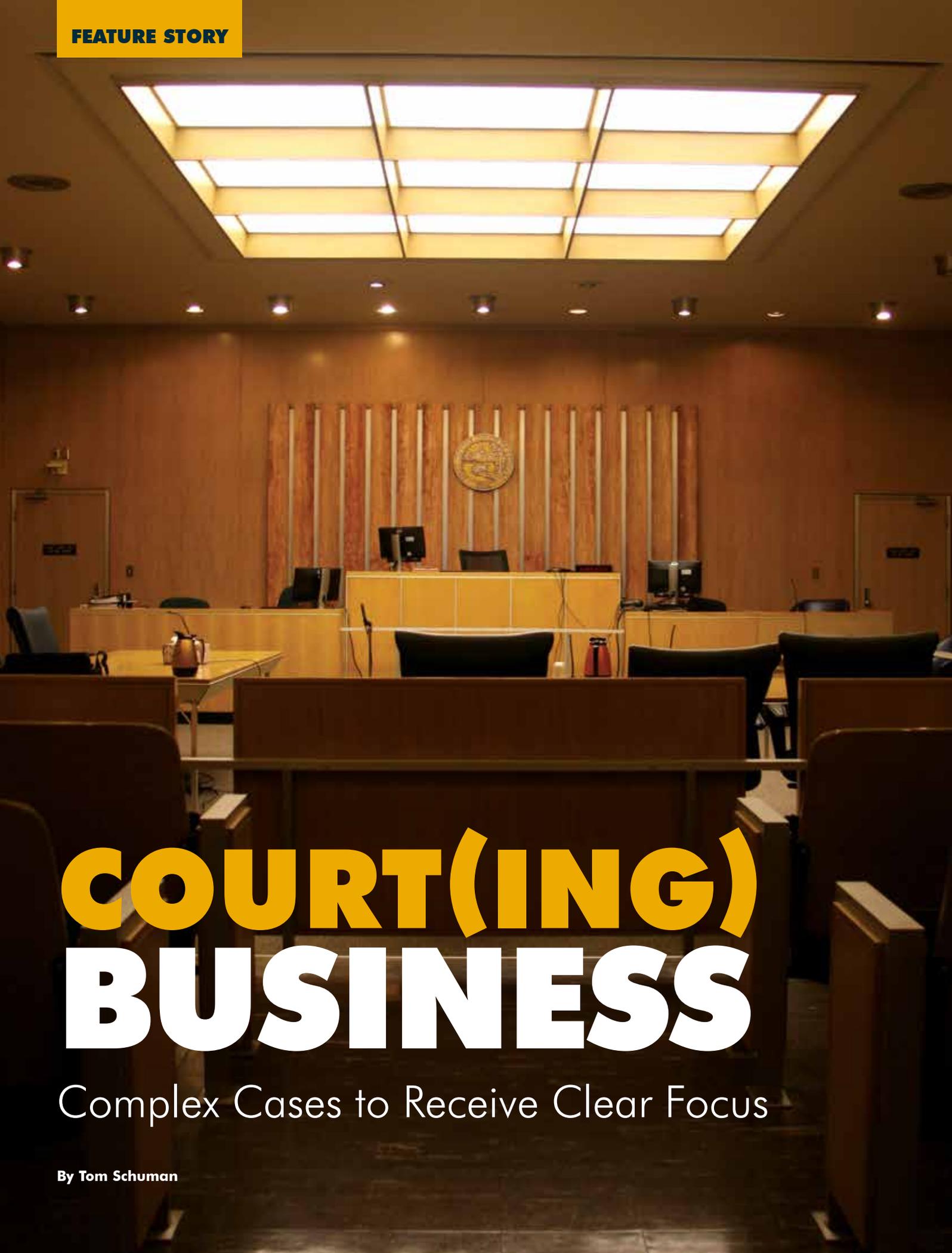
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COURT(ING) BUSINESS

Complex Cases to Receive Clear Focus

By Tom Schuman

When Frank Sullivan, Jr., an Indiana Supreme Court Justice for 19 years and currently a professor at the Indiana University Robert H. McKinney School of Law, speaks about courts, it's a good idea to pay close attention.

Asked about the importance of the new commercial court pilot project that begins June 1, Sullivan pauses, offering, "States that have the best functioning judicial systems have business or commercial courts of one kind or another. There's some general consensus around the country that businesses, all other things being equal, are attracted to states that have a well-developed business or commercial court."

The purpose of the commercial courts (officially outlined by an Indiana Supreme Court order on January 20 of this year; see box on this page) is to achieve fast, consistent and reliable resolution of commercial disputes. In the more than 20 states that have adopted a form of such courts since 1993, those results help bring "confidence and predictability" to the business community.

Ron Christian, executive vice president and chief legal & external affairs officer for Evansville-based Vectren, understands the sometimes unavoidable court delays but also outlines the potential damage for companies caught in that situation.

"The problem from the business perspective is that if it's a material piece of litigation, it just casts a cloud over the business," he articulates. "For a public company, that uncertainty can translate into a reduction of shareholder value, cause investors to take their capital elsewhere. It's a serious problem and this a great first step toward addressing it."

The terms "confidence" and "predictability" also make this an economic development

issue. Judges, both in the state of Indiana and beyond, readily acknowledge and embrace that role.

Maria Granger, Floyd Superior Court 3, will be one of the six judges in the commercial court pilot project. "The idea of getting just and efficient determination of commercial disputes is something that is hopefully going to cause businesses to want to locate in Indiana because they know they're going to get consistent decision-making that they can rely on. I look at more judicial efficiency as an asset to the corporate and economic development arena in Indiana."

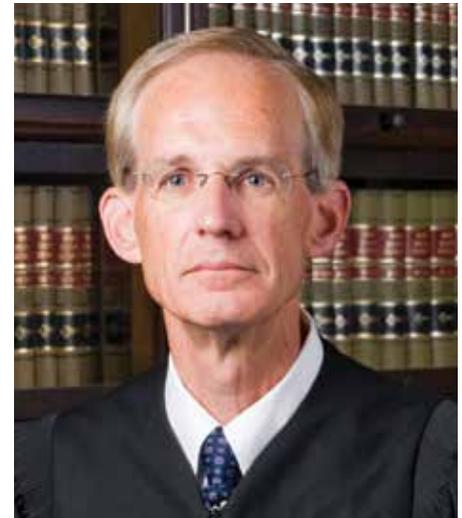
Elizabeth Gonzalez, a justice in the Eighth Judicial District Court in Las Vegas, has been working in Nevada's redesigned business courts for the past decade. If her caseload is a good indicator, the more efficient and effective courts have been a factor in economic growth.

"I don't know the data," she admits. "I'm not sure of increases in incorporation, but given the large number of cases that I have that are international businesses, I have to believe someone was marketing business courts as part of the reason to incorporate in Nevada. In a lot of cases, international companies set up a single-purpose entity in Nevada."

Timeliness is everything

Time, or lack of it, quickly becomes a liability for business disputes and judges who are trying to manage often out-of-control caseloads. Steven David, a trial court judge in Boone County for 15 years before being chosen for the Indiana Supreme Court in 2010, says it's not unusual for a court to have 1,000 to 1,500 cases pending. Many, criminal and juvenile to name two types, have strict deadlines on when they must be decided.

Michael Wukmer, a member of the Indiana Commercial Court Working Group with David, Indiana Chamber President Kevin Brinegar and 16 others, practices in the



"We will be developing a much greater body of corporate and commercial precedent here in Indiana than we have at present to consult. Almost without exception, the decisions of Indiana state courts are really 'one-offs' – made only for the lawyers or litigants in that particular case."

*Frank Sullivan, Jr.
Indiana University law professor*

Order Establishing Indiana Commercial Court Pilot Project

The purpose of commercial courts is to:

- (1) establish judicial structures that will help all court users by improving court efficiency;
- (2) allow business and commercial disputes to be resolved with expertise, technology, and efficiency;
- (3) enhance the accuracy, consistency, and predictability of decisions in business and commercial cases;
- (4) enhance economic development in Indiana by furthering the efficient, predictable resolution of business and commercial law disputes; and
- (5) employ and encourage electronic information technologies, such as e-filing, e-discovery, telephone/video conferencing, and also employ early alternative dispute resolution interventions, as consistent with Indiana law.

litigation and intellectual property groups at Ice Miller in Indianapolis. He affirms the current lengthy time frames.

“A lot depends on where a case is filed. For example, if you have a case in Marion County or Hamilton County, the dockets there are crowded and it could certainly take two or three years to get through these types of disputes,” he shares. “In federal court, it’s the same kind of thing. I think what we put together with the commercial court, I would classify it as a nice start.”

Granger, the Floyd County judge, confirms a caseload of close to 1,000 – “maybe 1,200” – for her and her colleagues. “The downside to not managing these cases effectively is that the costs just become exorbitant.”

Las Vegas judges did receive a significant reduction in the other types of cases they handle as part of the business court restructuring. That was to allow those judges more time to deal with the preliminary injunctions and other motions that are so prevalent in these types of cases.

Certainty is so important for businesses, Christian adds. “You can take bad news; you can take good news; you just can’t take no news.”

Decision quality

The second advantage is predictability. Sullivan, pointing to Delaware as one of the models, describes it this way:

“We will be developing a much greater



“It’s acquisition, divestiture, allegations of insider trading, sophisticated transactions, trade secrets litigation – those types of things. These are the types of cases where discovery is very important; there are often significant issues related to discovery, motions to dismiss, motions for summary judgements. You are in court more often prior to an actual trial than you might otherwise be.”

*Steven David
Indiana Supreme Court justice*

body of corporate and commercial precedent here in Indiana than we have at present to consult,” he claims. “Almost without exception, the decisions of Indiana state courts are really ‘one-offs’ – made only for the lawyers or litigants in that particular case.

And they don’t stand as precedent for future cases until they get to the appellate level, which only a fraction of disputes do.”

David agrees, citing problem-solving, drug and veterans courts as some examples of current specialization. “At a minimum, it’s going to be nice for these judges to have the benefit of each other’s orders and rationale. It won’t control decisions that will be made, but hopefully help judges make more informed, more timely decisions. It will minimize situations where those judges have to go back to square one.”

Again, we go west for confirmation. Gonzalez says, “In our jurisdiction, it’s that specialized knowledge you get by handling that case type over and over again. For me to deal with issues like trade secrets and confidentiality is pretty easy and doesn’t take me a lot of lead time. But a judge who is not hearing those cases on a regular basis, there is going to be a very steep learning curve for them.”

How it will work

The Indiana Supreme Court order established the following pilot projects, beginning June 1 and not exceeding three years. The judges will be:

- Craig Bobay, Allen Superior Court – Civil Division
- Stephen Bowers, Elkhart Superior Court
- Richard D’Amour, Vanderburgh Superior Court
- Granger, Floyd Superior Court 3
- John Sedia, Lake Superior Court
- Heather Welch, Marion Superior Court, Civil Division 1

In the pilot stage, all parties must agree to utilization of the commercial court.

“The implication, of course, is that everyone who is there wants to be there,” Sullivan explains. “That will be extremely conducive to the courts achieving their objective of resolving cases very expeditiously. The litigant who is there for purposes of delay or gaining some type of advantage is probably not going to be somebody who is going to opt into the system in the first place.”

David speculates on the types of cases that likely will land in the specialized courts.

“We’re not talking about classic or traditional tort cases or contract disputes.



Indiana Supreme Court Chief Justice Loretta Rush praises the efforts of the Indiana Commercial Court Working Group during January’s State of the Judiciary address.



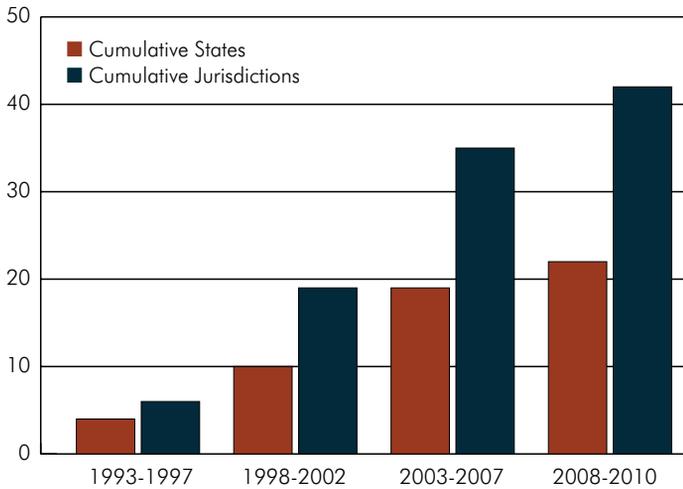
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Strong Growth in First 18 Years of Business Courts



Source: National Center for State Courts

We’re not anticipating employment litigation,” he lists. “It’s acquisition, divestiture, allegations of insider trading, sophisticated transactions, trade secrets litigation – those types of things. These are the types of cases where discovery is very important; there are often significant issues related to discovery, motions to dismiss, motions for summary judgements. You are in court more often prior to an actual trial than you might otherwise be.”

Bobay, who also is chairing the working group, adds, “It really is helpful to have a clear focus on these cases from the outset and to have the court involved in actively managing these cases. Oftentimes, big complex cases can get out of hand before they show up for the first time on a judge’s desk.

“We need a comprehensive case management plan,” he continues, “all laid out that the parties agree to with realistic deadlines, focusing on wanting to get this case done efficiently and not having it linger for years.”

That is the number one piece of advice Gonzalez shares with judges across the country who inquire about the operation of the courts. “Spend the time with the lawyers and parties to make them understand that you are there to help them get out of the court system – to make decisions at an early stage to help them get in and out as quickly as possible and cost effectively.”

Judicial network

Bobay and Granger, two of the pilot project justices, say their recent focus has been on preparation. That includes “fine-tuning case management practices, setting deadlines, getting the language down on our orders, preparing forms that we will distribute to lawyers.”

It also includes taking advantage of the expertise of judges from across the country. Bobay (and Welch who also serves on the working group) attended their first national conference three years ago to learn more about commercial courts. He and Granger cite colleagues in Nevada, North Carolina, New York, Michigan, Wisconsin and South Carolina as among those offering guidance.

Both are also receiving feedback in their local communities since the January State of the Judiciary address from Indiana Supreme Court

Chief Justice Loretta Rush and the ensuing court order officially establishing the pilots.

“Word has gotten out that we’re looking into this,” Bobay offers. “As it has gotten more concrete and we’re getting closer to that June 1 deadline, more and more lawyers are constantly asking and looking forward in anticipation of getting their clients in this specialized court.”

Granger terms lawyers in her area “curious” and “excited,” as well as being in agreement that the commercial courts will be good for business.

Positive outlook

Wukmer, the Ice Miller attorney, is anxious for the pilot project to begin, but already looking further down the road.

“What I would like to see Indiana do is be able to create something unique and different from what other states are doing. Create something that would encourage businesses, to help them realize that if they found a good faith dispute could be litigated quickly in the Indiana courts, they would choose Indiana as opposed to going to Delaware or New Jersey or wherever else they would choose to go.

“I would ultimately like a couple of different tracks,” he suggests, “one truly expedited so they could go in and get a dispute settled in maybe anywhere from six weeks to six months – from beginning to end.”

David speculates that the need for such a system is only going to increase.

“Look at technology, some of the issues facing us, whether it’s security, cybersecurity, drone technology. Who knows what kind of trade secret, non-disclosure, non-compete, shareholder actions (are coming) – how complex they may be getting. Hopefully, we will be a little pre-emptive, ahead of the game in having created something that might address those in a more efficient, more predictable manner than if we waited five years.”

When asked about potential hurdles, Wukmer lists two: hoping judges not selected for the initial pilot projects don’t feel slighted (“we have a lot of judges who are excellent”) and the longer-term need to receive state funding and not have the efforts be politicized in any way.

He is confident that a third caution is taking care of itself. “If we have a good system, it shouldn’t be difficult to get buy-in from the business community.”

The optimism among the Indiana judges and working group members is evident.

Bobay: “It’s a pretty unique opportunity that we have. It’s not just the Legislature or courts or lawyers or business community, but we’ve all been involved at the table early on in structuring this, and that’s been pretty exciting. I think we’ll have good results.”

Granger concurs with the importance of the diversity and experience of the working group. “I feel the litigants and the lawyers can be confident we’ve done our homework here and we’re going to deliver a very good product in the commercial courts.”

It’s a win for all, according to David. “We have built it; now we will see whether they will come. We’ve built it by seeking volunteers. That’s the concept. I think it will be a tremendous success regardless of the outcome. We’ll either know that we need six more (courts) or we only need two or we don’t need any. In addition, we are working on providing to any trial court judge enhanced case management information – how to more effectively preside over some of these more complex civil cases.”

RESOURCES: Michael Wukmer, Ice Miller, at www.icemiller.com | Frank Sullivan, Jr., Indiana University, at www.mckinneylaw.iu.edu | Ron Christian, Vectren, at www.vectren.com | Judges Steven David, Craig Bobay and Maria Granger at www.in.gov/judiciary | Judge Elizabeth Gonzalez at www.clarkcountynv.gov



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MAKING A DIFFERENCE

GRIFFIN REFLECTS ON CHAMBER CAREER

By Tom Schuman

EDITOR'S NOTE: Vince Griffin has retired after more than 18 years with the Indiana Chamber of Commerce and as a statewide authority on environmental, energy and water issues. He looks back on some of the major topics, as well as his experiences working on behalf of Chamber members and the state's business community.

BizVoice®: Indiana Vision 2025, the Chamber's long-range economic development action plan, has a goal of attaining a top five ranking for Indiana's regulatory environment. How is the state doing in this area?

Griffin: Tom, we're doing great. Our air, land and water haven't been this clean since arguably before the Industrial Revolution. All 92 counties in the state of Indiana meet every one of the air quality standards. That's exciting because we routinely get hammered because we are the number one manufacturing state in the nation and we do have emissions. So sometimes, comparably, we don't look as good as other states.

BV: Those annual reports that come out criticizing Indiana's air quality. Why do some of those not quite tell the whole story?

Griffin: That's a good observation. What a lot of these different reports do is misrepresent some of the facts. Keith Baugues, the assistant commissioner for air, has for the last three or four years gone into (data for) every county in the United States and done a deep-down analysis. Compared to some of these reports, Indiana looks very good as a result of the studies he has done, which are credible. Some of the other studies, I say, it's like shooting the arrow and then painting the target. They are very accurate because they've cherry-picked the data and not presented it in a fair, scientific way.

BV: Talk about the shift – from punitive to partner – that has been seen in the Indiana Department of Environmental Management (IDEM) during your time at the Chamber.

Griffin: Back in the 1960s when the environmental regulations were first coming out, industry was in a kind of, "Heck no, we won't go" attitude. Then in the '70s, they were in a compliance mode. In the '80s and '90s, there were even books written – focusing on beyond compliance – as industry got into this. From 2000 on, most businesses and industries have been in a stewardship mode – how can we do a better job. IDEM has also followed that. Governor Daniels, when he came into office, said, "Let's work with industry first, instead of just punishing them, and we can be even better than we already are."

BV: What are a couple of the biggest issues that stand out during your time at the Chamber?

Griffin: I would say that key topics have been the "no more stringent than", which is a statement that we won't be any more restrictive than the federal standards, which are already very restrictive. We, the Indiana Chamber, have long stood up and said, "We don't need to have that law. We have adequate amounts of regulations and the process we work with right now with the Environmental Rules Board." And there's a statute that says if we go beyond the federal standards, here's all the hurdles we have to cross first.

**VIDEO BONUS:
VINCE GRIFFIN
DISCUSSES STATEWIDE
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It takes a minimum of 18 months to move a rule through the process. We don't think that we should have something more aggressive. We've certainly asked our Environmental Affairs Committee: Should we do this? And they've come back every time and said, "No, we should not have more stringent regulations going forward." We have a process that works very well.

Another thing that has been exciting to work on is water. I've been called AquaVince and Aquaman a number of times, which I find amusing. But we, the Chamber, have been the leader, I think, in developing a credible water plan for Indiana.

BV: Could you have anticipated the reaction to the 2014 Indiana Chamber Foundation study on water resources?

Griffin: I didn't expect the groundswell of attention we got from our study. We recognized we needed to do something – to say here is where we are; where do we need to go? We contracted with Dr. Jack Wittman, internationally renowned water expert who lives in Bloomington, Indiana. In six months, we produced a study that received national attention. I got phone calls from all over the nation when we released it, asking, "When is Indiana going to run out of water. You're doing this water plan. We thought you guys had plenty of water."

I would say, "No, we're not running out of water. The point is that now is the time when we can be doing something proactively before we hit a crisis." Unfortunately, the policymakers in the Statehouse often don't react until there is a crisis. We don't have a crisis; that's the opportunity we have. And I would like to give

tremendous credit to Sen. Ed Charbonneau from Valparaiso, for taking this on four or five years ago, working with us and not being resistant, but being receptive. Going forward, I'm very excited about some of the possibilities.

BV: What are some of the next steps?

Griffin: The mantra that I've been pushing and Sen. Charbonneau has been pushing is data before decisions. Indiana, as Dr. Wittman points out, has one of the most robust data sources in the nation because we've been collecting data since 1983. But we don't do anything with it – not much with it. It's kind of like having a Ferrari in the garage that you drive around the block once a year. We can do so much more with that data. One, we need to secure that data and better collect that data and use it in a productive way – that's going to be very important.

BV: Talk about energy. Indiana has traditionally had adequate, reliable, low-cost supplies. What is today's energy landscape?

Griffin: It is changing dramatically. When everybody goes home at night, you flip a switch, your turn a tap and you flush – and you expect those things to work. We've been blessed in Indiana and throughout our country to have those things. Not that we're going to run out of electricity, but the source of that electricity is being seriously challenged. Indiana has about a 300-year supply of coal in ground and we've used that coal in a very productive way over the decades.

As much as 80% to 90% of our electricity has historically come



Whether testifying at the Statehouse or sharing insights on the radio, Vince Griffin has always provided strong representation to Indiana Chamber members and worked well with colleagues (former Chamber President Chris LaMothe with Vince in bottom center photo).

from coal and that's shifting as Washington, D.C., the EPA, has declared a war on coal to pretty much shut it down.

You've seen a lot of that coal-fired power switching over to natural gas right now and at a cheaper cost certainly. How long will that cheap gas be there? How long will that volume of gas be there when you start making electricity? Renewable energy is an important part of our energy pie, if you will, but it's not the main thing because if the wind doesn't blow and the sun doesn't shine, you don't have that energy. Until we create a way to store that energy, it's not going to be a huge part of our energy pie.

BV: Who are one or two people who have made the biggest impact on your career?

Griffin: So many people have helped me. I've tried to learn from everyone I've ever worked with whether they're doing something positive or negative – (saying to myself) that's something maybe I ought to think about doing or maybe that's something I shouldn't do.

I'd have to say my wife, Pamela, has been a tremendous influence on me. She's always been positive, always been probably overly confident about me, more so than I have, about doing things – (saying) you can do that. That's very exciting to have – your best friend, your spouse helping you through this. Then I have to say my mom. She was an incredibly upbeat person, extremely intelligent, everybody's friend. I think I learned a lot from her in a very positive way about how to react to situations and work with people.

BV: What have you enjoyed the most about being part of the Chamber team?

Griffin: The Chamber's a family. We have 50 people in that

family – and I joke and say that's just a few more people than we have in the Pam and Vince family. But it's always been a team effort; we've always gone at things in a group way, a family way. I think we've got the best quality government affairs team of any association, any organization in the state. And that's been exciting. I think we've always been able to make a difference and produce a quality product.

BV: What's next in addition to spending more time with your family?

Griffin: That's Pamela's biggest worry, that I'm not going to be challenged enough. We love bicycling. We've had the opportunity to bicycle all over Europe and we have a lot of friends around the country who have encouraged us, at this point anyway, to come visit and bicycle with them. I still play racquetball, enjoy playing tournaments, and that's a family sport for us too.

Pamela's training to run her 30th consecutive Mini Marathon. We ran 25 of them together until my knee surgery. I will be out there on the course on a bicycle supporting her. Then with all the kids and grandkids – we have 18 grandkids from ages 1 to 21 – we'll be going to lots of sporting events. We do now and we'll probably do even more.

BV: Are you going to miss those marble floors at the Statehouse?

Griffin: Tom, I've done the (bicycle) ride across Indiana three times and, as I said, run 25 mini marathons, but those marble floors hurt a heck of a lot more than doing that. It is painful. It's hard to believe when you go home at night after being over there for hours – you're just exhausted. I won't miss that. (But) I'll miss the people and the associations.

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HEALTHY COMMUNITIES

Hancock County Strives to be No. 1

By Charlee Beasor

“Top 10” rankings have become commonplace for Indiana’s business climate. The state’s manufacturing job growth is second to none. Overall job growth is second in the nation since July 2009.

But, like any compelling tale, there is a twist. And unfortunately, it’s an expensive one.

While the Hoosier state is near the top of many economic lists, Indiana falls to the bottom of the pack in most health indexes. These include obesity, diabetes, smoking and overall well-being, reports Chuck Gillespie, executive director of the Wellness Council of Indiana (WCI). And Indiana’s health care premium costs were sixth in the nation in 2015, according to the Kaiser Family Foundation.

“We are sixth in obesity, bottom 10 overall in well-being,” Gillespie declares. “We are a high health care cost state.”

An increasing number of companies are taking steps to correct those measures by promoting workplace wellness programs and cultivating healthy environments. But the problem is deeper than just 40 hours per week – it will take whole communities coming together to make real change.

“The influences at home are probably more influential than at work. We’ve got to understand if somebody is trying to stop smoking at work, but their spouse or friends are smoking, their chance of succeeding goes down,” he notes.

That’s where the Indiana Healthy Community Initiative (IHCI) comes in: to take health and wellness to entire communities, and continue crafting Indiana’s economic success story.

“What we are finding is that healthy communities are really a manifestation of economic growth and development,” Gillespie says. “That’s what the whole premise is about – really driving economic growth and development for these workplaces so that



Hancock County and the city of Greenfield are working to be the first community designated an Indiana Healthy Community by the Wellness Council of Indiana.

when companies want to relocate to Indiana, they’re relocating in communities where health is a priority.”

Achieving together

Through the IHCI, the Wellness Council has laid out a roadmap for communities interested in attaining the Indiana Healthy Community designation. There are eight key components, such as working with various community leaders, getting citizens involved, analyzing political atmospheres and ensuring environments are best for making healthy choices.

As with the organization’s AchieveWELL program for individual businesses, the WCI offers best practices and guidance for communities to develop or identify their short- and long-term health goals.

“A lot of what we’re trying to do is work with key leaders. Be it your county leaders, your local chamber leaders, your local health care leaders,” Gillespie confirms. “We want them to lead the effort – what we want to do is come in and help manifest or evolve their existing goals.”

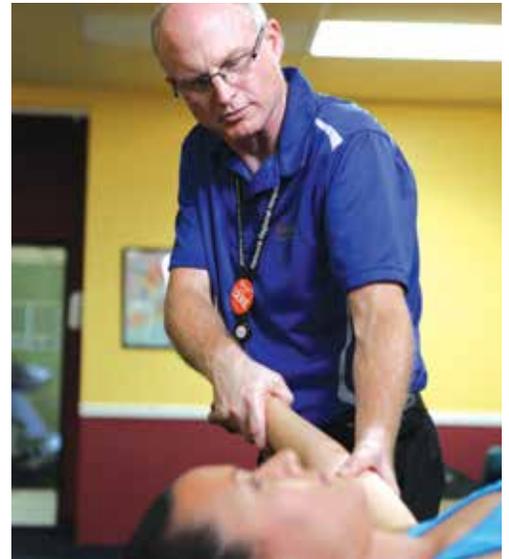
Movement moment

Hancock Regional Hospital and the city of Greenfield are trying to start a movement. And the people working to make Hancock County the healthiest in the state of Indiana want to be No. 1 – as in the first county to earn the distinction of being an Indiana Healthy Community.

“Movement. That is the right word. This is not a program. This is not a company or a business. It’s a movement,” asserts Steve Long, president and CEO of Hancock Regional.

The county was the first to submit an application to the WCI. It was also the first to ban smoking in public places. And Hancock ranks fifth best for health outcomes and sixth for health factors of Indiana’s 92 counties.

But the challenges remain: obesity is at 35% (state average is 31%), not to mention that the county’s rural geography (almost half the population lives in a rural area) makes getting all citizens access to quality health care challenging. And the most common health risks for the state are not unique to Hancock County: obesity (and related diseases),



Prevention and helping the at-risk population are areas of emphasis for Hancock Regional Hospital; a new wellness center in McCordsville and sports medicine are part of the efforts.

smoking, mental health and substance abuse, and access to health care for low-income residents.

“Unfortunately we are not that unique (in those regards),” Long notes. “But, we are unique in that we have the vision as a community and a county to actually do something about it.”

Staying accountable

Hancock Regional Hospital is focusing on chronic disease prevention. A wellness center in Greenfield, as well as a new one in McCordsville, help reach at-risk populations.

“We understand there are a lot of people we don’t treat, but in the future we will be held accountable for their health status,” Long admits. “This is about environment and public policy, but also the folks that are in the at-risk populations, and we don’t even know who they are until they hit the ER.”

Danielle Daugherty was hired in January as the Indiana Healthy Community Coordinator to lead the charge for Hancock County. She admits that the unknowns are “daunting.”

“What we are doing is proactive in the approach and reaching out through other non-profits that serve these at-risk populations,” she notes.

“This idea of a healthy community – we’re going to be the No. 1 healthiest county in the state of Indiana. People are starting to perk up and listen to that.”

Some of the county’s short-term goals include developing a community database for local healthy events and opportunities; promoting existing community facilities; and mapping out walking and biking trails. Long-term goals include encouraging strong community partnerships and developing broad healthy community guidelines for a number of topic areas.

City buy-in

Greenfield Mayor Chuck Fewell is in his first elected term (he was tapped in 2013 to replace the previous mayor who died while in office). He says his administration’s goals are aligned with a healthy community.

“We got involved (in IHCI) because we want to be vibrant and want the community to be vibrant. A healthy community is a productive, healthy atmosphere and attractive for economic

development. Healthy businesses want to locate where a community is healthy,” he states.

Connecting trails and getting people moving downtown are among Fewell’s goals. Another is promoting healthy environments through downtown revitalization on Main Street.

“That’s where the city comes in to be a partner. You have to start with the city having a buy-in to express to the schools, to the businesses, to the private enterprise. The city does buy in to it and we are a part of it,” he attests.

Going the distance

One of Daugherty’s main objectives is to get businesses signed up to participate in the AchieveWELL process, which recognizes employer workplace wellness programs at a statewide level. Spreading the word is the next step.

Long admits he hadn’t been aware of the WCI (a program of the Indiana Chamber of Commerce) or the initiative prior to meeting with Gillespie.

“We had been looking at a way to do this for several months,” he offers. “Chuck sat down with me and I said, ‘How do you make something like this happen?’ And they appear to have the roadmap,” he shares. “I’m a very competitive person, and knowing that there was not a No. 1 yet and that’s still up for grabs. That is cool.”

Daugherty also believes that connecting with the WCI has enabled her to get the message out about Hancock County.

“People are really starting to take it that Hancock County means business. We’ve been invited to some big conversations, about how do we create this blueprint of a healthy community,” she notes.

“If I were a business, I would take a serious look at what’s going on out here. Movements don’t just happen. If I were a start-up thinking about how can I become part of a community that embraces change or ingenuity, I’d take some notice of what’s happening out here.”

Gillespie acknowledges that desire for communities to make a name as a healthy destination.

“You look at: What do these counties want? They want to be seen as a place, a destination place for people to move to,” he conveys.

“And what we’re trying to do is help them with that path. We want to be their guide, advisor and evaluator.”

RESOURCES: Danielle Daugherty and Steve Long, Hancock Regional Hospital, at www.hancockregionalhospital.org | Chuck Fewell, city of Greenfield, at www.greenfieldin.org | Chuck Gillespie and the Indiana Healthy Community Initiative, Wellness Council of Indiana, at www.wellnessindiana.org

TAXING TIMES

By Rebecca Patrick

Modernization on Horizon at Department of Revenue

“We’re looking for every opportunity to serve our customers better – to be more efficient and accommodating, to meet them where they are and how they want to interact with us,” declares Indiana Department of Revenue (DOR) Commissioner Andrew Kossack.



“We want to help taxpayers comply and partner with them to do that, and not be just the enforcement agency.”

– Andrew Kossack



“Certainly we want to be as user-friendly as possible, so things like portals that taxpayers could use to access their account more readily, perhaps conduct basic transactions via the web rather than having to come into one of our district offices or do something over the phone,” Kossack suggests.

“Those are the things we want to make sure are implemented securely and operate efficiently. We don’t just want to jump into a change like that. (But) those are things people expect in this modern age and we want to be able to accomplish that.”

DOR also is striving to be “more proactive when it comes to compliance matters to the extent taxpayers might like certain reminders of filing deadlines and those kinds of things,” he explains. “We want to help taxpayers comply and partner with them to do that, and not be just the enforcement agency.”

This effort is the last of the items to be carried out per a 2012 Deloitte analysis in the wake of DOR accounting issues. The research is expected to be done by Labor Day and will be presented to the Legislature at the end of the year. From there, DOR will work with the General Assembly to determine how to accomplish the roadmap provided by Deloitte and what funding may be necessary.

Kossack anticipates the full modernization will occur over several years, possibly up to five. But a number of changes “will become visible” to taxpayers in the meantime as the agency migrates to the new system.

RESOURCE: Andrew Kossack, Indiana Department of Revenue, at www.in.gov/dor

Upcoming Combined Reporting Study a Hot Topic

During the 2016 Legislature, Sen. Brandt Hershman (chair of the Tax and Fiscal Policy Committee) made a push to switch the state to a combined reporting tax method. This would impact companies here with operations outside of the state.

Combined reporting tasks these businesses with adding together all profits for one report. Indiana’s current system of separate accounting allows for each subsidiary to report independently where it’s located.

Hershman believed something needed to be done to address issues related to how national and multi-national companies report their income among and between affiliated companies. He saw the results of recent Tax Court cases as undermining the corporate income tax base and viewed the practice of some companies as nothing more than tax evasion and unfair to other taxpayers.

The Indiana Chamber, however, didn’t see the need for this switch, with the organization’s vice president of taxation, Bill Waltz, going as far as saying “it could be quite detrimental.” A number of Indiana Chamber members and like-minded groups were able to persuade Hershman to opt for a summer study later this year on the matter, but “clearly we haven’t seen the last of it,” Waltz notes.

Zimmer Biomet in Warsaw will be one company providing input



WEB EXCLUSIVE

Renewed Push for Online Sales Tax Collection?

Online purchases now make up close to 10% of all retail sales and that percentage is steadily climbing. This is a growing fiscal challenge across the country, but especially for states like Indiana that are heavily dependent on the sales tax – which accounts for 46% of Indiana’s total tax revenues.

States are losing an estimated \$11 billion in uncollected sales tax each year. Indiana’s losses are put at \$200 million annually, with these numbers increasing by nearly 10% each year.

Indiana Chamber Vice President of Taxation Bill Waltz revisits the history and explores a possible congressional revival of the Marketplace Fairness Act. Read the full story at www.bizvoicemagazine.com.

for that interim study. “It’s important for the Legislature to fully understand the impacts that their changes to the state’s tax code will have on Indiana businesses,” stresses Susan Sordelet, the group’s associate director of tax compliance and planning.

There were two aspects of the original legislation that concerned Zimmer Biomet. One was the “possibility of subjecting not only non-Indiana income but non-U.S. income to Indiana income tax under certain circumstances and/or exceptions.

“Under most circumstances, only income earned in Indiana should be subjected to Indiana income tax,” Sordelet offers.

Mark Bilodeau, associate director, tax audit, at Zimmer Biomet, explains the other pitfall.

“Apportioning income and utilizing losses and credits on effectively a separate company basis (per the Hershman legislation) creates the possibilities of ignoring proper elimination of intercompany transactions and mismatching combined group/return concepts with separate company reporting,” he begins.

“This could result in too much income being unfairly apportioned and subjected to Indiana income tax, and an arbitrary limitation on the utilization of losses and credits by only certain members of the ‘combined’ group.”

The good news is that “we have the interim study to fully air many of these concerns,” Waltz concludes.

“Making Indiana a mandatory combined reporting state is not the only way to deal with the issues raised by Sen. Hershman. Hopefully, we also get good, objective information brought forth that will help policymakers better understand the potential consequence of such a significant change in tax policy.”

RESOURCES: Susan Sordelet and Mark Bilodeau, Zimmer Biomet, at www.zimmerbiomet.com | Bill Waltz, Indiana Chamber, at www.indianachamber.com

Indiana Vision 2025: Attractive Business Climate



The 13 goals in this broad-based driver of the Indiana Chamber’s long-range economic development plan include areas related to taxes and pensions, government reform, regulatory and legal environment and more.

Among those goals (related stories beginning on Page 14):

- 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
- Contain health care costs through patient-directed access and outcomes-based incentives
- Streamline and make consistent the administration of the state’s tax code
- Promote the enactment of a federal solution to the Internet sales/use tax dilemma

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NOBODY

DOES IT BETTER

The 2016 Best Places to Work in Indiana list has small companies leading the way, with nearly half (48) of the 100 honorees coming from that category. Over a quarter (27) of the honorees are making their debut or returning to the list after at least a year's absence.

"The companies selected represent some of our most outstanding Hoosier employers. They embrace the idea that a positive work culture that includes respect, communication, opportunity and being part of a team not only makes it a place in which employees want to work but also fuels the success of the company," states Indiana Chamber President Kevin Brinegar.

Over the next 57 pages, BizVoice® highlights these stellar organizations and what makes them stand out with their employees.



THE TOP 3 FINISHERS IN EACH CATEGORY:

Small Companies (15-74 U.S. employees)

1. Luther Consulting
2. E-gineering
3. Indiana CPA Society

Medium Companies (75-249 U.S. employees)

1. Mainstreet
2. Performance Services
3. Software Engineering Professionals (SEP)

Large Companies (250-999 U.S. employees)

1. Katz, Sapper & Miller
2. Traylor Bros.
3. FORUM Credit Union

Major Companies (1,000 or more U.S. employees)

1. Microsoft Corporation
2. Horseshoe Casino Hammond
3. Edward Jones

SUSTAINED EXCELLENCE

Best Places to Work Pinnacle

Criteria: Companies that finish first in their respective categories three or more times within a five-year span.

- Edward Jones (2006-2008)
- Hollingsworth & Zivitz, P.C. (2012-2014)
- Microsoft Corporation (2011-2014, 2016)
- Sikich (2013-2015)

Best Places to Work Hall of Fame

Criteria: Companies that have made the list seven or more years in the 11-year history of the program.

- Blue & Co., LLC
- Brotherhood Mutual Insurance Company
- Capital Group
- Centier Bank
- Cushman & Wakefield
- Duke Realty Corporation
- Edward Jones (all 11 years)
- Emmis Communications Corporation
- Fusion Alliance
- Hall Render Killian Heath & Lyman, PC
- Hilliard Lyons
- Indesign, LLC
- Interactive Intelligence
- Katz, Sapper & Miller (all 11 years)
- Microsoft Corporation
- MJ Insurance, Inc.
- RCI
- Salesforce
- Schmidt Associates
- Software Engineering Professionals (SEP)
- Shiel Sexton Company, Inc.
- United Consulting
- WestPoint Financial Group

Small Companies (15-74 employees)

Rank	2015 Rank	Total Years Ranked*	Company	Primary Indiana Location	U.S. Employees**
1	3	2	Luther Consulting, LLC	Carmel	28
2	1	6	E-gineering, LLC	Indianapolis	49
3	8	5	Indiana CPA Society	Indianapolis	21
4	2	2	American Income Life Indiana	Indianapolis	27
5	25	4	JA Benefits, LLC	Bedford	19
6	13	6	Delivra, Inc.	Indianapolis	32
7	21	4	Hanapin Marketing	Bloomington	40
8	14	3	Diverse Tech Services	Indianapolis	16
9	N/A	2	Inovateus Solar, LLC	South Bend	26
10	6	2	Lakeside Wealth Management	Chesterton	33
11	N/A	1	Visit Indy	Indianapolis	60
12	10	3	Conner Insurance, Inc.	Indianapolis	25
13	23	4	Magnum Logistics, Inc.	Plainfield	20
14	38	2	VOSS Automotive	Fort Wayne	67
15	12	4	Formstack, LLC	Indianapolis	61
16	16	3	PolicyStat	Carmel	34
17	4	6	Apex Benefits	Indianapolis	47
18	24	4	Oak Street Funding LLC	Carmel	63
19	30	2	elmanage Technology Group	Indianapolis	22
20	N/A	1	MVO USA, Inc.	Indianapolis	17
21	22	5	Wessler Engineering	Indianapolis	61
22	7	3	IDSolutions	Noblesville	72
23	27	4	The Skillman Corporation	Indianapolis	60
24	N/A	8	Schmidt Associates	Indianapolis	67
25	N/A	1	SmartFile	Indianapolis	17
26	N/A	2	netlogx, LLC	Indianapolis	65
27	N/A	1	Guidon Design, Inc.	Indianapolis	28
28	N/A	1	Found Search Marketing	Indianapolis	23
29	29	2	Community First Bank of Indiana	Kokomo	54
30	N/A	1	CloudOne	Fishers	44
31	N/A	3	Diverse Staffing	Indianapolis	25
32	31	6	Design Collaborative, Inc.	Fort Wayne	47

*11th year of the program

**Provided by companies on employer questionnaire

Continued on next page

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Small Companies (15-74 employees) (continued from previous page)

Rank	2015 Rank	Total Years Ranked*	Company	Primary Indiana Location	U.S. Employees**
33	26	6	Cripe	Indianapolis	38
34	14 (medium)	4	United Leasing, Inc.	Evansville	67
35	N/A	1	BLASTmedia	Fishers	22
36	N/A	1	Bohlsen Group	Indianapolis	30
37	33	5	Leaf Software Solutions	Carmel	44
38	N/A	1	Bloomerang	Indianapolis	41
39	N/A	1	OrthoPediatrics	Warsaw	68
40	N/A	4	Network Solutions, Inc.	Granger	55
41	34	2	Pathfinders Advertising & Marketing Group, Inc.	Mishawaka	36
42	9	2	Goelzer Investment Management, Inc.	Indianapolis	21
43	19	6	BlueSky Technology Partners	Noblesville	60
44	40	2	Weddle Bros. Construction Company, Inc.	Bloomington	66
45	11 (medium)	7	Indesign, LLC	Indianapolis	70
46	N/A	1	LHD Benefit Advisors	Indianapolis	38
47	N/A	2	Accutech Systems	Muncie	41
48	39	6	FirstPerson	Indianapolis	58

Medium Companies (75-249 employees)

Rank	2015 Rank	Total Years Ranked*	Company	Primary Indiana Location	U.S. Employees**
1	17 (small)	4	Mainstreet	Carmel	118
2	N/A	2	Performance Services	Indianapolis	101
3	7	7	Software Engineering Professionals (SEP)	Carmel	103
4	4	4	J.C. Hart Company, Inc.	Carmel	121
5	13	4	Moser Consulting	Indianapolis	203
6	6	6	Purdue Federal Credit Union	West Lafayette	207
7	1	4	Project Lead The Way, Inc.	Indianapolis	171
8	10 (major)	9	WestPoint Financial Group	Indianapolis	205
9	12	6	Allegiant, LLC	Indianapolis	186
10	19	2	Sheridan Community Schools	Sheridan	167
11	N/A	2	First Internet Bank	Indianapolis	143
12	N/A	1	HWC Engineering	Indianapolis	80
13	18	4	Gibson	South Bend	117
14	3	2	Indiana Oxygen Company	Indianapolis	124
15	N/A	1	Blue Horseshoe	Carmel	158
16	32 (small)	2	Heritage Petroleum, LLC	Evansville	83
17	8	3	Butler, Fairman & Seufert, Inc.	Multiple locations	151
18	N/A	2	OurHealth	Indianapolis	113
19	N/A	1	Merchants Bank of Indiana and PR Mortgage & Investments	Carmel	130
20	9	3	Bierman ABA Autism Center	Indianapolis	161
21	23	4	Peoples Bank SB	Munster	215

*11th year of the program

**Provided by companies on employer questionnaire

Large Companies (250-999 employees)

Rank	2015 Rank	Total Years Ranked*	Company	Primary Indiana Location	U.S. Employees**
1	5 (medium)	11	Katz, Sapper & Miller, LLP	Indianapolis	255
2	20	5	Traylor Bros., Inc.	Evansville	350
3	2	6	FORUM Credit Union	Fishers	320
4	1	4	Sikich LLP	Indianapolis	653
5	12	2	Kemper CPA Group LLP	Multiple locations	363
6	17	2	IPMG	West Lafayette	287
7	5	7	Duke Realty Corporation	Indianapolis	573
8	3	3	Hylant	Multiple locations	616
9	6	9	Brotherhood Mutual Insurance Company	Fort Wayne	401
10	10	4	The Kendall Group	Fort Wayne	952
11	15	6	Monarch Beverage	Indianapolis	650
12	4	4	Appirio	Indianapolis	766
13	11	2	Ontario Systems	Muncie	318
14	9	3	Magna Powertrain	Muncie	478
15	37 (small)	2	SmartIT	Indianapolis	399
16	N/A	7	Blue & Co., LLC	Carmel	344
17	N/A	2	Mike's Carwash	Fort Wayne	306
18	8	10	Centier Bank	Merrillville	746
19	N/A	4	MOBI	Indianapolis	277

Major Companies (1,000 or more employees)

Rank	2015 Rank	Total Years Ranked*	Company	Primary Indiana Location	U.S. Employees**
1	2	7	Microsoft Corporation	Indianapolis	60,515
2	4	6	Horseshoe Casino Hammond	Hammond	62,984
3	1	11	Edward Jones	Statewide	37,880
4	11 (small)	3	Colliers International	Indianapolis	2,645
5	3	3	Eaton	South Bend	33,189
6	N/A	9	Salesforce	Indianapolis	12,508
7	5	5	Aerotek	Multiple locations	6,836
8	8	8	RCI	Carmel	1,383
9	9	7	Hilliard Lyons	Multiple locations	1,055
10	12	10	Cushman & Wakefield	Indianapolis	23,574
11	7	5	Total Quality Logistics	Indianapolis	3,735
12	15	9	Capital Group	Carmel	6,939

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Erin Eberly, director



Elizabeth Paulus, staff accountant



Jamie Ellis, chief of operations and finance

KATZ, SAPPER & MILLER

By Rebecca Patrick

IT'S ALL ABOUT THE EMPLOYEES



KSM took first place among the financial industry competitors at the 2015 Corporate Challenge, a fun-filled community event that emphasizes healthy lifestyles and company camaraderie.

“A long time ago I heard this and it stuck with me in leadership: When you are faced with a decision (about your people) and you err on the side of the employee, nine times out of 10 you will end up making the right decision. And I believe that,” declares David Resnick, managing partner at Katz, Sapper & Miller (KSM).

The Indianapolis-based CPA firm, which started in 1942, has grown from that company of two to a national player in the accounting, tax and consulting industry; today it employs more than 250.

Resnick joined the firm right out of college. He took to the engaging culture and the philosophy that “everyone is unique” and there were no limits to their ascension.

In his role today, he’s built on those foundations to strengthen the “collegial” atmosphere.

“I like to talk to people and understand what they think, and then bring them together and have an agreed-upon result,” Resnick offers. “I think that really helps with the mood of the organization and people’s buy-in to what we are trying to accomplish.”

Tone-setting

Jim Nestor, director of human resources, is eager to discuss the company’s leadership and what he refers to as “the big heart” they have.

“I’ve never worked with a group of leaders who care so much, and when it comes down to it, they want to do the very best for the employees,” he stresses. “They really have the employee’s (best) interest and outcomes at heart.”

He recounts the time an intern didn’t have enough money to replace a dead car battery and was finding alternative means to work.

“It was the second day of this, and they came in and underneath their desk was a brand new battery. It had anonymously been purchased and put there. Subsequently, we found out that it was one of the partners in that group who did that but wished to remain anonymous.”

Jamie Ellis, the chief of operations and finance, continues to appreciate the “sense of oneness” the company has maintained as it’s grown.

“It’s very difficult as you get above 100 people, 150 people, 200 people, to keep that

sense within the firm and we’ve been able to do that. We’re named a Best Place to Work and that’s important to us, but what’s almost more important is that we’re doing the right things to be considered for the award,” he explains.

“At other places I’ve worked, we had to talk about how a great culture is important to us. We don’t have to do that here. It just is. When you preach too much, it’s almost like fake culture. People arrive here and because we’re hiring the best people, they just live it from day one.”

As is generally the case, a great culture starts from the top.

“The management is incredible, very approachable. People can be afraid to approach a manager with a question,

especially a partner with 30 years of experience,” shares Elizabeth Paulus, a staff accountant. “But here you can go to them and say, ‘I really don’t understand this, can I sit down with you?’ It doesn’t matter if it takes an hour out of their time. They’ll talk with you, make sure you understand.”

Management also takes an appreciated proactive approach when needed.

“We’re really good at just being direct with people – in a good way,” Ellis begins. “And I think that’s really helped us. If we have someone who’s struggling, if we have someone who’s doing very well, I think we recognize that early on to try to provide a corrective course or to applaud what they’re doing.

“At the end of the day, we’re all human.



Catered-in “busy season” meals and having a well-stocked breakroom are big hits with employees.



Whether it's at the annual bring-your-kids-to-work Halloween party, another fun group activity or volunteering on a community project, KSM team members work well together.



We make mistakes; we all do things that need corrective action at times. And I've never been in a place that does such a good job of addressing those on the front end and it allows employees to excel," he says.

Pipeline success

Nestor calls recruiting another company hallmark, with the majority taking place on Indiana college campuses.

"We go through a very rigorous screening process that starts with our recruitment of interns (15 to 18 each spring) – usually in their junior or senior years. And ideally, we take those interns and flip them over into full-time hires. Our conversion rate is probably running close to 90% at this point."

That critical task falls primarily to recruitment manager Karen Hill, who has been with the company 22 years. Nestor praises her dedication and notes her attending a college student's soccer game as one example.

"I'm really big on establishing relationships and just getting the students comfortable," Hill stresses.

"Public accounting is really about the company culture. All of the work is the same no matter where you go, but the company dynamics are very different with each firm. I feel like that no matter what stage (of life) you are at, we have a lot to offer."

One of the interns Hill lured back is Paulus, who started full-time last fall.

"After I got the offer from KSM, I just broke down crying when I got off the phone. I was just that emotional and excited to have an offer from them."

She says it was the overall impression the firm made on her that put it at the top of her list for permanent employment.

"Just knowing that all of these people had been here for so many years and they're not planning on leaving anytime soon. The other place that I interned at, so many people left just between the time that I left there and the time I graduated school."

Taxing times

KSM is one of only two companies (Edward Jones being the other) to make the Best Places to Work in Indiana list all 11 years. That feat is all the more impressive given the intense environment employees live in for a portion of each calendar.

From mid-March to mid-April "it's like a little pressure cooker," Resnick admits.

Offers Ellis: "Imagine thousands upon thousands of tax returns that have to be completed in a very short period of time. For everybody to remain sane, they've developed ways to alleviate some of those pressures."

Resnick explains one substantial way: "We have this feeling that it's not fair for one person to be here until 9:00 at night while the other one left at 4:00. So we are willing to help each other and we have a mechanism in place to share the workload.

"It's that whole spirit of pitching in to make sure we are providing our clients with the very best work product that is really a part of our culture throughout."

Among the appreciated things KSM does for its employees during the rush of tax time: afternoon breaks for catered-in ice cream sundaes, a massage therapist on site, a chocolate fountain, the NCAA

basketball tournament on big screens, a stocked breakroom and "busy season" meals.

"They bring in dinner for us every night, Monday through Thursday, and then on Friday we leave by 5 or 6 to go spend the evening with our family," Paulus notes.

"Then Saturday we come back in and they have lunch for us. But if you want to leave early one night to go spend time with your family, because you don't see them very much during this period, they're very much okay with that. They know that we work very hard."

And staff members also do what they can to make the long days more manageable.

"We have people bringing in homemade snacks. They're working until midnight but then they're going home and making homemade snacks to bring in so that 9 o'clock the next night they have snacks for people to eat. That's the atmosphere that's been created," Ellis describes.

Surviving the tax season culminates with a nice dinner party at a local restaurant and everyone getting the following workday off.

A cut above

Spend any time with the KSM staff and you will hear plenty of stories about what further distinguishes the company.

For Hill, it's the career compass framework "that kind of maps out your career, whether you're an administrative assistant or all the way up to partner level. What are those tools you are going to need? We have a learning and development manager on staff who looks at all the curriculum and makes sure that people are going through courses when they need to."

Erin Eberly, a director who has been with the firm since 2002, points to the focus on millennial appeal.

"We're really trying to be out in front and be a leader in the industry in that area; we have a lot of things coming down the pipeline – including rolling out an app, potentially, to engage our employees, as both a recruiting tool and here within the firm.

"There is flexibility to work from home, so trying to shift our mindset and make sure that we continue to recruit the top talent and learn how to adapt (are important)," she continues.

"People here are willing to try new things and to facilitate and foster that environment to bring about change more quickly. We try to be ahead of our competition."

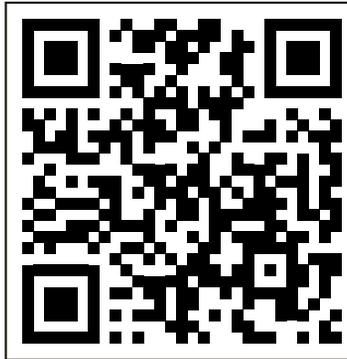
Nestor cites how KSM has empowered him to do his job.

"We have a group of partners and leaders who allow me a lot of autonomy and independence, and really are open to hearing my suggestions and my recommendations in order to move the firm forward as it relates to talent. That's been tremendous and my greatest sense of pride."

Ellis echoes that feeling of ownership. "(The industry) is a very competitive environment and we have to do things to get the best people in the door to serve the clients the best. I think our model of – I don't want to say, 'Be your own boss,' but you're an adult.

"We all live different lives and we understand we have to be flexible. If you want or need to go do this or that, go to it. That's served us very well and allowed us to serve our clients very well. It's just a special place."

VIDEO BONUS: DAVID RESNICK ON WHAT SETS KSM APART



HEAD of THEIR CLASS

Providing Power to the People

By Rebecca Patrick

No company rises to the top of the Best Places to Work list without demonstrating these main attributes: good people – management and employees, the right culture and showing some R-E-S-P-E-C-T.

When we talked separately to the leaders of three of this year's No. 1 companies, their refrains were like blueprints to what a worker wants to hear. And, unsurprisingly, they were frequently on a similar page.

#1 Small Employer: Luther Consulting, LLC

Founded in 1998, this Carmel-based public health software firm "pioneered web-based data collection and reporting through the creation of EvaluationWeb®."

Jim Luther, CEO

Leadership style: "I focus on empowering and supporting employees, and producing a great product. The profit will follow."

Work environment: "We certainly focus on a flexible work environment and we've added technology to make those who work remotely even for a day feel connected to the office. We really strive for a supportive family-like group and home-like environment. Our reporting structure is as flat as possible without my having to personally supervise every employee. In most cases, we only have one level of management between every employee and me. I place a very high regard on providing positive feedback to employees and we make sure that happens throughout the company and at various times.

"We have dogs in the office almost every day. We have a full kitchen and we use it all the time to cook together. The smell of fresh baked goods wafts through the air at least



Team building meets fun at Luther Consulting in this exercise featuring Legos.

once a week. We have yoga classes during the cooler months and a crate of fruit delivered weekly. Staff meetings are usually followed by catered staff lunches, along with occasional

theme parties and family events twice a year."

What I want to hear employees say: "I'm really proud to work here."

#1 Medium Employer: Mainstreet

A national company specializing in real estate development, value investments and health care; headquarters in Carmel.

Zeke Turner, CEO



Mainstreet “paparazzi” await the red carpet arrival of the stars – aka the children – at a Big Brothers Big Sisters annual event.

Leadership style: “To actively empower people to do things themselves. Sometimes I’ve been very successful at that and other times not as much, but that’s where I feel like we are in the best

position. When we can clearly articulate desires and goals of what we want to achieve and then really empower people to go do it. That’s where I get the most joy ... when I see those things happening. There is the (President) Truman quote that says it’s amazing how much we can accomplish if no one cares who gets the credit. That’s one that I really adhere to.”

Work environment: “If you characterized our organization, it would be ‘all-in commitment.’ Our mission is to transform lives, so we want to have a positive impact on the world around us and do it through excellent business practice. It’s been amazing for me to see as we’ve grown – and we’ve grown rapidly in terms of the number of people we have on staff – how that level of commitment has actually gotten deeper.

“And people have more bought into that. What ultimately results is we have a great culture of people who are wonderful to work with, but we are also out there doing great work. It gives us the results of that culture and that’s been neat to see.”

What I want to hear employees say: “This company cares deeply about me as a person and treats me like an adult. And that I can spend the rest of my career at this company.”

#1 Major Employer: Microsoft Corporation

Global technology company; Indianapolis office delivers business consulting on software and technology solutions.

Jeff Bradley, Director Midwest District, Enterprise Product Group

Leadership style: “I like to encourage a growth mindset. I want them to ask questions, but ultimately I want to give them an environment where it’s okay to make mistakes and take risks. If something happens and it doesn’t quite work out, well that’s okay. Because when we do that is when innovation and good things happen for our customers and the people who use our products – whether at a personal level or corporate level.”

Work environment: “We have a very flexible workplace. You can work anywhere, anytime. We allow employees, within reason – depending on whether they are support or not – to make their own schedules around customer needs. I think it also helps to try new things. I think we give that flexibility for a reason. Because of that, it really pays off in the long run.

“We’re out there as a company building new technology and tools that we hope make a difference, not only for our clients and

Microsoft gives back to its local communities. An example: Indianapolis workers prepare boxes of food for hungry children.



customers, but that changes the world. We also take a lot of those technologies to different charities in Indiana and school districts. It helps us give a broader impact.”

What I want to hear employees say: “That they are proud to work here and that they are empowered to make a difference.”

Small Companies

1. Luther Consulting, LLC

City: Carmel

Industry: technology

Web site: www.lutherconsulting.com

Indiana/U.S. employees: 27/28

For employees: 100% employer-paid health insurance; unlimited sick and personal time; family-focused, flexible work environment; incremental paid time off schedule; generous profit-sharing plan; treadmill desk workstations; home to two office dogs, Milo and Otis.



2. E-gineering, LLC

City: Indianapolis

Industry: technology

Web site: www.e-gineering.com

Indiana/U.S. employees: 47/49

For employees: **Special benefit:** E-gineering's work environment places family first. If an incident arises that requires attention from an employee to give toward family matters – whether inside or outside of work – that is emphasized and welcomed.



3. Indiana CPA Society

City: Indianapolis

Industry: non-profit - other

Web site: www.incpas.org

Indiana/U.S. employees: 21/21

For employees: work-from-home options, flexible schedules, paid half-day Fridays in the summer; free food and beverages; employer buys pizza or other food for lunch on Tuesdays; employees can donate to a sick leave bank for others who need time off.



4. American Income Life Indiana

City: Indianapolis

Industry: insurance – non-health care

Web site: www.aILOfindiana.com

Indiana/U.S. employees: 27/27

For employees: monthly participation in a community philanthropy project; monthly company “fun” days; paid time off; maternity leave; freedom to bring children to work; weekly and monthly recognition for efforts, along with various incentives.



5. JA Benefits, LLC

City: Bedford

Industry: health care – insurance/services

Web site: www.jabenefits.com

Indiana/U.S. employees: 19/19

For employees: **Special benefit:** personal and professional development through a program called “Lifelong Learning,” where employees can receive financial incentives and paid time off by attending workshops, volunteering, benefit designations and more.



6. Delivra, Inc.

City: Indianapolis

Industry: technology

Web site: www.delivra.com

Indiana/U.S. employees: 29/32

For employees: **Special benefit:** “We’ve got Jack’s Back!” is a message of support to a co-worker’s son who is battling cancer. A stuffed monkey travels around the office and represents Jack. Employees take pictures with the monkey (his favorite animal) as it gets into mischief.



7. Hanapin Marketing

City: Bloomington

Industry: advertising/public relations

Web site: www.hanapinmarketing.com

Indiana/U.S. employees: 40/40

For employees: 4.5 day workweek with half-day Fridays; food pitch-ins and group lunches, contributed to by employees or provided by the company; management team listens to feedback via leadership coffees, one-on-one meetings and adapts to make changes based on feedback.



8. Diverse Tech Services

City: Indianapolis

Industry: technology

Web site: www.diversetechservices.com

Indiana/U.S. employees: 16/16

For employees: holiday party; gym membership; catered lunches; staff and sales representatives of the month; annual service delivery achievement award; spot awards for “silo busters” and “above and beyond” client support.



9. Inovateus Solar, LLC

City: South Bend

Industry: solar engineering, procurement, construction and distribution

Web site: www.inovateussolar.com

Indiana/U.S. employees: 26/26

For employees: jeans day every day; employees are given \$100 a month toward their personal cell phone bill and a solar backpack that will charge any portable device (and hold personal belongings); monthly massages from a professional massage therapist.



10. Lakeside Wealth Management

City: Chesterton

Industry: financial services – other

Web site: www.lakesidewealth.com

Indiana/U.S. employees: 33/33

For employees: Advisors and staff are encouraged to cook breakfast or lunch for clients and community members inside the café during business hours; employees can listen to music throughout the day to relax and focus on job tasks, which often leads to impromptu dance parties.



By Katie Coffin

Industrial engineer Dan Butcher inserts a fitting into a tube. VOSS products are designed to serve a specific vehicle system. No two line assemblies are the same.



VOSS Automotive, Inc.

DRIVING BUSINESS GROWTH, VIBRANT CULTURE

“We can’t be successful as a company if our employees do not feel inspired, appreciated and happy when they come to work. Making the (Best Places to Work in Indiana) list is great, and it reinforces to everyone here that their contributions toward creating a positive work environment haven’t gone unnoticed.”

– Eduardo Vultorius, CEO
VOSS Automotive, Inc.

Competition is fierce during the ping pong tournament championship.

Deutschland to Heartland

- Founded: 1931 (Germany)
- North American headquarters launched: 1998 (Fort Wayne)
- New headquarters facility opened: 2014

Taking care of business

- Fort Wayne office oversees management of the North American business unit including sales, engineering, distribution, prototyping, testing and customer service
- 2009 sales: \$4.5 million
- 2015 sales: \$72 million
- Current U.S. employee count: 71
- Projected 2016 U.S. employee count: 80-plus

Celebrate good times

- Luncheons recognize broken sales records
- Biannual ping pong tournaments
- Employee Appreciation Days
- Company-sponsored season tickets to Fort Wayne TinCaps baseball and Fort Wayne Komets ice hockey for employees to enjoy with family and friends

VOSS culture is ...

- Team oriented
- Relaxed
- Connected

Community minded

- Employees participate in Study Connection, a local elementary afterschool tutoring program
- Staff collects supplies (e.g., diapers, children’s clothing) for the Fort Wayne Rescue Mission and Charis House
- Each Christmas, employees support a local family in need by purchasing gifts, clothes and basic pantry items

Home sweet home

“Fort Wayne is the epicenter of a region where we have found fantastic talented employees, and its quality of life has helped us attract people from outside the area. Our customers are dispersed throughout the U.S., Canada and Mexico, and we’re right in the middle of everyone.”



MVO USA

Operating as a Well-Oiled Machine

By Symone C. Skrzycki

It's loud but not deafening in the machine shop at MVO USA, an Indianapolis-based manufacturer of components for automobile steering systems in industries ranging from automotive and defense to aerospace and motorsports.

Something else fills the air: laughter, solidarity and gratitude. It's instantly apparent that amid the technology and precision, relationships are the most essential element.

"That human aspect is the very most important key to making it all work," asserts Tammy Borden-Dennis, the company's vivacious president and CEO. "You can have every process. You can have every sophisticated hardware system, but if you don't have people working together and engaged and communicating, none of it will work."

Machine shop supervisor Dan Crafton, busy marking parts for a military application, pauses to share his take.

"We do a lot of motorsports and military stuff, and production prototypes as well," he reveals, noting that he's been with MVO USA for 18 years.

Reflecting on how the company has changed during that time, Crafton observes,

"We've had some (internal) relationships that probably weren't perfect, so we started doing a hiring trend toward team players and people that get along well together. You need to have the skill set, but we've added that (human aspect) to the requirements. That's made a huge difference."

More about MVO USA:

- Founded: 1985 (in Michigan). Moved to Indianapolis: 1994. Set up shop at its current Indianapolis location: 1999
- 50,000-square-foot headquarters houses two facilities: One is focused on engineering development and precision machining; the other revolves around high-volume automotive production
- Processes one rack blank every three seconds; produced 1.5 million in 2015
- Sole supplier of the steering system for the Deutsche Tourenwagen Masters (DTM) racing series. Also supplies technology to Formula One racing, IndyCar Series, FIA World Rally Championship and more.

In the driver's seat

Borden-Dennis launched her career at MVO USA in 1997 as an administrative assistant. She subsequently tackled positions in areas such as human resources (a passion) before assuming her current role in August 2013.

She's quick to point out that MVO USA's victories – on and off the track – are a testament to its 17 employees.

"We wouldn't be able to accomplish what we do without their skills and knowledge," Borden-Dennis stresses. "We (members of the leadership team) make the decisions of where we want to go, but they're the ones who are really putting it into action. They know I'm going to listen to them. If they have a different opinion, we can talk and decide, 'What's the best path?' Sometimes it might be mine, but sometimes it's theirs as well."

Marie Christian, finance and administration manager, appreciates the hands-off philosophy. "We're not a micromanaged environment," she remarks. "We're kind of left to get on with our work."

David Nguyen, a 30-year veteran, seconds that.

"The company gives us ownership in what we do and we're proud of that because when you have the ownership, that means you have to take care of everything," he emphasizes. "It's not the company's products – it's your products."

He adds a heartfelt sentiment that clearly touches Borden-Dennis: "We're not a team; we're a family."

Borden-Dennis sheds light on working in a predominantly male industry (females comprise just 17% of the workforce at MVO USA).

"It was challenging early in my career here, but since I've been put in this position, I've gotten nothing but respect from the staff," she notes. "I think it's just a mirror of what's been given to them."



Production team lead Bill Campbell basks in the glory of victory after winning a pumpkin-carving contest.

'It's a give and take'

Production team lead Bill Campbell has been with MVO USA for nearly four years. What stands out during a spirited chat are his easygoing demeanor and commitment to team members.

"It's the first time I've ever worked for a company where I feel cared about," he expresses. "Not just upper management, but the rest of the people in the shop – everybody takes a lot of value in the people they work with."

In conveying his leadership style, Campbell imparts that "it's a give and take" focused on "keeping the morale up, having fun with it and not being too stressful."

The high-volume manufacturing facility has experienced 100% on-time delivery for more than a year, and no quality concerns from customers over the past 12 months.

"That's a real testament to his (Campbell's) management," a beaming Borden-Dennis affirms.

Chocolate and chuckles

Watch out! Hershey's kisses are on the loose.

Employees faced a daunting, but "sweet" challenge at the 2015 staff holiday gathering: unwrapping as many candy kisses as possible within one minute ... while wearing oven mitts!

"It was so much fun!" Borden-Dennis recalls with a laugh.

"Everyone was interacting from different departments and different areas. We wanted to make sure people got to know each other."

Ugly Christmas sweaters sparkled, shimmered and stunned. Employees rolled up their sleeves for games of pool and air hockey. A piñata burst, dropping prizes of all sizes – including a gift card for a flat-screen TV.



Longtime employee Dan Crafton calls MVO USA "one big family."

Employee recognition, however, occurs year-round. And birthdays are a big deal, evidenced by colorful balloons adorning Sal Miano's workspace.

"These are our steering gears we provide to a racing series in Germany," he explains, gesturing to a current project. "We're doing a rebuild. They sent them into us for service. We inspect them, tear them apart, test them and then send them back."

What about those balloons?

"It was my birthday over the weekend, and Tammy and one of the guys from the shop came in on Sunday and (decorated). Things like that go a long way."

RESOURCE: MVO USA at www.mvousa.com



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Diversity, not conformity makes us a Best Place to Work!

netlogx is pleased and proud to have been awarded a Best Place to Work. It validates our strategic decision to intentionally build the company to be diverse by design. We work hard to create an environment to develop trust, pride and camaraderie within our company. Each of our employees is empowered to make decisions on day-to-day business matters. Each employee personally assumes the responsibility of making your experience a positive one. We believe this approach brings out the best in all of us, and by doing so improves the quality of life around us.

Project and Program Management • Organizational Change Management • Data Warehousing
Business Process Reengineering • Lean Six Sigma • Security Management • Procurement Support • IV&V

netlogx.com

11. Visit Indy**City:** Indianapolis**Industry:** non-profit – other**Web site:** www.visitindy.com**Indiana/U.S. employees:** 60/60**For employees:** free parking; flex time; family-oriented, flexible working culture; 10 days of stocking stuffers and Elf on the Shelf during the holidays, with gifts such as lottery tickets, trinkets, trail mix and gift cards; casual Fridays; “fun” committee plans employee events.**12. Conner Insurance, Inc.****City:** Indianapolis**Industry:** insurance – non-health care**Web site:** www.connerins.com**Indiana/U.S. employees:** 25/25**For employees:** “Miscellaneous Mondays” is a monthly company game day and free lunch; free personal training, health coaching and on-site workout room; free beverage machine, healthy snacks, fully-stocked refrigerator and new, state-of-the-art kitchen; holiday party at Hollyhock Hill every year.**13. Magnum Logistics, Inc.****City:** Plainfield**Industry:** transportation**Web site:** www.gomagnum.com**Indiana/U.S. employees:** 20/20**For employees:** every Monday begins with a company-wide group prayer; culture that encourages family first; company treats all employees with respect, offering support in tough times and appreciation in good times; company makes generous deposits to employee health savings accounts.**14. VOSS Automotive****City:** Fort Wayne**Industry:** manufacturing**Web site:** www.vossusa.com**Indiana/U.S. employees:** 63/67**For employees:** employer pays 100% of premiums for medical, dental and vision for employees, spouses and dependents; employees treated to a year-end luncheon; employee appreciation day during the summer with a free meal and afternoon off during a paid work day.**15. Formstack, LLC****City:** Indianapolis**Industry:** technology**Web site:** www.formstack.com**Indiana/U.S. employees:** 61/61**For employees:** employees can work remotely; transparency from management; employee-focused culture; generous time off policies, including birthdays; Friday lunch paid for by the company; “Formstack Fun” is a monthly get together with employees with a game or activity.**16. PolicyStat****City:** Carmel**Industry:** software-as-a-service**Web site:** www.policystat.com**Indiana/U.S. employees:** 32/34**For employees:** flexible work hours and summer hours; team members get two days of paid time off to volunteer at an organization of their choice; free stocked food, monthly company lunches; regular company-wide activities to build camaraderie.**17. Apex Benefits****City:** Indianapolis**Industry:** insurance consulting (non-health care)**Web site:** www.apexbg.com**Indiana/U.S. employees:** 46/47**For employees:** company hosts a holiday party every year for employees and guests; a culture of wellness, including healthy breakfasts, chair massages or simple reminders that it is important to get up and take a walk; annual charity fundraiser.**18. Oak Street Funding LLC****City:** Carmel**Industry:** financial services – other**Web site:** www.oakstreetfunding.com**Indiana/U.S. employees:** 63/63**For employees:** Special benefit: “What I want for Christmas list” – employees volunteer to tell what they want for Christmas, if they could have anything. The company tries to have fun with granting some of the wishes.**19. elmage Technology Group****City:** Indianapolis**Industry:** technology**Web site:** www.thinkETG.com**Indiana/U.S. employees:** 22/22**For employees:** flexible work schedule and telecommuting policy; fostering employee connectivity through company events; free snacks and beverages in the home office; employee recognition program is strictly peer-nominated; four “Olympic” events held annually to encourage team building and fun.**20. MVO USA, Inc.****City:** Indianapolis**Industry:** manufacturing**Web site:** www.mvousa.com**Indiana/U.S. employees:** 17/17**For employees:** year-end holiday party; seasonal celebrations; flexible work life; birthday recognition; quarterly luncheons; paid time off for community service; employee of the quarter; summer night at Victory Field with a picnic and baseball game.

21. Wessler Engineering

City: Indianapolis

Industry: engineering

Web site: www.wesslerengineering.com

Indiana/U.S. employees: 60/61

For employees: employee-owned company; work and family life balance; open communication, with all ideas heard and considered; monthly birthday treats and recognition; on-site fitness center; years of service award every five years – employees receive a certificate and monetary bonus.



22. IDSolutions

City: Noblesville

Industry: telecommunications

Web site: www.e-idsolutions.com

Indiana/U.S. employees: 62/72

For employees: quarterly bonuses based on company performance; 100% of employee medical insurance paid, plus an additional \$1,200 a year for voluntary benefits; employees can earn up to \$2,400 a year through a comprehensive wellness program; on-site community garden.



23. The Skillman Corporation

City: Indianapolis

Industry: construction

Web site: www.skillman.com

Indiana/U.S. employees: 48/60

For employees: holiday party and pitch-in lunch; profit sharing; matching donations; employee referral program; tuition reimbursement program; company-wide email communication on any employee advancement or accreditation; recognition of significant/milestone company anniversaries.



24. Schmidt Associates

City: Indianapolis

Industry: architecture and engineering

Web site: www.schmidt-arch.com

Indiana/U.S. employees: 67/67

For employees: support of continuing education, professional development and involvement; annual chili cook-off charity fundraiser; Schmidt Academy internal training program; company celebrates a monthly Wacky Holiday on social media and through office employee interaction.



25. SmartFile

City: Indianapolis

Industry: technology

Web site: www.smartfile.com

Indiana/U.S. employees: 17/17

For employees: free snacks and drinks provided; unlimited time off; ping pong table in the breakroom; company-wide PIG basketball game every Friday; quarterly "Difference Maker" award, with winners nominated by employees and given a trophy and bonus.



26. netlogx, LLC

City: Indianapolis

Industry: consulting

Web site: netlogx.com

Indiana/U.S. employees: 50/65

For employees: employees have 20 days of paid time off from the first day of employment; 15 company-sponsored professional development trainings per year; wellness committee sponsors a \$100/year wellness incentive; random acts of kindness awards for employees who go above and beyond.



27. Guidon Design, Inc.

City: Indianapolis

Industry: architecture and engineering design services

Web site: www.guidondesign.com

Indiana/U.S. employees: 23/28

For employees: flexible scheduling; education and training opportunities; open lines of communication; company-sponsored events; company pays employee membership dues for professional organizations for active participation or leadership roles.



28. Found Search Marketing

City: Indianapolis

Industry: advertising/public relations/marketing

Web site: www.foundsm.com

Indiana/U.S. employees: 23/23

For employees: pets are allowed at work; free health care for the entire family; free drinks, coffee and snacks; relaxed atmosphere for employees; surprise lunches paid by company; off-site team building activities, including trips to Indiana breweries, restaurants and farmer's markets.



29. Community First Bank of Indiana

City: Kokomo

Industry: banking

Web site: www.cfbindiana.com

Indiana/U.S. employees: 54/54

For employees: bank-sponsored parties and gatherings for employees and families; generous 401(k) and insurance benefits; tuition reimbursement; year-end bonus program that includes all employees, plus a Christmas cash gift; blue jean Fridays.



30. CloudOne

City: Fishers

Industry: technology

Web site: oncloudone.com

Indiana/U.S. employees: 20/44

For employees: unlimited paid time off; casual, informal work environment; free snacks, drinks and lunches; training grants; annual visits to the Indiana State Fair; shout outs, peer recognition and gift cards given as tokens of appreciation; monthly pitch-ins or catered lunches.



Accutech Systems

Powerful Combo: Winning and Having Fun

By Tom Schuman

Competitive ping pong battles. Surprise Nerf gun attacks. Celebratory team events for new sales, additions to employees' families and even departing co-workers – “we're grateful for the time we've had with them,” offers Aaron Ford.

A visit to Accutech Systems Corporation (ASC), a trust and wealth management software provider located on the west side of Muncie, yields these insights and much more. Positive contrasts are helping fuel its success.

“Even though it's a 29-year-old company, it's in a growth stage and it has an entrepreneurial feel,” shares Linc Mitchell, director of client success. Mitchell, a software/information technology industry veteran, joined the team less than a year ago. “It is that relaxed environment, but at the same time I like to win. And we have that desire to win. Win and have fun at the same time.”

Jon Young, relationship manager, is another 2015 newcomer. He relays that he knew Ray Unger, company founder and father of current president Adam Unger.

“Ray had a lot of integrity. The second-generation ownership has carried forward Ray's beliefs and added to that an energy and a very fun workplace. They're doing a good job of keeping me young.”

Both Mitchell and Young were part of a hiring process that allowed them to interact with as many as a third of the company's 40-plus team members. Adam Unger says phone screens, video interviews (allowing others to view later), personality profiles, skill assessments, team interviews, a lunch (where Unger focuses on the culture fit and passion) and often a dinner with the candidate and his/her spouse are part of the process.

“I think the key to culture is getting it right on the front end,” he contends. “We're not here to fill seats just to grow; we're here to fill seats with people passionate about what they do.”

LeAnn Windsor, a client support specialist for eight years, fits firmly into that category. “I'm never going to get old,” she emphasizes. “Your brain here doesn't get a minute to rest. It definitely keeps you engaged every day. Most client service representatives would get

burned out because you're doing the same thing every day – that's not the case here.”

Quick striking

Small but agile teams allow ASC to compete against much larger industry rivals. “They have more zeroes behind their balance sheet, but they can't copy who we are, can't copy our culture,” Unger attests. “At the end of the day, our culture is our advantage.”

Cheetah is ASC's signature software product. And while the cheetah is the fastest moving mammal on land, information at ASC also moves quickly – each day. A 10-minute team huddle each morning offers the latest company information people need to be aware of (along with personal/family updates). That is followed by a 10-minute huddle of directors,

spreading any challenges and opportunities across the organization quickly and effectively.

Young says the huddles “get the energy for the day going” and Mitchell believes that they “remind everybody that they're not on an island; there are teammates around, people around to help.” Unger adds, “We really try to be a flat organization and we want our teams to feel like they have the autonomy to make decisions.”

People first

As in many successful organizations, the bottom line is people.

Ford, a technical analyst and implementations specialist, was with ASC for about a year when his newborn daughter was in the hospital for multiple months.



March brings out hoop “madness” at Accutech Systems, which also features Nerf gun attacks on unsuspecting colleagues.

“The company came together to support me – provided meals, allowed me to work remotely during that time. I’ve worked at a number of companies in the past. This one doesn’t feel like I’m working with co-workers. It feels like family.”

Asked what her favorite ASC benefit is, Windsor offers, “For me, it’s just the emphasis that my family comes first. Nothing can be solidified here if nothing is solidified at home.”

Just as Unger emphasizes autonomy in employee decision-making, he does the same in giving back and serving others. “One of the most powerful things we do is give all employees a full week of philanthropic time, on top of their paid time off, to let our team members impact what they’re passionate about.”

Among the activities: Short-term mission trips, sewing blankets for underprivileged children in hospitals, participating in fund-raising walks and tutoring students.

In the office, monthly team-building activities in early 2016 included massages, a Super Bowl tailgate and Nerf hoops to celebrate March Madness. Various recognitions – “at-a-boys” for special contributions, “Bennys” for cost saving or revenue enhancement ideas and the “Alice” (there is a story behind the name) award for turning a negative client situation around – add to the positive vibe.

Next stages

Unger expects ASC to add six to eight more team members this year. The facility, which the company moved to in 2007, is capable of accommodating 65 to 70. There is room for two more buildings if needed.

I’m more of a slow and steady type of growth is a good growth,”



Aaron Ford has been able to apply his abilities on several different teams during his four years with the company.

he confesses. “I don’t want to grow it at the expense of losing culture or at the expense of client satisfaction.”

Ford worked in client support and development support before ascending to his current team. Unger says that type of advancement is common, but the future is even more intriguing.

“We tell people that we’re going to have positions two years from now that (don’t exist) today. That’s going to be the nature of our growth.”

RESOURCE: Accutech Systems at www.trustasc.com

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BEST PLACES TO WORK IN INDIANA 2016

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31. Diverse Staffing**City:** Indianapolis**Industry:** staffing**Web site:** www.diversestaffing.com**Indiana/U.S. employees:** 25/25**For employees:** holiday party; gym memberships; company-sponsored events; the "Over 50 Associates Working Club" for recruiters who have placed 50 or more associates; client service delivery awards; lunch and learn opportunities; sales recognition and awards.**32. Design Collaborative, Inc.****City:** Fort Wayne**Industry:** architecture**Web site:** www.designcollaborative.com**Indiana/U.S. employees:** 47/47**For employees:** Special benefit: the annual office bonanza is a day-long, off-site company retreat to get all employees actively participating in the process of making the company better. Includes fun events and activities throughout the day to reinforce session topics and create memories.**33. Cripe****City:** Indianapolis**Industry:** architecture/engineering/survey**Web site:** www.cripe.biz**Indiana/U.S. employees:** 38/38**For employees:** company cornhole sets for employees to use throughout the day or to take home for parties; employees who are hired in the year bring in an ornament to hang on the Cripe Family Tree and share why it is important to them.**34. United Leasing, Inc.****City:** Evansville**Industry:** finance**Web site:** ww.unitedvv.com**Indiana/U.S. employees:** 66/67**For employees:** continuing education, training and development, Six Sigma; wellness offerings, such as on-site nurse, smoking cessation, free gym memberships; the "Seal of Excellence" challenge includes paid time off and a meal served to the team by executive management.**35. BLASTmedia****City:** Fishers**Industry:** advertising/public relations/marketing**Web site:** www.blastmedia.com**Indiana/U.S. employees:** 22/22**For employees:** summer hours of half-day off every Friday; memberships paid to the gym in the building; continuing education reimbursement; "high-five" awards given for outstanding performances and recognized at monthly staff meetings; office-wide speakers and Pandora stream with unofficial hip-hop Fridays.**36. Bohlsen Group****City:** Indianapolis**Industry:** advertising/public relations/marketing**Web site:** www.bohlsengroup.com**Indiana/U.S. employees:** 30/30**For employees:** option to work from home on Mondays and flexible working hours; monthly staff celebrations; access to a treadmill desk; team members are organized into smaller "pods," which do a variety of individual activities such as lunch, candy jars and white board activities.**37. Leaf Software Solutions****City:** Carmel**Industry:** information technology**Web site:** www.leafsoftwaresolutions.com**Indiana/U.S. employees:** 44/44**For employees:** Special benefit: the company promotes a healthy environment by participating in the national annual Bike to Work Day. Employees can take advantage of the bicycle rentals located in the Clay Terrace Shopping Center, where the company is located.**38. Bloomerang****City:** Indianapolis**Industry:** software**Web site:** bloomerang.co**Indiana/U.S. employees:** 41/41**For employees:** open office environment promotes fun; located in a new building at Fort Benjamin Harrison, with a full gym and showers, rec room, subsidized cafeteria and outdoor patio; transparent office culture; at least two monthly company-paid outings.**39. OrthoPediatrics****City:** Warsaw**Industry:** technology – medical devices**Web site:** www.orthopediatrics.com**Indiana/U.S. employees:** 68/68**For employees:** monthly employee events; First Tuesday Table Talks; on-site happy hour; annual service awards; employee of the month and employee of the year awards; birthdays, service anniversaries and organization milestones are celebrated companywide.**40. Network Solutions, Inc.****City:** Granger**Industry:** technology**Web site:** www.nsi1.com**Indiana/U.S. employees:** 54/55**For employees:** family flexibility is the No. 1 priority; generous pay and benefits; every employee receives a cash gift and box of Omaha steaks during an annual Christmas party; tailgate party in the fall; jeans Fridays; spot bonus program; monthly birthday parties.



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41. Pathfinders Advertising & Marketing Group, Inc.



City: Mishawaka
Industry: advertising/public relations/marketing
Web site: www.pathfind.com
Indiana/U.S. employees: 36/36
For employees: company recognizes milestone anniversaries; planned quarterly events; all employees are eligible for bonuses, which are based on performance and meeting goals, set by employees themselves, as well as supervisors.

42. Goelzer Investment Management, Inc.



City: Indianapolis
Industry: financial services – registered investment advisor
Web site: www.goalzerinc.com
Indiana/U.S. employees: 21/21
For employees: employee-owned company and profit-sharing program; paid parking; flexible schedules; all hands monthly and quarterly appreciation lunches and events; “Fun Fridays” offer casual dress day for all employees to promote a favorite sports team or event.

43. BlueSky Technology Partners



City: Noblesville
Industry: technology
Web site: www.blueskytp.com
Indiana/U.S. employees: 60/60
For employees: flexible work schedules with options to work from home or remotely; summer picnic and year-end party; new hire welcome lunches; on-site pool table and foosball table; fully-stocked snack and beverage bar, with Fruit Tuesdays; video game and board game nights.

44. Weddle Bros. Construction Company, Inc.



City: Bloomington
Industry: construction
Web site: www.weddlebros.com
Indiana/U.S. employees: 63/66
For employees: affordable health insurance provided at minimal employee cost; flexible workplace to allow putting family first; holiday, special occasion and safety lunches are provided; casual Fridays; “Biggest Loser” weight loss challenge; years of service and “Zero Accident” awards.

45. Indesign, LLC



City: Indianapolis
Industry: engineering
Web site: www.Indesign-LLC.com
Indiana/U.S. employees: 70/70
For employees: employee-owned company, with the option to buy-in after six months employment; annual company outing each summer includes lunch, laser tag, bowling, volleyball and arcade games; employees are paid half time for participating in company-sponsored community service initiatives.

46. LHD Benefit Advisors



City: Indianapolis
Industry: health care – insurance/services
Web site: www.lhdbenefits.com
Indiana/U.S. employees: 38/38
For employees: family-flexible work environment; employees and dependents can use health clinic; holiday bonus and party; bimonthly wind down for employees to stop work early and enjoy refreshments and socialize with co-workers; clothing allowance; ergonomic work stations and consulting services.

47. Accutech Systems



City: Muncie
Industry: technology
Web site: www.trustasc.com
Indiana/U.S. employees: 41/41
For employees: five full days of additional paid time off for philanthropic participation of the employees’ choosing; internal team coordinates outreach for other staff in times of need; company leaders come in early and cook breakfast for employees.

48. FirstPerson FIRST PERSON

City: Indianapolis
Industry: consulting
Web site: www.firstpersonadvisors.com
Indiana/U.S. employees: 58/58
For employees: Special benefit: during the busy fourth quarter, the company created a de-stress center, offered an afternoon treat trolley, in-house massages and catered lunches; the CEO also gifts the entire company a week of vacation over the holidays, in addition to standard paid time off.

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By Cory Ahlersmeyer

Diverse Staffing

Priorities, People and Respect a Strong Approach

A business that puts the “business” behind three other priorities? Sounds like a potential recipe for disaster.

Not so, according to George Apgar, executive vice president of Indianapolis-based Diverse Staffing.

“We put faith, family, friends and work in that order,” he declares.

Formula for success

Staffing companies are commonplace in today’s business world, and Apgar will be the first to admit that Diverse Staffing is not doing anything patented when it comes to assisting clients in filling open positions. He is proud, however, of the approach his team has developed to look beyond the technical skills required by clients.

“We have put together a strategy that we call ‘win-win-win’,” Apgar explains. “We have defined a process where you put the people first. You identify what motivates these individuals (job-seekers) and put a career plan in place that helps them achieve their goals. If you communicate that to the customer through feedback, you create a self-actualized employee.”

And this process is not just for matching job-seekers and client companies. Diverse Staffing takes this approach with its own employees.

“We use this same process for our internal staff, where it all began. It creates a very self-actualized environment because people aren’t just punching a time clock. They are working on their own personal goals; dreams for life, not just the job.”

Adding VTO to PTO

Although workplace flexibility continues to grow in popularity and practice, some organizations still require paid time off (PTO) to be used if employees want to volunteer at school field trips or give back to the community.

Diverse Staffing offers a special approach to encourage its employees to be involved in the community: VTO, or volunteer time off.

“We pay our employees to go to their child’s school and volunteer. We pay our employees to go on mission trips. We pay our employees to do service work in the community,” Apgar confirms.

And this volunteer time is not just a couple of hours a month.

“We encourage our employees to use just as much VTO time (as they need) – and they also have PTO time. We want our staff involved in the community and involved in their families’ lives.”

Allowing employees to more effectively integrate their personal and professional lives leads to increased motivation and loyalty,

according to Apgar.

“It really pays dividends in the long run with your staff,” he adds.

All about respect

Respect is another theme at Diverse Staffing – between new employees and old, and between company leaders and the rest of the team.

The company recently made an acquisition, something that made Cynthia Cox, director of human resources and operations, nervous in previous positions.

“I have worked at very large companies, and now a small- to mid-sized company. A lot of larger companies run through and change things in one fell swoop and move on,” Cox shares. “Instead, we spent, and still are spending, time really understanding the background (of the acquired company) and why they had the policies in place that they did.”

There is no better example than the fact that Diverse Staffing is still blending employee benefits and policies from the two organizations six months after the merger is over.

“You don’t want to just change things overnight and make people feel like they don’t have a voice,” Cox says.

Having that voice is also an important aspect of respect to Diverse Staffing.

During the holidays, each of the 14 branch offices had the opportunity to select a charity or organization they wanted to support. It wasn’t a decision that came from headquarters and, according to Cox, it doesn’t stop there.

“We’ve always been aligned to hearing from everybody,” she confirms, “no matter what level you are at. Information flows up as well as down.”

While working on her master’s degree, Cox spoke to focus groups of both managers and employees. What started as a class project turned into an entirely new pay structure – a result of that valuable employee input.

Conversations, sharing of opinions and healthy debates are not just encouraged at Diverse Staffing; those things are expected.

“We have a very participatory style of management,” Cox states. “I’ve been told a number of times to challenge George on things so that we come up with the best answer. It’s not just ‘my way or the highway’.”



Members of the Greenwood office are ready for action, while employees take part in a wrapping party to prepare donations for a CASA (Court Appointed Special Advocates) toy drive.

RESOURCE: Diverse Staffing at www.diversestaffing.com



Ready for some work, refreshments and fun at BLASTmedia (top left), Found Search Marketing (top right) and Pathfinders Advertising. Dedication to quality work, a healthy sense of fun and a family-like bond among employees is the winning recipe making these companies' workplaces stand out.

WORK HARD, PLAY HARD



Balance is the key to maintaining a fun and healthy work environment in the fast-paced, highly-competitive marketing and communications industry.

That sense of balance is achieved in a variety of ways – flexible work schedules, professional development, community service events, wellness programs and even the occasional free lunch. Ensuring that employees have time to pursue their own interests outside of work is also a priority.

BLASTmedia (Fishers), Found Search Marketing (Indianapolis), Hanapin Marketing (Bloomington) and Pathfinders Advertising (Mishawaka) have achieved that balance, and employees notice and appreciate the efforts.

“The reason we applied was because our employees came to us and said we should apply for this, which was pretty cool,” indicates Lindsey Groepper, president of BLASTmedia, a public relations and content marketing agency. “It was not driven by the executive team at all. It’s good validation that what we’re doing is being well received and that people believe in us and felt like we should apply for this award.”

Fire in the belly

With payrolls full of creative types, it’s no surprise these companies are overflowing with drive and colorful personalities.

For instance, “Give a sh@#” is one of BLASTmedia’s core values. “In the technology and marketing world, you get away with a little bit

more!” Groepper qualifies with a laugh.

She explains that the management team struggled to phrase – in an equally impactful and PG way – the concept of employees being invested in their work and themselves. The value is listed on the company’s web site next to “Seek originality” and “Hustle hard,” which provide insight into the qualities these companies value.

“In the hiring process, we really look for what people are passionate about, what motivates them and what drives them,” Groepper emphasizes. “It’s important to us that people ‘give a sh@#’ about their clients, about the quality of their work, about the people they work with and about themselves.

“We like to hire people who understand that there needs to be a passion for life outside of work. We believe the more fulfilled you are in your personal life and outside of work, the better experience you’re going to have in your work life.”

Pathfinders Advertising, a full-service marketing and communications firm, also values a passion for work and life. Vice President Kelly Ball says when hiring, the team looks for individuals who exhibit the traits of a “Pathfinder” – tenacious, curious, dedicated, entrepreneurial and full of energy.

Ball explains some of Pathfinder’s employees come from Chicago, Detroit and other large cities seeking a better work/life balance.

“From a culture standpoint, bringing passion (to work) every day (is critical),” emphasizes Ball. “Work hard while you’re here, but be sure to disconnect and enjoy your life elsewhere. I think that very simple philosophy resonates with our people here. They all understand

By Katie Coffin

Marketing Companies Build Successful Teams



Wellness and community service are integral components of Hanapin Marketing’s culture. One day employees enjoy “SaladFest” and another they are volunteering with My Sister’s Closet, an organization providing free workforce attire and Success Institute training to low-income and at-risk women pursuing employment.

what's expected of them.”

Kelley Swart, COO of Found Search Marketing, formerly worked for Google in Mountain View, California. She met Julie Warnecke there, founder and managing partner of Found Search, and they have incorporated pieces of that famous Google culture into the full-service digital marketing agency.

“We hire really smart people and everybody knows what they’re here to do,” Swart notes. “It’s fun, though it’s stressful at times when things get busy, but everyone is willing to work and help out. Mostly it’s laid back and everyone takes on their own responsibilities to grow and develop and do the best we can for the clients.”

Creativity for a cause

Giving back to the community is a priority, and in some cases these companies are able to donate their creativity, so to speak.

A few years ago, BLASTmedia participated in the Super Service Challenge. Employees created a video documenting their volunteer activity with the Humane Society for Hamilton County, sharing information about the shelter’s needs. Their project was one of the Challenge winners, and the Humane Society received \$10,000 as a result.

“That was just a really cool experience for us because we were surprised at an awards ceremony along with the Humane Society,” Groepper acknowledges. “It felt good to be able to provide our people with that experience.”

In addition to company-wide service events, like sponsoring a family in need at Christmastime and participating in Relay for Life, Ball notes that Pathfinders gives staff flexibility to pursue their own charitable passions.

Recently, e-Media Director Garrett Gingerich submitted a design for the city of South Bend’s new flag and was selected as one of three finalists. The adopted design integrated elements from each of the finalists, so his work will soon be on display and waving throughout the city.

“If we can support (our employees), we believe in not worrying about if you’re not here at 8 a.m. every morning because you’re doing something positive in the community,” Ball shares. “We love people to have other things they are interested in.”

A community focus comes from the top down at Hanapin Marketing, a digital marketing agency specializing in pay-per-click advertising. CEO Pat East is actively involved in community business and job development in Bloomington. Rebecca Reott, associate director of HR, says the staff volunteered with four different organizations around the city on Martin Luther King Day. Employees are also provided a certain number of hours to volunteer during the work day for a cause that’s important to them.

Staying well

Balancing the natural stress that comes from working in an intense environment with opportunities to improve wellness is another way these companies maintain healthy workplace cultures.

“In any business, there is good stress and then there is ‘distress,’ which is the bad stress and what we’re trying to eliminate,” Reott says in describing the company-sponsored wellness group, HanaFit. “We want people to feel like they can come to work and that they’re not giving up their fitness and their healthy lifestyle.”

A few examples of how the organizations are encouraging their teams to do just that:

- In January, Hanapin launched a water challenge, counting the number of cups employees were drinking per day. Since the highly-competitive contest concluded, the company has seen a continuing increase in the amount of water consumed in the office.
- Found Search recently purchased exercise ball chairs to improve ergonomics.



Found Search Marketing’s work environment is “very open, not only our atmosphere here in the office, but in general you can go to whomever to get help,” emphasizes CFO Janet Khalil. “It’s a family thing.”

- Pathfinders offers a smoking cessation program with monetary incentives to quit.
- BLASTmedia recently hired a personal trainer and offers 30 hours of his time per week to its employees.

Fun families

A strong, family-like bond holds each of these companies together, evidenced by the fun employees have together.

“Two summers ago we had six BLASTmedia weddings,” Groepper recalls. “In all those weddings, there was at least one BLASTmedia employee, current or former, who was a bridesmaid. We laughed because it was kind of a BLASTmedia reunion of people who built strong relationships and became good friends.”

Pathfinders has a special tradition each time a James Bond movie is released. Staff dresses up in tuxedos and Bond girl outfits and attends a matinee. The company also hosts a Christmas party, summer cookouts and devises some creative Halloween costumes each year.

“When we have holiday parties, we invite all the staff, all their spouses and significant

others and their kids because we want to think of this group as family,” Ball declares.

Warnecke is known for spontaneously providing free breakfast or lunch to employees at Found Search Marketing to de-stress from a busy day with clients or just as a pat on the back. Last fall, the company rented buses and took the staff to Three Floyds Brewing Company in Munster for a team-building experience.

“No one’s hungry or thirsty here!” Swart laughs.

‘It’s a longevity thing’

No one is kept in the dark either. Hanapin Marketing boasts a highly-focused management philosophy that balances keeping the team informed and responding to feedback.

Hanapin solicits employee opinions in many different forms. For example, TINYpulse is an anonymous, employee-driven feedback channel that emails designated questions to staff regularly. Managers also host Leadership Coffees to discuss topics spanning the entire organization.

“It creates this culture where people can share really honest feedback, and it helps us

figure out where we need to pivot,” Reott explains.

Pathfinders also promotes an engaged management style, making sure employees are satisfied with their work. Ball states the company is also willing to adapt and change. If there’s a new process or procedure that will make the team better, management will support getting that implemented.

“I think that gives the team some empowerment in feeling they can do a lot and really have an impact, not only from an internal perspective, but also on client initiatives,” Ball recognizes.

Though the benefits and perks are nice, the winning formula for these companies is part of what they do best for their clients – building strong relationships and open communication.

“We have clients who have been with us for a really long time, and it’s because we’re good at what we do, and I feel like it’s the same thing with employees,” Swart concludes. “It’s a longevity thing. We don’t have a lot of turnover. People are typically with us for the duration.”

RESOURCES: Kelly Ball, Pathfinders Advertising, at www.pathfind.com | Lindsey Groepper, BLASTmedia, at www.blastmedia.com | Rebecca Reott, Hanapin Marketing, at www.hanapinmarketing.com | Kelley Swart, Found Search Marketing, at www.foundsm.com



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DRAWING INSPIRATION



Creative minds work, play and make a difference at Design Collaborative (top), Schmidt Associates (bottom left), Guidon Design (right) and Cripe (next page).

Snow blankets the ground, but Schmidt Associates' employees happily brave the cold as they stroll along Massachusetts Avenue (where the company is based in downtown Indianapolis) to a nearby restaurant. It's a special occasion: the annual moose trek breakfast.

Say what?

"(After the first snowfall of the season), I wear a moose hat I bought on a ski trip many years ago with great big floppy ears," reveals CEO Wayne Schmidt.

"It's worse than you're imagining!" jokes Sarah Hempstead, director of marketing and a principal at the firm.

Laughing, Schmidt continues, "You might think only 10 or 12 people might be in (the office) at 8 a.m., but no! If it's a free breakfast, there'll be 40 people. We sing and we try to make moose sounds as we go up the avenue that day."

Fellow architecture firms Design Collaborative (located in Fort Wayne), Cripe and Guidon Design (both headquartered in Indianapolis) also infuse energy into their workplaces.

Luke Leising, president of Guidon, points to a memorable zip line outing.

"I threw out parachuting for next time!" he declares with a chuckle. "It's something that gets us all out of our environment, and talking and building personal connections."

BizVoice[®] dives into other elements of the culture at these four winning workplaces.

Tools – and perks – of the trade

Design Collaborative is an architectural, mechanical and electrical engineering, and interior design firm that serves clients in higher education, health care and corporate markets. Founded in 1992, it has approximately 50 employees.

President and CEO Pat Pasterick, humble and soft spoken, credits the firm's extraordinary team with its continued success. One way the company thanks them for their contributions is with TGI4:30.

"Every Friday afternoon at 4:30, we knock off early and kind of have a politically incorrect happy hour," he shares. "We gather in the lobby for drinks and casual conversation as an office. This gives everyone a chance to connect beyond day-to-day work and provides an opportunity to decompress before the weekend."

"On Monday mornings, we start the week together (with a staff meeting). It's about being genuine and real with each other. That builds a closeness and a trust, and we try to carry that on with clients too. We think the design ends up better when people are engaged, and when they're dealing with their friends and people that care about them."

Schmidt Associates started with a bang 40 years ago: on July 4, 1976. While Schmidt cherishes past experiences and feats, he's focused on what lies ahead.

"What's most significant is thinking about the future – not the past – and thinking about where we're going," he asserts. "The best project we've ever had is the one we're about to start, so it's all future oriented."

Launched in 1937, Cripe creates a sense of family among its team (comprised of approximately 45 people) with an annual breakfast that invites new employees to hang one of their favorite ornaments on the Cripe Family Christmas tree. The event kicks off the organization's Giving Tree initiative, which supports families in need.

It's a form of servant leadership – a theme that touches all aspects

By **Symone C. Skrzycki**

DESIGN FIRMS EMPOWER ASSOCIATES





Partners flipping pancakes? Must be Cripe's annual Mardi Gras Fat Tuesday lunch.



Ladies and gentlemen, start your engines at Design Collaborative!



Luke Leising, Guidon Design president, says "the awesome team we've built" provides the greatest sense of accomplishment.

of Cripe's culture.

"What we've found is that if we're caring and trusting about the success of others, people relax," contends Kara Hensley, director of human resources and marketing. "And when they relax, they relax into high performance and sincere caring. That produces the fun because at the end of the day, we take our work very seriously, but not so much ourselves."

Packed with potential

Guidon, a sustainable architecture and engineering firm founded in 2011, places professional development squarely in employees' hands. They set short- and long-term goals. They attend weekly training on sustainable issues. They complete professional courses (Guidon covers the costs and provides paid time off).

Leising, a former Army ranger, stresses the freedom for his staff of approximately 30 to personalize education.

"Take, for example, an architect working towards a career," he surmises. "We have one architect that's really interested in historic preservation. We strive to assign that individual to those projects and he's getting to do what drives his passion."

Pasterick of Design Collaborative shares a similar philosophy.

"We let employees take time to participate in community initiatives and try to help marry them with their own interests. It's going to help us. It's going to help the community. And it's going to help the employees."

Schmidt Associates pairs new hires with a mentor and a Sherpa, which Schmidt refers to as "an instant friend." Moreover, Schmidt Academy enables them to explore a multitude of topics.

Elsewhere, recent recruits familiarize themselves with The Cripe Way via a 12-week course on project management and company culture (including areas such as planning and servant leadership).

"We always say, 'You're training your replacement.' That doesn't mean you're going to get fired," emphasizes president and COO Fred Green, who leads instruction. "It means that you're going to get another opportunity. I know as I was coming up the ranks, the only reason I ever left a job is because I was bored. But if somebody kept me interested and kept me in a position of being able to learn, I was always going to be there."

Hensley sums it up: "Training here is like the air we breathe."

Knocking down walls

Guidon's vibrant 11,000-square-foot office in downtown Indianapolis, which it

recently rehabilitated, illustrates a fierce commitment to environmental awareness.

Vivid colors – predominantly green and yellow – illuminate the open space. The high-performing building has several green features such as energy-efficient lighting, a dashboard energy tracking system and more. Employees compost, recycle and forego bottled water.

That philosophy attracts like-minded talent.

“One of the things our applicants to a tee usually mention is, ‘You know what? I love the fact that you integrate sustainability into your work. I’m very passionate about helping further causes toward the environment, and this would be a great place to work from that aspect,’” Leising notes.

Count Cripe among the offices with an untraditional layout and unique culture.

“Twenty years ago everybody had their own little office, and now we don’t,” Green recalls. “It’s much better (now). We don’t have silos between service areas.”

Hensley adds, “That open environment is really conducive to me looking over at

someone and saying, ‘Hey, what is this?’ or ‘Do you know how to do this?’ And the other thing is that you hear laughter all the time.”

Design Collaborative removes barriers of another sort: the traditional 8 to 5 schedule.

“Anymore, our work lives are almost 24/7, so you need to give people flexibility,” Pasterick affirms. “The expectation is that it pays off in other ways at other times – and we know it does if it’s 8 o’clock at night and somebody’s responding to a client’s need for something or coming in on the weekend to do some things. We try to be able to adapt so people can enjoy their work, but also enjoy their lives and their families and other things as well.”

Hempstead reflects on her 15 years at Schmidt.

“What drew me here is the type of work we do. We’re pretty selective about our clients and they’re people who are doing good things in the world. They let us help them to do that, and the way we do it – acting out a servant leadership model – is what drew me here and it’s what’s kept me here.”



Schmidt Associates celebrates the holidays at St. Joseph’s Brewery, shortly after completing a project there.

RESOURCES: Fred Green and Kara Hensley, Cripe, at www.cripe.biz | Pat Pasterick, Design Collaborative, at www.designcollaborative.com | Luke Leising, Guidon Design, at www.guidondesign.com | Wayne Schmidt and Sarah Hempstead, Schmidt Associates, at www.schmidt-arch.com

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My Advice for Organizations Wanting to be a Best Place to Work is ...

By Brad Skillman, president, The Skillman Corporation



For an organization to be successful across generations, its leadership must invest in their most important asset – their people.

All organizations wishing to thrive and be an industry leader must make the manner in which they hire, train and develop their organization’s future leaders a core value of their corporate mission. This means putting in place practices and policies that support this core value.

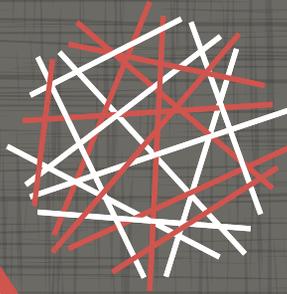
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The culture of an organization also has a big impact on employee development and retention. We believe that it is our responsibility to leave the Skillman Corporation in a better condition than how we found it. In other words, our leadership has a sense of responsibility to give their time, mentoring and guidance to the future leaders in our firm. This has a significant positive impact on the way we function as a team and support one another.

This team culture also results in better customer service and loyal customers. Having long-tenured employees helps secure and solidify relationships with our clients. Our employees are able to focus their attention on the needs of our clients because they know their jobs are secure and they have a management team that supports them.

My advice: Provide a culture that takes care of your employees, takes care of their families and they will help you take care of your clients and provide success for your organization that can last for generations.



HWC

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Medium Companies

1. Mainstreet

City: Carmel

Industry: real estate

Web site: www.mainstreetinvestment.com

Indiana/U.S. employees: 118/118

For employees: employees can take unlimited paid time off with manager approval; the Mini Spark program provides new parent resources, gifts over the course of the pregnancy, fully-paid maternity, paternity and adoptive time off; regular fireside chats with the CEO.



2. Performance Services

City: Indianapolis

Industry: construction

Web site: www.performanceservices.com

Indiana/U.S. employees: 92/101

For employees: employees can earn \$4,000 for referring new employees (\$2,000 upon hire and \$2,000 after the referral's six months of employment); when annual sales and revenue goals are met, the company takes each employee and one guest to Cancun in January.



3. Software Engineering Professionals (SEP)

City: Carmel

Industry: technology

Web site: www.sep.com

Indiana/U.S. employees: 103/103

For employees: employee stock ownership program (ESOP); monthly special events focus on getting employees and their families together; employees encouraged to continue to pursue learning opportunities, with the potential for cash bonuses.



4. J.C. Hart Company, Inc.

City: Carmel

Industry: services – apartment development, build, management

Web site: www.homeisjchart.com

Indiana/U.S. employees: 121/121

For employees: anniversary bonuses: \$1,000 for 10 years, \$1,500 for 15 years, etc.; company president and division leaders travel to each location quarterly to review budgets, and discuss goals and achievements with all employees.



5. Moser Consulting

City: Indianapolis

Industry: consulting

Web site: www.moserit.com

Indiana/U.S. employees: 145/203

For employees: company invests nearly \$400,000 in employee technical training for staff; wellness program with prizes and incentives; holiday party; tickets to sporting events; all employees eligible for quarterly bonus based on corporate profitability.



6. Purdue Federal Credit Union

City: West Lafayette

Industry: banking

Web site: www.purdufed.com

Indiana/U.S. employees: 206/207

For employees: Special benefit: at the end of the year, staff members are given the opportunity to roll over, cash out or donate unused paid time off; paid time off donations can be made to the employee emergency fund.



7. Project Lead The Way, Inc.

City: Indianapolis

Industry: non-profit – education

Web site: www.pltw.org

Indiana/U.S. employees: 171/171

For employees: all team members are given Fitbit devices to enhance personal health initiatives; team members who work in the office are provided with standing workstations; company provides paid time and travel expenses for volunteering at student events.



8. WestPoint Financial Group

City: Indianapolis

Industry: financial services

Web site: www.westpointfinancialgroup.com

Indiana/U.S. employees: 150/205

For employees: Special benefit: biannual firm incentive trip for advisors to earn by meeting production goals. Agency staff can also earn trip by referring three full-time advisors in a calendar year. The upcoming trip is to Blackberry Farm in Tennessee.



9. Allegient, LLC

City: Indianapolis

Industry: consulting

Web site: www.allegient.com

Indiana/U.S. employees: 178/186

For employees: holiday wreaths are delivered to every employee home; turkey vouchers are provided for Thanksgiving; the Make-A-Wish award recognizes an outstanding employee and the winner gets to select a wish to grant for a sick child on behalf of the company.



10. Sheridan Community Schools

City: Sheridan

Industry: education

Web site: www.scs.k12.in.us

Indiana/U.S. employees: 167/167

For employees: company has expanded the on-site daycare for employees, as well as a self-funded preschool for staff and the community; during mid-winter the district holds "Blah Week" for teachers, filled with special foods, treats, massages and more.





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HWC Engineering

Attitude of Respect Fuels Firm Growth

By Katie Coffin

The office is silent as Ed Jolliffe shows me around HWC Engineering's Indianapolis headquarters.

He needn't talk over the bouncing of ping pong balls, the buzzing of a kegerator or any of the "hip" amenities you might find at some companies on the Best Places to Work in Indiana list. But that silence exudes quiet confidence in an environment immersed in productivity and quality.

When I ask the president and majority owner about fun perks, Jolliffe chuckles and quips, "We have free coffee!"

So what is it about this full-service design firm that attracts engineers away from other companies and retains many of them for the long haul?

Quite simply, it's an atmosphere of respect. HWC's culture transcends surface-level luxuries and encompasses qualities that are much deeper: trust, support and balance.

"It feels more like a family than a business," remarks Jon Day, construction inspection services manager. "We're a good-sized company to maintain our growth, but it's not so big that we're just names on a piece of paper. (The managers) truly, genuinely care that you're happy here."

Engineering growth

Like George and Louise in the iconic sitcom *The Jeffersons*, HWC is literally and figuratively "movin' on up."

The business has grown rapidly since Jolliffe took over in 2009 – expanding from 50 employees to more than 80 currently – and is bursting at the seams in its current space. Two people occupy a cubicle intended for one, and design plans and other materials fill desk and counter space. For now, Jolliffe qualifies this as a "good problem."

In June, HWC will pack up its eighth-floor suite on Delaware Street and settle into the top floor of the BMO Plaza where space will be ample. The staff even held a festive "Purge Party" – complete with pizza and cake – to clean the office.

HWC was born in the 1990s when David Hannum, Ralph Wagle and Michael Cline collaborated to offer civil engineering services to clients in Terre Haute. Since then, it has expanded its scope of work and opened offices in Indianapolis, Scottsburg, Lafayette and Muncie, with a new location slated to launch in New Albany.

Today, HWC's areas of expertise include water resources, transportation, site engineering, planning, landscape architecture and program management. Pictures of completed projects line the office, communicating a sense of pride in the accomplishments in communities around the state.

In 2015, HWC received two State Finalist Awards for engineering excellence from the American Council of Engineering Companies (ACEC) of Indiana. The awards were made in recognition of Seashore Waterpark in Lebanon and the Village Promenade in Muncie.

Jolliffe credits a strong business development team with finding more work for the company, especially in Central Indiana.

"I believe you have to grow to survive," Jolliffe states bluntly. "I like to grow about 10% per year. It doesn't always work out that way – sometimes it's 20%. Sometimes it's 5%. It gives more people the chance to advance and (creates opportunities for) bigger projects."

"(The staff) is a great cohesive group. I enjoy what I do, and I enjoy helping young people grow. That's my job now; it's about developing a team."

Quiet but mighty

Jon Query is a product of HWC's dedication to developing and mentoring its staff.

He began his tenure with the organization as a college intern and subsequently was hired as a full-time project engineer in the Terre Haute office. Now, he's a project manager in

Indianapolis, overseeing assignments from the planning stage through design and into construction.

"Everyone wants to have the chance to grow and move up the ladder with their job," Query acknowledges. "(HWC) is a great place to work, and I am comfortable staying here and continuing my career here."

Day, who was promoted into a managerial role in January, adds: "There's no fear of teaching the younger people how to be good managers because (HWC leadership) wants to mentor them."

Despite HWC being a private company, Jolliffe says he's open with its financials, holding an annual meeting where employees convene for a "state of the company" so they understand the vision. Employees receive additional financial rewards after successful years.

"I feel like we need to share information with employees when we do well," Jolliffe recognizes. "All we have is intellectual property. These people make it happen, so we try to keep them informed."

The company also openly shares its time and resources in community service events organized by the HWC Giving group.

For about two years, HWC employees have served lunch for the homeless and those in need supported by the Wheeler Mission. Some employees are involved with Engineers Without Borders, a humanitarian group that partners with developing communities

Continued on page 71



Once a month HWC employees at the Indianapolis office volunteer at Wheeler Mission. On a typical day, the mission serves about 150 men for lunch.

11. First Internet Bank

City: Indianapolis
Industry: banking
Web site: www.firstib.com
Indiana/U.S. employees: 134/143
For employees: employees can wear jeans daily; free on-site fitness center; \$3,000 employee referral program; tuition reimbursement program; paid time off to volunteer; full-time employees are eligible for an annual bonus based on individual and corporate performance.



16. Heritage Petroleum, LLC

City: Evansville
Industry: transportation
Web site: www.heritageoil.com
Indiana/U.S. employees: 59/83
For employees: employee-driven personal development plan with direction from supervisors; new hire lunches for employees to meet new team members; on-the-spot awards; employee appreciation lunches; drivers can earn safety bonuses for no safety or moving violations, work injury or spill.



12. HWC Engineering

City: Indianapolis
Industry: engineering
Web site: www.hwcengineering.com
Indiana/U.S. employees: 80/80
For employees: flexible work schedule; opportunities for professional growth and volunteerism; performance reviews and bonuses are rewarded for employees' completed projects; Indianapolis location has an on-site gym; smoking cessation program; employees recognized within the company for gaining certifications.



17. Butler, Fairman & Seufert, Inc.

City: Multiple locations
Industry: engineering
Web site: www.BFSEngr.com
Indiana/U.S. employees: 151/151
For employees: free fruit delivered weekly; annual holiday party includes prize drawings and entertainment; wellness lunch-and-learn sessions; breakfast club; incentives and recognition for achieving department goals; employees attend a customer service seminar at the beginning of their employment.



13. Gibson

City: South Bend
Industry: insurance (non-health care)
Web site: www.gibsonins.com
Indiana/U.S. employees: 117/117
For employees: 100% employee-owned company; summer hours with office closing at 3 p.m. Fridays; employees can earn additional paid time off if the company hits revenue goals, in addition to the 15 days of paid time off for employees each year.



18. OurHealth

City: Indianapolis
Industry: health care – provider
Web site: www.ourhealth.org
Indiana/U.S. employees: 102/113
For employees: employees are provided Fitbit devices; free healthy snacks in the break room; employees have full access to any OurHealth clinics, which can be utilized for preventative services, biometric screenings and annual physicals, and employees are rewarded with incentives for participating.



14. Indiana Oxygen Company

City: Indianapolis
Industry: gas and welding products
Web site: www.indianaoxygen.com
Indiana/U.S. employees: 114/124
For employees: **Special benefit:** the “Share the Success Program” is open to employees who don't qualify for other company bonus programs. It's an annual bonus based on the profitability of the company, using a formula established by the CEO; there is no cap.



19. Merchants Bank of Indiana and PR Mortgage & Investments

City: Carmel
Industry: banking
Web site: www.merchantsbankofindiana.com; www.prmic.com
Indiana/U.S. employees: 130/130
For employees: 100% reimbursement of college tuition for undergraduate and graduate programs; free snacks and beverages; company iPhones for employees; company-wide annual bonus based on company and individual employee performance; employees are recognized with a special treat on their birthday.



15. Blue Horseshoe

City: Carmel
Industry: consulting
Web site: www.bhsolutions.com
Indiana/U.S. employees: 92/158
For employees: summer outing and holiday party; open vacation policy; \$250 fitness allowance; catered town hall lunches; free soda and Starbucks coffee; fireside chats with upper management; “Star Wars” day for employees to dress up in Star Wars gear.



Performance Services

Breaking Ground and Giving Back

By Symone C. Skrzycki

Cancun, here we come!

At Performance Services, staff and guests are treated to a Mexican vacation if ambitious annual goals (revenue and sales) are met.

“It’s a great break for our employees who work really hard,” asserts Tim Thoman, president and CEO of the integrated design and delivery engineering company. “Often their spouses have to pick up the slack if our people are working long nights, so it’s a way to thank them for their contribution.

“It also creates these strong relationships. We have a ball together. I’ll play literally five hours of volleyball with the team and the stories that come from that (are priceless).”

On this unseasonably pleasant March afternoon, one doesn’t have to venture far to experience the warmth at Performance Services, which specializes in constructing and renovating municipal, health care and education facilities.

Sunlight pours into Thoman’s office, which overlooks an iridescent lake where employees explore their aquatic side via kayaks (courtesy of the firm) during lunch

breaks or on weekends with their families.

Roman art, a gift to Thoman from his wife, catches the eye.

“I thought it was kind of cool,” he reveals, noting that he’s traveled to Rome twice. “The history – both religious and cultural – is amazing.”

Those very traits, faith and culture, lay the foundation at Performance Services.

Guided by integrity

Thoman founded the organization in 1998. Today, it employs approximately 115 and spans multiple states: Indiana (where it’s headquartered), Illinois, Kentucky, Michigan, Missouri, Texas and Wisconsin.

“Most (of the employees) are based in Indiana. We decided for culture reasons not to buy existing firms, but to grow organically,” he explains. “We try to find a key person to build the office around, someone who shares our way of treating customers and of functioning. That makes it easier to instill our culture.”

Performance Services achieved the top spot on the Best Places to Work in Indiana list in 2009 (small/medium, before those categories were broken into separate classifications). But it didn’t participate again until 2016.

“For a long time, we were just too busy and were growing really quickly,” Thoman confides. “You can’t do it all.”

Why apply now?

“We hired a director of talent acquisition and human resources, so we have more capacity,” he notes. “And the other piece is: Employees want to know if a company is a great place to work. That matters.”

Marketing director Arlene Gavin joined the team in 2008. “I was employee No. 42,” she declares as we plop down on a plush couch in a room equipped with a big-screen television, periodicals and a peaceful ambiance.

Gavin delights in Performance Services’ reputation as a firm of high integrity.

“Tim is the same man on the day he wins a job as he is on the day he loses a job,” she contends. “There’s no compromise in terms of how customers are treated, how partners are treated and how employees are treated. Everybody can count on that.”

West Point graduate Scott Zigmond, vice president of sales and marketing, seconds that when articulating his own leadership method.

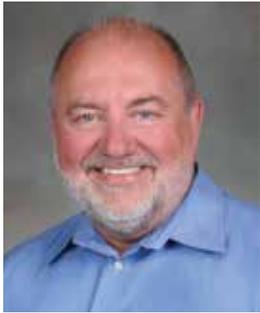
“I trust people implicitly,” he remarks. “From an integrity standpoint, I start there. My style, because of how spread out we are (operating in seven states), is that we give



A beaming Tim Thoman, president of Performance Services, walks hand-in-hand with Haitian children while on a mission trip.

My Advice for Organizations Wanting to be a Best Place to Work is ...

By David Becker, President and CEO, First Internet Bank



When I started my first company in 1981, I had a fire in my belly and a dream. To realize that dream and the others that followed, I needed help. A company, a product, a service ... it's only as good as the people behind it. In 35 years of hiring people and running companies, this is what I have learned:

Find the right employees: Don't just hire for skills; hire for fit. Understand what your company stands for and what sets it apart, then hire people who can do the job while complementing your culture. Build a team. When you find people with great talent and drive, encourage them to refer candidates for job openings. (Birds of a feather ...).

Reward your employees – whether it's financially or with a simple “thank you” – for supporting your recruiting efforts. We consistently see employees referring others to join our team at First Internet Bank. That speaks volumes about our employees' job satisfaction.

Listen to employees: There is much to be gained

when you listen: to your customers, your peers, your competitors, your employees. Especially your employees. Cast aside pre-conceived ideas and the safety net of “we've always done it that way.”

Actively listening, even putting yourself in your employees' shoes, lets you see clearly what is working within your organization. We have a group of creative, bright employees who provide great insight and know we are a part of something bigger when we work together to improve.

Invest in employees: When you have great people, provide them with the tools they need to thrive. Learning should never stop. At First Internet Bank, we're committed to investing in our people. We give our employees opportunities ranging from professional development to personal enrichment. When an employee shows an interest in growth, we celebrate that. We believe in a simple truth: happy employees equals happy customers.

them (employees) some guidance. We've hired great people, so my job is to remove obstacles and to let them flourish.

“It's setting clear expectations. It's holding people accountable. And it's being a resource for them.”

Vim and vigor

Gavin scales a set of stairs leading to a remodeled employee workout room, which contains individual showers and private changing areas. Pointing to a large screen and an indoor trainer, she raves about access to Zwift, which harnesses innovative technology to simulate an outdoor cycling experience.

Integrating online gaming with three-dimensional visuals, it enables cyclists across the globe to interact, compete and behold a variety of breathtaking landscapes.

“I can bring my bike here, set it up on the trainer (and start cycling!) in the winter,” Gavin relates. Spring and summer months provide sightseeing opportunities of their own as colleagues gather for lunchtime rides.

Additional wellness offerings include (to name a few) twice-weekly visits from a nurse and dietician, financial incentives and subsidized health club memberships.

Heeding a calling

Anti-bullying and assisting the underprivileged are among initiatives employees rally around.

Partnering in the *Reject* documentary, which examines the profound impact of social rejection, the firm is working to spread the word to K-12 schools.

“A lot of what we do is to create optimal learning environments in schools,” Gavin comments, adding that part of that commitment is to help promote “a healthy, psychological environment.”

In addition, Performance Services has transformed lives with mission trips to Haiti where a delegation built critical infrastructure. Examples include villages with hurricane-resistant homes, a fishing village with solar-powered refrigeration, sea-worthy boats and a school.

Gavin is clearly touched recalling time spent at a Fort Wayne event for Samaritan's Feet International, through which volunteers wash impoverished children's feet and equip

them with new shoes.

“To go out to a school and have a bucket of water and soap and towels, and to go face to face with a child that needs a new pair of shoes is so amazing,” she conveys. “That's something that in a work environment, you don't typically have the experience to do and even in a volunteer capacity, when it's heart to heart and soul to soul.”

Gavin shares a closing thought: “The people who work here are really passionate about what they do. It's not just a job; it's a big part of their lives. To work in an environment where everybody loves to come to work, are very professional, and are great people who bring it every day and do a wonderful job – you trust in that.”



Visiting an orphanage to wash children's feet and provide them with new shoes is a powerful gesture.

RESOURCE: Performance Services at www.performanceservices.com

By Symone C. Skrzycki

Heritage Petroleum is the largest independent petroleum distributor in Southern Indiana.



Heritage Petroleum, LLC

RIDING HIGH

“My background had been nothing but really corporate until I came here, and I guess I had every intention of coming to Heritage and making changes. But the reality is that Heritage really changed me ... especially from the top down, it’s really about customers and people.”

– John Clark, chief financial officer
Heritage Petroleum

In for the long haul

- Distributes heavy lubricants and a variety of petroleum products
- Headquartered in Evansville
- Launched 50-plus years ago as two companies – Gabe’s Oil and Wannamuehler Oil – which combined in 2002 to create Heritage Petroleum

Heritage horsepower

- Employees: 85
- Percent of workforce hired within last two years: 25%
- Since 2013, the number of gallons sold per year has skyrocketed by nearly 100%

Igniting change

- Community outreach includes I Am Second, a national movement inspiring people of all kinds to live for God and for others, the Evansville City Transformation project and additional endeavors.

Driving development

- Monthly safety meetings at all satellite locations
- Implemented six-course management program
- Sales team receives training from major vendors such as Exxon Mobile and Phillips 66

Fueling camaraderie

- Employees receive spending money – and transportation via golf cart – during a week-long fall festival in downtown Evansville
- On-the-Spot awards recognize outstanding performance
- 10:2 Prayer Time: Inspired by a biblical verse, employees can submit electronic prayer requests. Owner Tom Gabe keeps a handwritten list of each one

“Whether they’re faithful or not, people share what’s going on in their lives and it just allows us to feel more like a family.”

The company’s rapid growth led to a new location in Tennessee earlier this year.

“Our owners preach that Heritage is a platform to do better – not just by our customers and business, but also by our community.”



What does it mean to be recognized as a Best Place to Work?



"I am thrilled that OrthoPediatrics is included in the 2016 list of Best Places to Work in Indiana. It's especially rewarding to know that this recognition is a result of feedback from our employees. We are proud of our people-focused and results-oriented culture where our people make a difference in the lives of

children every day, set high standards and deliver exceptional results. As we build an enduring company, focused on leading innovation in pediatric orthopedics, I'm proud of our organization and the continued dedication of all our employees, who make OP a great company."

*Mark Throdahl
President and CEO
OrthoPediatrics*



"Being included in the top 100 emphasizes that we are truly a team – across the firm, big deal or small detail, we are what we are because we're all in it together!"

*Mark Chamberlain
CEO
Lakeside Wealth Management*



"For Appirio to be recognized as one of the Best Places to Work in Indiana for the fourth year running continues to validate that our corporate values of Customers, Team and Fun resonate with our workforce. It's vital that Appirio employees (proudly called Appirians) are engaged and act as ambassadors in

recruiting the top talent we need to grow our Indiana team. The Best Places designation provides proof that Appirio is a vibrant and dynamic organization which deeply believes our positive worker experiences lead to positive customer experiences – ultimately fueling our growth. It's a virtuous cycle."

*Ellen Humphrey
Senior Vice President, Human Resources
Appirio*



"We take tremendous pride in being honored as one of the Best Places to Work in Indiana for the second year in a row. This recognition validates our persistent efforts to incorporate strong core values into the fabric of our company culture. We owe it to our employees to provide a supportive work environment where everyone feels respected and valued. We are thankful for their hard work and dedication."

*Joel Russell
Founder and CEO
elmagine Technology Group*

HWC Engineering

Continued from page 66

worldwide in order to improve their quality of life.

"The communities all give us work, so we think we should invest in the communities where we work," Jolliffe declares.

Staff also volunteers its time with high school students to help cultivate the next generation of engineers. There is a talent shortage in civil engineering, and Jolliffe says it's a "struggle" to find workers.

"We want to create a nice atmosphere and culture where we have very little turnover," he concludes. "It's all about balance. Everyone works hard, but I want them to be able to go home to a baseball game when they can. We have a very flexible work schedule and just try to create an environment where we respect each other. I think our people believe that and feel that respect. That's important to keep good people."



There will be plenty of workspace when HWC moves to the top floor of the BMO Plaza in downtown Indianapolis at the end of June.

RESOURCE: HWC Engineering at www.hwcengineering.com

Large Companies

1. Katz, Sapper & Miller, LLP

City: Indianapolis

Industry: accounting

Web site: www.ksmcpa.com

Indiana/U.S. employees: 225/255

For employees: Special benefit: The Core Program includes three components related to well-being – relational, financial and physical – and offers on-site coaching, a wellness allowance, annual health screenings, on-site massages, financial advice and stress management tools.



2. Traylor Bros., Inc.

City: Evansville

Industry: construction

Web site: www.traylor.com

Indiana/U.S. employees: 74/350

For employees: a stretching and exercise session every morning promotes safety before beginning the workday; the William F. Traylor Award is presented annually to employees who best demonstrate the company's values; the medical benefit premium is paid 100% by the employer.



3. FORUM Credit Union

City: Fishers

Industry: banking

Web site: www.forumcu.com

Indiana/U.S. employees: 320/320

For employees: company CEO personally delivers work anniversary cards and gifts; employees recognize peers through "shout out" videos that are shown during the annual Day of Celebration event, which provides employee development and recognizes individual and team achievements.



4. Sikich LLP

City: Indianapolis

Industry: professional services

Web site: www.sikich.com

Indiana/U.S. employees: 32/653

For employees: annual firm holiday bonus is given to all employees, including part-time and seasonal; firm sponsors meals during the company's busy season; "Hello, My Name Is" program, where employees wear a shirt with their name on it and get together over pizza.



5. Kemper CPA Group LLP

City: Multiple locations

Industry: accounting

Web site: www.kempercpa.com

Indiana/U.S. employees: 158/363

For employees: company offers leadership training and an employee advocacy group; biannual awards banquet; employees are given days off to volunteer; staff meals are provided during the busy season; wellness plan and flexible schedules.



6. IPMG

City: West Lafayette

Industry: social services

Web site: gotoipmg.com

Indiana/U.S. employees: 287/287

For employees: employees receive a paid holiday for their birthdays and a day off to participate in a community service activity; vision, dental, life insurance and short-term disability are offered to full-time employees at no cost.



7. Duke Realty Corporation

City: Indianapolis

Industry: real estate

Web site: www.dukerealty.com

Indiana/U.S. employees: 293/573

For employees: office closes at 3 p.m. before every holiday and the last Friday of the summer months; \$5,000 scholarships are awarded annually to children of associates; \$3,000 forgivable loans are offered to associates who are first-time homebuyers.



8. Hylant

City: Multiple locations

Industry: insurance (non-health care)

Web site: www.hylant.com

Indiana/U.S. employees: 98/616

For employees: employees can wear jeans every day during the fourth quarter; fun activities include afternoon snacks, cornhole tournaments and duckpin bowling; employees are invited to bring their lunches and play games together during "Lunch Box and Laughs" on Wednesdays.



9. Brotherhood Mutual Insurance Company

City: Fort Wayne

Industry: insurance (non-health care)

Web site: www.brotherhoodmutual.com

Indiana/U.S. employees: 376/401

For employees: Special benefit: each spring, the company hosts a fully-catered company picnic, which is a family event. For the past four years, the picnic has taken place at a TinCaps baseball game for more than 600 employees and family members.



10. The Kendall Group

City: Fort Wayne

Industry: distribution

Web site: www.kendallgroup.com

Indiana/U.S. employees: 61/952

For employees: 100% employee stock ownership program; training opportunities for growth and advancement; tuition reimbursement program; scholarships awarded to employee dependents; major and minor league sports outings with discounted tickets for employees and families.



By **Matt Ottinger**

COO Paul Rothwell helps a student with ground beautification at IPS School 114 during IndyDoDay.



SmartIT

INTELLIGENTLY FOCUSING ON HAPPY EMPLOYEES

“I think a big reason we’re a Best Place to Work is because we try really hard to be. My business partner and I worked twice together before we started this company, and one goal we’ve always had was to be the sort of employer that we wanted to work for. We’re really mindful about that and put a lot of effort into it.”

– Paul Rothwell, COO
SmartIT

Walls lined with delectable treats and signs of creativity prove appealing for SmartIT employees.

Booting up

- Founded: 2005
- Relocated: Moved to Zionsville in 2015
- Locations: Indianapolis/Zionsville; Cincinnati; Columbus, Ohio
- Clients: Over 50 in about 30 states
- Services: IT staffing, talent acquisition and consulting

Giving back

- Employees receive two extra days off to help non-profits; financial incentives match awards to employees’ favorite organizations
- Beneficiaries: Habitat for Humanity, Special Olympics and many others

Living well

On-site amenities include:

- Full gym with showers and lockers; on-site yoga classes; treadmill desks and fitness center
- Nursing room for new mothers
- Outdoor patio; ping pong table; and cornhole boards

“We loved being in downtown Indianapolis in the energy of all that was going on, but we rented and didn’t own our building. We did a work study and surveyed employees about what they wanted, and didn’t feel we could accomplish it in a space that we didn’t own.”

Tuning in to staff

- On-staff director of employee engagement
- Over 20 recruiters companywide look for top talent
- Internal conference rooms with creative, music-related names like LinkedIn Park, Flock of SQL’s, Perl Jam, Johnny Cache, Agile Lovett and Hack Sabbath
- Launching an app in May (during a staff outing at a Cincinnati Reds game) to enhance engagement among employees and consultants

Feeding frenzy

- Starbucks machine
- Wall of canisters filled with chocolate candies and other treats
- Beer fridge
- Plans are in the works to provide some full meals
- Food also plays a role in how the company gives back to the community

“As a company, we’ll sign up to bring meals to the Ronald McDonald House. We’ll do the meal prep and serve. And I’ll buy extra Girl Scout cookies from my daughter to send. We support a lot of non-profits and it’s important to all of us that we give back. We’re very appreciative for what we have here.”



Mike's Carwash

History of Teamwork Continues

By Matt Ottinger

Upon entering the support office of Mike's Carwash in Fort Wayne, the city in which the company began in 1948, I'm quickly greeted by examples of its founders' top three priorities:

1. **God** – crosses, religious symbols and a sign reading "Smile, God Loves You" adorn the wall
2. **Family** – founders Joe and Ed Dahm, along with Joe's son and current president/owner Mike, warmly receive me with handshakes
3. **Work** – pictures and signage from the nearly seven decades of business depict the evolution of this industry archetype

Joe explains the company was founded with \$35,000 in seed money from their father. Joe left his academic life as a sophomore at Indiana University to pursue the opportunity, launching Mike's Minit Man (named after Joe and Ed's younger brother).

"Gasoline on the corner was 29 cents per gallon, the Minit Man wage was 75 cents an hour and a full service car wash was \$1.50," recalls Joe, noting the full-service car wash was the first of its kind in Indiana and the 18th in the United States.

Mike's second location wasn't built until 1971. But two governing mantras launched the company's enduring success: "The customer is the boss," and "treat your team members like family."

Mike's Carwash split into two businesses (Mike's Carwash and Crew Carwash) in 2014 as part of a friendly reorganization to enhance family succession planning. Mike now leads Mike's Carwash with 17 locations and 350 employees in Indiana, Ohio and Kentucky, while his brother Bill oversees Crew's operations in Central Indiana.

Empower the people

Mike's Carwash earned its spot on the Best Places to Work in Indiana list (it has received similar recognition in Ohio) largely because of its attitude toward its associates. Team members are granted a great deal of latitude to help satisfy customers if problems or opportunities arise, and the company leans on staff to offer opinions and feedback that enhance the customer experience.

This is evidenced while talking to managers— in between the steady stream of soiled vehicles passing through on a delightful March afternoon – at its Jefferson Street operation in Fort Wayne.

"They really listen to their people," relays Ron Russell, district manager. "They know we're on the front lines, so they take our ideas to make it a better experience. That's one of the reasons I'm here."

Russell's badge reveals he's been with the company for 26 years, although he qualifies the number is actually 28. Ten-year veteran Ron Haller, general manager, came to the company after working in restaurant management because he wanted more family-friendly hours. The career shift has been well worth it, and he relishes the opportunity to spend time with his co-workers.

"The caliber of people we work with is great," Haller notes. "(The company is) very selective in the hiring process, so you work with really good people. I also like the mix of the job. I get to dabble in some maintenance responsibilities, as well as help serve customers."

But not every associate has a family. In fact, many are students,



Chains no longer pull cars through the wash as they did in 1948. The company, however, remains linked to the mantra – "The customer is the boss" – of its founders, Joe and Ed Dahm. Joe's son Mike (center) now keeps the company on track as president.

which makes its college reimbursement program (paying up to \$2,500 per year) so appealing, not to mention its bonus opportunities.

“A lot of times, they don’t think of Mike’s as a career,” Mike Dahm points out. “But they get in, they like the way they’re treated and the training they receive. And they’ll go to school, but then decide to get into management at Mike’s. They may graduate and stay with us, and move up the ladder.”

Gaining with training

Preparing its team to succeed is a focus at Mike’s. This is done through a rigorous process, although the current owner notes, “We try to keep it fun and interactive as well.”

“We have one of the best training programs in the nation,” Ed Dahm asserts, likening it to the highly-respected customer service program used by Disney Institute. “If someone walks in for a job, we don’t just send them out to start working. He or she goes through a couple weeks of training.”

The company offers classroom and on-the-job instruction, and its managers often work alongside trainees.

“We just had a dinner meeting with about 60 people who used to work for us in Fort Wayne,” Ed regales. “They hadn’t worked at Mike’s in a long time, but they went around the room and told us what they liked about Mike’s. They said they loved what they were doing now, and our training put them in the top notch of the next field they went into.”

You’d better recognize

Team members are rewarded with outings like an annual picnic at King’s Island or a yearly awards dinner honoring its Associates of the Year. Bowling and other staff outings enhance the team atmosphere, as do efforts to help workers maintain a work/life balance.

“We’ve reduced the hours of workloads and give our managers every other weekend off,” Mike Dahm comments. “We do that for recruiting. That’s why it’s great getting these awards because when they come out of college, people are looking at those Best Places to try to work.”

That recruitment is critical, he explains, because the company is growing. That expansion is maximized by the startling fact that the business has never closed a location due to low revenue in its nearly seven decades – and Mike’s washed its 100 millionth vehicle in 2012.

Giving back is also a way the company



Mike’s Carwash “goes big” when it comes to helping Big Brothers Big Sisters and other organizations in the communities it serves.



The customer may be the boss, but sometimes the boss is a customer too. President/owner Mike Dahm gets a spring cleaning for his vehicle on a sunny day in Fort Wayne.

uses its good fortune to honor God and the communities it serves.

“We gave a check to Big Brothers Big Sisters this past spring for over \$73,000,” Mike offers. “We give to the YMCA and we offer free car washes for veterans on Veterans Day. We also let Girls Scouts and Boy Scouts sell car washes door to door, and they keep half the proceeds.”

The company also donates \$1 to the Cincinnati Reds Community Fund for every Ultimate Wash purchased on Wednesdays after a Reds’ win, and it enlists fundraising coordinators to aid smaller organizations.

Leadership hopes to continue its winning

ways for many years, and the founders speak with obvious pride as they discuss its distinguished history. In fact, rumor is the Dahm brothers can still be found occasionally walking the grounds, picking up papers and cigarette butts to keep the locations as clean as the cars they service – and as tip-top as their well-trained associates, who don shirts and ties each day.

“When Ed and I stepped down a few years ago, a fellow came up to me and said he’d heard I’d retired,” Joe relays. “I said, ‘How can I retire? I never worked.’ If you like what you’re doing, it doesn’t feel like work.”

MOBI

Mobilizing Powerful Connections

By Symone C. Skrzycki

Open space. Open arms. Open communication.

There's a resounding theme at MOBI, an Indianapolis-based provider of software and services that helps businesses manage mobility.

Green walls encircle a cafeteria scattered with people and board games. The kitchen boasts two refrigerators, a freezer, three microwaves and a Starbucks-inspired area. It's also home to Frank the Tank.

Who's he, you ask? MOBI's own kegerator.

Employees can partake during the last hour of their shifts. There are rules (e.g., consuming a maximum of two beers, using clear glasses from the kitchen), which flank Frank as a friendly reminder.

"I've heard from employees that they love that we treat them as adults. They love that we trust them to give them perks (such

as an on-site theater) that not everybody gets," shares vice president of human resources Julie Ann Poepsel-Smock. "We trust them to be grown-ups, to provide world-class service, and we know that by allowing them to do that, they're going to perform even better."

Human resources manager Kristaan Jenks contends that while she appreciates the fun extras, "for me it goes back to (something deeper). I feel extremely valued and that I'm making an impact. It makes you feel good about what you do. Being a part of something bigger is huge for a lot of people here."

A little piece of 'Nirvana'

The theater area, dubbed the Nirvana Room, is bathed in green, light blue and chocolate

brown colors. A handful of employees – one standing, others relaxing on a sofa or an inviting yellow bean bag – tackle a project. An old-fashioned popcorn maker sits by the door.

It's soon revealed that all of the conference rooms are named after musical artists and/or MOBI's core values (pay attention; own it; work together; expect change; and respect people).

The company was created in 2013 when Mobility Management Services merged with Bluefish Wireless (also a past Best Places to Work honoree). In 2015, MOBI hired 90 new employees (bringing the total to more than 300), continued to expand its operations center and doubled the size of its logistics center.

Communications strategist Reid McDowell and creative manager Ryan Simmons are eager to share their perspectives on life at MOBI. McDowell enjoys the open layout ("we're all together") and the fact that "if you have an idea, you can chase it down and do it."

Simmons will celebrate five years with MOBI this fall. What's made him want to stay?

"It's always been the culture, I think, for me," he reflects. "There were 70 to 80 people when I joined up. But (despite rapid growth), the same energy still exists. It's fast paced, fun, relaxed. It's been exciting and comfortable."

Cultivating camaraderie, change

In addition to staff outings, spontaneous movie viewings, video game battles and other social outlets, employees enrich bonds through MOBI Connect. People with similar interests – trail running, soccer, yoga, playing pool and even the popular *Game of Thrones* drama – get to know one another by forming small groups.

Similarly, MOBI builds rapport by showing employees that their input matters.

"We love being on the Best Places to Work list. Last year, we weren't on it and it was hard for us," Poepsel-Smock acknowledges. "We don't participate because we get to have (an award) framed and put in our entrance. We do it because we really like the feedback we get from the reports. It's insightful. It's hurtful sometimes, but it's necessary."

She and Jenks praise benefits and wellness manager Jodi Weis for spearheading efforts to address employees' desire for more health care options. One solution: video visits utilizing Doctor on Demand.



Hitting the courts in honor of MOBI (March) Madness.



A peaceful ambience takes ingenuity to new heights in the Nirvana Room.



Seeking a bit of privacy or solitude? Step into a soundproof phone booth.

“People love it,” Jenks shares. “It’s like FaceTime. You can do it on your computer or on an app on your phone.”

Knowledge is ‘power’

Poepsel-Smock points out that although MOBI adopts a “work hard, play hard” philosophy, “we’ve grown up a lot in the last few years. It stopped being as much about ping pong and taco bars, and started to become more about developing our employees and investing in them and their future – whether or not they choose to stay at MOBI

(and) we hope they do.

“Certainly, if you need to work off some steam or there’s someone you haven’t seen in a while, go and have a ping pong game or talk in the theater, but it’s more about for me, creating that environment where I can learn from them. We’re collaborative. We’re solving problems. But at the end of the day, it’s providing that world-class service for MOBI.”

MOBI Power Academy, which combines in-person and online training, inspires employees to take a proactive role in career development. It spans a plethora of topics, such as soft skills, a new manager boot camp, Excel basics and financial wellness.

“Some of them are a little more on the personal development side, which we’re just as passionate about as the professional because we feel like the two blend together,” Poepsel-Smock asserts.

Indeed, MOBI is a place where careers can flourish in a short amount of time.

Service metrics manager Billy Calhoun, who joined the organization two years ago, is a prime example. He’s earned multiple promotions – not to mention bragging rights by winning cornhole tournaments.

“In terms of culture, I love it,” he declares.

“Last year, we had 50 internal promotions,” Jenks chimes in. “I think that’s why we have such low turnover. When people prove themselves and have ideas or want to take something under their wing and take charge of it, they (members of the leadership team) let you do that. And when you prove yourself, they give opportunities to folks that really want them and earn them.

“That’s pretty awesome.”

RESOURCE: MOBI at www.MOBIwm.com

Guest Column - Guevara

Continued from page 6

states prohibit certain types of competitive restrictions altogether, while other states actually require courts to enforce them to the extent they are reasonable. Some states have draconian rules for reducing overly broad covenants, while other states give judges substantial discretion. Some states require additional consideration for non-competes,

while in others continued at-will employment is enough. Knowing the laws of each state where you do business and tailoring your agreements for applicable laws is imperative.

In short, requiring your key employees to sign carefully drafted and narrowly tailored restrictive covenant agreements is one of the most important steps you can take to protect

your company’s confidential information and customer relationships. If you haven’t done that yet, or if you haven’t reviewed your agreements recently to ensure they comply with current law, now would be a good time to consult with knowledgeable counsel who can assist in that process.

MEDIUM COMPANIES

20. Bierman ABA Autism Center

City: Indianapolis

Industry: health care – provider

Web site: www.biermanautismcenter.com

Indiana/U.S. employees: 125/161

For employees: holiday party; regular spirit weeks and dress-up days; unlimited time-off requests; annual health challenge and monthly wellness visits; paid seven-day holiday break at Christmas; performance reviews with bonuses every six months; regular “thank you” and encouragement notes from peers.



21. Peoples Bank SB

City: Munster

Industry: banking

Web site: www.ibankpeoples.com

Indiana/U.S. employees: 215/215

For employees: Special benefit: employees that have, or are pursuing, college degrees meet one-on-one with the HR manager for career coaching. The intent is to engage entry-level employees who aren’t fully utilizing their educations. Many coached employees are selected for posted jobs.



11. Monarch Beverage**City:** Indianapolis**Industry:** distribution/wholesale**Web site:** www.monarch-beverage.com**Indiana/U.S. employees:** 650/650**For employees:** free on-site health clinic and a number of free prescriptions; holiday giveaway that includes a ham or turkey, bottle of wine, case of beer and \$50 gift card; participation in Bike to Work Day and the 500 Festival Mini Marathon.

INDIANA OWNED AND OPERATED SINCE 1947.

12. Appirio**City:** Indianapolis**Industry:** consulting**Web site:** www.appirio.com**Indiana/U.S. employees:** 154/766**For employees:** virtual or remote working options; free food and drinks, ping pong table and open, collaborative workstations; company-wide ideas board, where team members can share and vote on ideas; free weekly massages, yoga and exercise classes.**13. Ontario Systems****City:** Muncie**Industry:** technology**Web site:** www.ontariosystems.com**Indiana/U.S. employees:** 318/318**For employees:** flexible scheduling and generous paid time off; fun work celebrations and events; annual highly-competitive internal games, from cards to cornhole; manager instant rewards toolkit to provide awards in the form of gift cards and company merchandise.ONTARIO
SYSTEMS**14. Magna Powertrain****City:** Muncie**Industry:** manufacturing**Web site:** www.magna.com**Indiana/U.S. employees:** 478/478**For employees:** free college education for all employees; profit sharing and discretionary bonuses; on-site, company-paid counseling appointments for stress relief; company rents out a local pool for a day for employees and guests each July.**15. SmartIT****City:** Indianapolis**Industry:** consulting**Web site:** www.getsmarterit.com**Indiana/U.S. employees:** 210/399**For employees:** donations are made on behalf of an employee when loved ones pass away; company outings throughout the year; two additional paid time off days are given to each employee to use for community service, additional time given for United Way donations.**16. Blue & Co., LLC****City:** Carmel**Industry:** accounting**Web site:** www.blueandco.com**Indiana/U.S. employees:** 188/344**For employees:** Special benefit: a week-long 45th anniversary was held in October. Each employee selected a free gift. Other activities included: Trivia Tuesday with cash prizes, free lunch on Wednesday, "Thankful Thursday" and the celebration ended with a "Flashback Friday" costume party.**17. Mike's Carwash****City:** Fort Wayne**Industry:** retail**Web site:** www.mikescarwash.com**Indiana/U.S. employees:** 140/306**For employees:** company offers career advancement opportunities with a manager-in-training program designed to teach leadership skills so that new hires can become an assistant manager within eight to 12 months; full-time employees can earn a Fitbit by walking 300,000 steps in a month.**18. Centier Bank****City:** Merrillville**Industry:** banking**Web site:** www.centier.com**Indiana/U.S. employees:** 746/746**For employees:** free health clinics open to all employees, regardless if they are part of the insurance plan; café prices at or below cost; "Rainbows and Butterflies" program near Mother's Day to bring together associates who have lost their mothers.**19. MOBI****City:** Indianapolis**Industry:** telecommunications**Web site:** www.MOBIwm.com**Indiana/U.S. employees:** 265/277**For employees:** annual holiday party was a concert at The Vogue nightclub; MOBI Connect, for groups of employees to gather and share common interests; team outings; on-site game room; "Frank the Tank" kegerator for when employee shifts end.

What do you enjoy most about coming to work every day?



"What I enjoy most about coming to work every day is experiencing the culture. Delivra has taught me that culture is organically created by the people and clients you work with day to day. My Delivra colleagues are the best because they genuinely care about everyone as a person and are fun to work alongside. They are also great problem solvers. Our clients are also phenomenal, and we work together to create long-term partnerships. Delivra clients trust and implement our recommendations to achieve success, and that is what a true partnership should look like."

*Rachel Rewerts
Client Success Team Manager
Delivra*



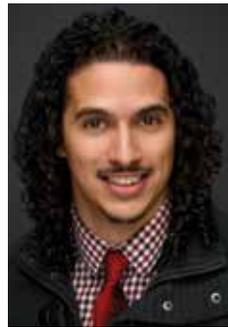
"As the official sales and marketing organization for Indy, charged with driving tourism, there are many great things about working at Visit Indy. One of the most valuable things is working with a group of people who genuinely love our city and are passionate about what they do. We get the opportunity to share our wonderful city of Indianapolis daily. Our employees are passionate and excited about their work, which isn't always the norm within an organization that has been around since 1923. This type of attitude helps us live out our 3Ps – productive, positive and progressive on a daily basis. Who wouldn't enjoy working in such an engaging atmosphere?"

*L'America Brown, PHR
Human Resources Manager
Visit Indy*



"The opportunity to make a living and an impact! We all have to work to live, so coming to an office every day filled with people who want to be great at the office and even better when they go home, keeps me motivated and energized. Our culture fosters high performance with our customers, our carrier partners and our team members, so we can wow our clients and employees!"

*David C. Norris
President
Hylant*



"I love being surrounded by people who are as passionate about our youth's education as I am. Project Lead The Way has done an incredible job of promoting a creative and collaborative work environment. As part of our Solution Center Team, we are consistently urged to think outside the box, give honest opinions and work together to come up with new ideas. It is that challenge I enjoy most. We challenge one another and the status quo, a value that permeates from within the workplace and is ultimately witnessed inside the classroom."

*Sam Osborne
Associate Director of School Support
Project Lead The Way*



"At netlogx, it's the little things that matter so much; that's why I love coming to work. Whether it's a random team lunch or the opportunity to attend a new corporate training, netlogx cares for its team. ... First, we focus on offering our clients the best business process re-engineering, data and security management, or project management services; then we extend our culture to them and build relationships. It's more than just business; it's all about the little things."

*Tyler Fosnaugh
Consultant
netlogx*

Major Companies

1. Microsoft Corporation

City: Indianapolis

Industry: technology

Web site: www.microsoft.com

Indiana/U.S. employees: 50/60,515

For employees: extended maternity and paternity leave for new parents; matching donations and volunteer time to participate with charity organizations and schools; workplace flexibility and ability to adjust schedule as needed, or work from home.



2. Horseshoe Casino Hammond

City: Hammond

Industry: gaming

Web site: www.caesars.com

Indiana/U.S. employees: 1,883/62,984

For employees: full-service urgent care and wellness center for employees, spouses/domestic partners; biannual monetary incentive for perfect attendance; annual Horseshoe Summer Fest for employees and families to enjoy carnival rides and games, food and an outdoor family-friendly movie.



3. Edward Jones

City: Statewide

Industry: financial services

Web site: www.edwardjones.com

Indiana/U.S. employees: 1,060/37,880

For employees: **Special benefit:** Thousands of financial advisors earn annual all-expense paid Edward Jones Travel Award trips to exotic destinations around the world. In 2014, 60% of all financial advisors earned at least one of two trips as a result of excellent client service.



4. Colliers International

City: Indianapolis

Industry: real estate

Web site: www.colliers.com/indianapolis

Indiana/U.S. employees: 40/2,645

For employees: free on-site gym and personal trainer; fresh fruit delivered weekly; monthly culture outings, including downtown site-seeing tours or field work at a sponsored school; annual holiday cookie and ugly sweater contests and holiday movie showing.



5. Eaton

City: South Bend

Industry: manufacturing

Web site: www.eaton.com

Indiana/U.S. employees: 103/33,189

For employees: personal and professional development opportunities include internal development programs, tuition assistance and paid trips to training and seminars; over \$500,000 in incentive programs for employees for safety, quality, new ideas, perfect attendance and plant performance.



6. Salesforce

City: Indianapolis

Industry: technology

Web site: www.salesforce.com

Indiana/U.S. employees: 1,334/12,508

For employees: **Special benefit:** employees are given six paid days off to volunteer annually, plus \$5,000 in matching grants; employees who complete 48 hours of volunteer work receive a Salesforce Foundation Champion Grant of \$1,000 to give to the non-profit organization of their choice.



7. Aerotek

City: Multiple locations

Industry: staffing

Web site: www.aerotek.com

Indiana/U.S. employees: 113/6,836

For employees: employees get to leave at 3 p.m. on Fridays when weekly goals are met; annual and quarterly employee recognition awards; monthly philanthropic events; flexible work schedules; family-like atmosphere.



8. RCI

City: Carmel

Industry: travel/hospitality

Web site: www.rci.com

Indiana/U.S. employees: 1,027/1,383

For employees: free resort vacations with \$350 travel allowance; a variety of work schedules, including flex and compressed workweeks, work-from-home options, over 30 days of paid time off per year; nearly 100 associates join together each year to participate in the Indy Pride Parade.



9. Hilliard Lyons

City: Multiple locations

Industry: financial services – wealth management

Web site: www.hilliard.com

Indiana/U.S. employees: 140/1,055

For employees: an annual craft fair allows employees to share talents with co-workers and provides an early holiday shopping experience; staff members participated in the 2015 Derby Festival Pegasus Parade and were trained as balloon handlers.



10. Cushman & Wakefield

City: Indianapolis

Industry: real estate

Web site: www.cushmanwakefield.com

Indiana/U.S. employees: 210/23,574

For employees: **Special benefit:** three individuals are honored annually for going above and beyond in community service and civic responsibility. The winners are nominated by their peers for Volunteer of the Year, Diversity of Service and Distinguished Service.





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[†]2015 SNL Financial 2015 Rankings of Community Banks with assets of \$1 Billion to \$10 Billion.



Salesforce

Culture Here 'Not Just Lip Service'

By Katie Coffin

Salesforce is intentional about culture. Bryan Wade can attest to that.

“At our company-wide 2016 kickoff event, I had the honor of presenting the customer success story of Mattel,” explains the Salesforce Marketing Cloud chief product officer. “When I arrived at the venue, they had a full Mattel-branded NASCAR racing suit and a Hot Wheels race car to ride onto the stage. So I rode out and presented to our entire company (globally), dressed head to toe in racing gear. That’s what makes Salesforce such an exciting place to work – employees here are always ready to have fun.”

An upbeat, collaborative atmosphere is evident the moment one steps into the Salesforce Gibson Building on Capitol Avenue in downtown Indianapolis. The brand new space on the first floor is a hive of activity with Salesforce employees breaking for a game of ping pong, working out in the gym or sharing ideas over a “cup of joe” from the on-site coffee shop.

“Aloha,” alluding to the strong Hawaiian theme running through the company’s culture, is written on a chalkboard wall. Leis adorn offices and cubicles, and “Ohana” defines the close-knit ecosystem – employees, customers, communities and partners.

While Salesforce Marketing Cloud CEO Scott McCorkle acknowledges that ExactTarget (which was acquired by Salesforce in 2013) is a large part of the Indianapolis legacy, the transition is opening the door to further success.

“When companies come together, it’s for a reason,” he declares. “We’re trying to take all this value and make it work together. We’ve done that and it’s exciting, and I think that’s why you see all this new energy.”

‘Drinking our own champagne’

Cultivating an internal social network in your business? There’s a Salesforce product to assist.

Tracking employee volunteer time or wellness goals? There’s technology for that too.

“We call it ‘drinking our own champagne’ rather than ‘eating our own dog food.’ It sounds better,” chuckles Meghann York, director of product marketing, about how the company utilizes its own products internally for employee engagement.

Its V2MOM management model (vision, values, methods, obstacles and measures), for instance, is an annual goal-setting exercise. It works this way: CEO Marc Benioff releases the company-wide V2MOM, and then down through the layers of management, each employee drafts his or her own to outline priorities. All V2MOMs are accessible to employees via Chatter, Salesforce’s enterprise social network.

“The transparency is good to say, ‘This is what’s important to me and these are the things I’m going to do,’” York explains. “It

provides a level of personal accountability so that people can see what you’re planning to accomplish that year.”

FunForce

From team volunteer events to office tournaments, there is no shortage of fun.

FunForce is the committee that plans activities for employees to participate in together.

- Keeping in line with the craft beer boom in Indiana, the company recently hosted a home brewing contest (“I am not a brewer,



The coffee shop on the first floor of the Salesforce Gibson Building is just one of the amenities in the brand new space. Salesforce employees take advantage of volunteer time-off benefits, serving together at Gleaners Food Bank.



but if it was a wine thing, I would've been all over that!" York laughs).

- Staff went head to head in a competition where teams prepared a meal and pitched it to judges, just like on *Iron Chef America*.
- When *Star Wars: The Force Awakens* was released, the company rented the IMAX theater for employees to be among the first to see the long-awaited film.

"Salesforce employees take pride in never taking ourselves too seriously, and we incorporate fun in everything we do," Wade remarks.

Dial '1-1-1' for local impact

In 2015, Salesforce Indy employees collectively completed 32,000 volunteer hours. That equates to more than three-and-a-half years' worth of community impact.

Salesforce operates on what it calls a "1-1-1" philanthropy model, in which it supports local nonprofits by giving 1% of its products, 1% of its equity and 1% of its employees' time. This translates into seven days of volunteer time off for each employee.

One example of Salesforce's community

impact is its adoption of IPS School 51, where employees spend time tutoring and reading with students. A group of volunteers even painted a mural in the school's cafeteria. Last year, the company presented the school with 100 iPads and spent time with teachers and students, making sure they understood how to use them for education.

"It's just a spirit and energy that transcends someone at their desk doing their work to really our involvement in the community," McCorkle emphasizes.

Once employees complete their seven volunteer days, they are awarded a \$1,000 Champion's Grant to donate to a nonprofit of their choice. Organizations that have benefitted locally include Gleaners Food Bank, Second Helpings, Indianapolis Public Schools, Make-a-Wish Foundation, Greater Indianapolis Habitat for Humanity, and the Boys and Girls Club of Indianapolis.

"It is awesome to work for a company that is so socially minded," York shares. "(Volunteering is) an organization-wide initiative, but it's also very personal. Individuality is still encouraged, and that's

another great thing about the company. Spend your volunteer hours where you want. We'll reimburse you for the wellness activities that you want. It shows itself in a lot of different ways, but it's another reason why I really like working here."

York previously worked for iGoDigital, a start-up acquired by ExactTarget in 2012. Each time an acquisition occurred, she wondered if she would still enjoy the work environment. In spite of Salesforce's position as the fastest-growing enterprise software company in the world (and locally as a leading Indiana tech employer), she says it maintains the start-up vibe in which she thrives.

"A lot of the things I really loved about the start-up environment are still here," she concludes. "I get to be creative in my job. I get to think of new ways to solve problems. I get a lot of autonomy in decision making. I am made to feel like I was brought in here because of my unique perspectives and that I should feel empowered to give those and not just fall in with the company line."

RESOURCE: Salesforce at www.salesforce.com

CELEBRATE SUCCESS

INDIANA

Best Places to Work

2016

We've done it again! Our perseverance and teamwork have made Colliers a Best Place to Work for the third year in a row. We want to be part of your success by delivering solutions to your commercial real estate needs. At Colliers, celebrating your success is one of our greatest rewards.



By Rebecca Patrick

Employees are encouraged to volunteer. "We are a good mix of fun and philanthropy," Susie Viehmann says.



Colliers International

REALTY GROUP NOT AFRAID TO HAVE FUN

"Our standout strength as an employer is working with very enterprising people that are outside-the-box thinkers, fun to work with. Everyone kind of pushes one another to do things a bit better. And you have the freedom to do things differently and mess up (to a point), because you are doing it all for the right reasons."

— Susie Viehmann
senior vice president, marketing

A new company activity is planned annually; a recent example was walking in the St. Patrick's Day parade in Indianapolis.

Name game

- Founded in 1993 as Summit Realty Group
- Recently an independent, affiliated office of Cushman & Wakefield
- Late last year Colliers International acquired the firm, which has nearly 30 licensed brokers

Colliers decision

"The primary reason we chose to be acquired by Colliers and not other companies is that they said, 'We like who you are now and we don't want to come in and change your dial' so to speak. They wanted to maintain the culture. At the same time, what we gained is a more robust benefits package and the whole Colliers University, a career development program that opened up a lot of doors for people here."

Wellness working

"The on-site gym continues to be a real perk for employees and in recruiting. It's easier to squeeze in a half an hour (here) than when you go home and don't want to go back out again."

Philanthropy focus

- People are encouraged to take off two days annually for community service
- Company selects an over-arching organization to support collectively for two to three years, allowing for multiple group activities
- Employees can pick what fits them best – a field day, mentor opportunity or something else

Memorable outings

"Each year we try to do something different from the previous year so things don't get stale. In 2015, the entire company marched in the St. Patrick's Day parade, and then after we did a pub crawl. We were not very productive that day but we had a lot of fun. It was team building. The girls all wore green tutus, which was kind of embarrassing but a lot of fun."



MAJOR COMPANIES

11. Total Quality Logistics

City: Indianapolis

Industry: transportation – third party logistics

Web site: www.tql.com

Indiana/U.S. employees: 134/3,735

For employees: a dedicated “perks” team seeks out opportunities to assist employees in taking care of chores and errands, such as on-site oil changes, auto detailing and dry cleaning pickup; Team Indy hosts regular group outings, including happy hour and trips to sporting events.



12. Capital Group

City: Carmel

Industry: financial services

Web site: thecapitalgroup.com

Indiana/U.S. employees: 1,006/6,939

For employees: company hosted a summer social with food, drinks, a DJ and selfie station; other camaraderie initiatives include a food truck event, dunk tank, March Madness activities, Minute to Win It games and a Red Dress Dash to raise heart health awareness.



My Advice for Organizations Wanting to be a Best Place to Work is ...

By Kerry Byrne, president, Total Quality Logistics

Invest in people and technology. That has always been our focus. Find the best talent, focus intensely on training them, and support a culture where acquiring and taking care of quality customers and quality carriers is rewarded.

Four of our major investments at TQL:

1. Employee compensation is directly tied to personal effort.
2. An industry-leading training program to give every new hire the greatest possible opportunity for success with our company.
3. A firm commitment to long-term growth and leadership opportunities for our people so they stay with our company. More than 95% of our sales leadership has been promoted from within.
4. Substantial technology investments to arm our people with the tools they need to best serve our customers and run their businesses as efficiently and effectively as possible.



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Congratulations to our Team Members and Associates.



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- 10320 Maysville Road at Chapel Ridge, Ft. Wayne
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- 4020 East State Street at Coliseum Blvd, Ft. Wayne
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Best Places to Work in Indiana Employer Benchmark Summary				
Select Questions				
	Small companies on list	Medium companies on list	Large companies on list	Major companies on list
Premium cost company pays for employee medical coverage <ul style="list-style-type: none"> Employer pays 100% Employer pays 75%-99% Employer pays 50%-74% 	33%	14%	5%	8%
Premium cost company pays for dependent medical coverage <ul style="list-style-type: none"> Employer pays 100% Employer pays 75%-99% Employer pays 50%-74% Employer pays 25%-49% Employer pays less than 25% 	13%	14%	5%	8%
Promoting healthy work/life balance <ul style="list-style-type: none"> No/minimum overtime Meetings/staff events limited to work hours Productivity/time management seminars/classes On-site personal development and/or stress management workshops, seminars or classes Financial education workshops, seminars or classes 	60%	43%	53%	42%
Offer domestic partner benefits	29%	38%	53%	92%
Paid time off for community service/volunteer work	92%	62%	84%	92%
Flexible hours/compressed workweek as standard practice	79%	71%	89%	67%
Telecommuting as standard practice	69%	52%	79%	67%
Bonus to employees who refer new hires	60%	67%	84%	83%
Average years CEO has been in office	14.3	16.2	12.7	7.7

Source: Best Companies Group

Best Places to Work in Indiana Employee Benchmark Report				
Categories	Percentage of Positive Responses*			
	Small: on list/ not on list	Medium: on list/ not on list	Large: on list/ not on list	Major: on list/ not on list
Leadership and Planning	93/82	93/81	92/81	91/80
Corporate Culture/Communications	93/83	93/81	91/80	91/79
Role Satisfaction	94/88	94/87	93/86	91/86
Work Environment	94/88	94/88	94/84	94/88
Relationship With Supervisor	95/88	94/88	91/87	94/85
Training/Development	88/78	88/76	87/77	88/78
Pay/Benefits	89/73	89/75	87/78	91/78
Overall Employee Engagement <ul style="list-style-type: none"> Job provides meaning/purpose Proud to work for organization Continue with company at least two more years Recommend company's products/services Recommend employment at company 	95/87	96/87	94/87	92/87
	93/83	94/85	89/85	88/85
	97/89	97/89	95/88	94/89
	93/83	94/86	92/86	93/88
	97/91	98/91	97/89	95/89
	94/84	96/85	94/85	93/86

*Averages; reflect percentages that answered "agree somewhat" and "agree strongly" with individual questions in these categories

Source: Best Companies Group

What is your favorite benefit that your company offers?



“Hmm, a benefit in 100 words. I’ll avoid the usual ‘bacon on Friday’ response. Having a flexible work schedule that lets me enjoy my family and life outside of work.”

*Frederick Myers
Senior Consultant
Leaf Software Solutions*



“My favorite FORUM benefit is the My Wellness Bucks program. The program allows me to be reimbursed for up to \$100 per quarter for expenses pertaining to my health and wellness. I’ve used the Wellness Bucks program for my gym membership fees, athletic league fees and race registration fees. The program has expanded to

include the purchase of running shoes, a Fitbit or a massage! This year I plan to use my reimbursement for will and estate planning, and I hope that many others do as well.”

*Brandon Speckman
AVP Retail Delivery
FORUM Credit Union*



“An easy answer for my favorite benefit at Gibson could be that we are an employee-owned company. However, the best benefit Gibson offers is the culture. We work in teams with co-workers on a daily basis, but they aren’t just co-workers; they’re friends! I work with people who care about my career, my well-being and my overall happiness in life. This culture drives me to do my best every day. As owners we all work for each other, but as friends we care for each other. That’s my favorite benefit Gibson offers to every employee.”

*Chris Watkins
Account Manager
Gibson*



“My favorite LHD benefit is our flexible work schedule. Giving our employees the freedom to focus on their personal priorities helps them to be more focused and diligent at work. To give your employees this kind of flexibility, you have to trust that they won’t abuse it. It is this level of trust that makes this benefit work

and demonstrates one of our core values as an organization. If we found that this benefit was being abused, we wouldn’t question the benefit, but rather we would look for a breakdown in our hiring process.”

*William C. Drew
Partner
LHD Benefit Advisors*



“Remote working and flexible work schedules are the greatest benefits at Formstack. The company made a commitment to put their employees above everything else. We have nearly 70 employees, a majority of which live all over the world. The organization has created an atmosphere in which its employees can forge an environment that allows them to truly succeed and ultimately do great work. It cuts down on unnecessary stress and makes work/life balance a breeze.”

*Matt Ritter
Design Team Lead
Formstack*

It’s All About the Families

Creating a family atmosphere is a common theme among Best Places to Work organizations. But what about engaging actual family members of employees?

Two questions on the employer survey asked specifically about popular benefits that involve the families of associates:

- Immediate families invited to corporate events: 91% for companies making the list; 74% for those not on the list
- Free/discounted tickets to local family entertainment or sporting events: 82% for companies making the list; 62% for those not on the list

BENEFIT FOR ALL

New Corporation Status Attracts Interest

By Matt Ottinger

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

Profit is not a four-letter word. Business revenues, often invested back into employees and communities, are at the core of the American economic system and driven by the merits of ingenuity and free enterprise.

Thanks to legislation passed in 2015 and taking effect Jan. 1 this year, however, for-profit institutions can also make social responsibility and benefiting the collective good official parts of their missions.

The law allows companies to register with the Indiana Secretary of State's office as a "benefit corporation" – a legal entity with a mission that serves a specific public purpose. (This is not to be confused with "B Corp" status – a certification earned by a business based on accreditation from Pennsylvania-based B Lab and featured in the March-April *BizVoice*®.)

Established or newly formed C or S corporations are eligible. More than 30 states now have similar laws on the books. Indiana Secretary of State Connie Lawson expects that number to increase based on reports from her peers at a recent conference.

Lawson held a press event in December 2015 to endorse the measure. She believes this type of change is indicative of the evolving workforce.

"Millennials will make up 75% of the workforce by 2025, and an audit done by Deloitte showed 77% believe that the purpose of the company is what leads them to want to work for that company," she relays. "I think socially conscious consumers have already driven things like buying organic, fair trade and buying locally. The consumers will drive their business to socially conscious corporations that have the same ideals."



TCC/Culture of Good's Ryan McCarty cleans a trail in Columbus as he and his colleagues fill 17 industrial bags of trash. TCC staff makes approximately 400 burritos during its Burrito Blitz event to help feed homeless youth at the Outreach Indiana home.



Dare to care

Invited to Lawson's 2015 press conference was Heidi Schmidt of College Students Care (CSC), one of the first two benefit corporations in Indiana. Schmidt founded the non-profit College Mentors for Kids (CMK) 20 years ago. Based in Indianapolis, it's become a successful national organization with over 2,300 college volunteers mentoring over 2,000 children. Now an emeritus board member, Schmidt wanted to give College Mentors and other organizations an opportunity to raise more money.

"There's been a trend in the last few years for non-profits to partner with for-profits so they can have sustainable revenue – maybe a fee-for-service model like hospitals that are non-profit," she explains. "Most truly service-oriented non-profits that serve the poor don't have a fee-for-service model because their clients can't pay. A lot of non-profits, specifically academic institutions, are investing in start-ups so they have their own venture capital firm."

The consistent theme of Indiana's benefit corporations is that they are, at this point, fledgling operations. Schmidt is still honing the specifics of web-based CSC, but reveals it will be "basically a gig economy site," in which community members post jobs for college students and graduates. The students will then earn a fair wage for themselves while also generating money for charity.

"The percentage that goes to charity would be split – half would go to a charity of the consumer's choice, and half would go to the charity of the college student's choice," Schmidt clarifies. "What's unique is that today a lot of charity-type programs are product-based, so if you buy something online, a percentage goes to charity. ... I have yet to see a service-based site where people earn an income and give a portion to charity."

CSC currently has students on its board, and all involved are recruiting participants.

"We plan to launch at Purdue and Virginia Tech," she notes. "Between the two schools, there are 400 to 500 students involved with (CMK), so they'll be tasked with getting their friends signed up. It's great that we have that informal partnership."

For goodness sake

Leveraging an existing business to work in tandem with a benefit corporation appears to be a common strategy. TCC, a Carmel-based Verizon Wireless retailer, is using the power of its company (with over 3,000 staffers nationally) and its existing philanthropic mantra to launch Culture of



"I think socially-conscious consumers have already driven things like buying organic, fair trade and buying locally. The consumers will drive their business to socially conscious corporations that have the same ideals."

*Connie Lawson
Secretary of State*

Good, which officially began in 2013.

"Culture of Good is in its beginning stage as a benefit corporation," says Ryan McCarty, TCC's director of community and employee engagement. "We're currently working on the business model. We know what's worked for TCC so we want to see if through the benefit corporation we can offer this idea to other companies to help them run their business with a higher purpose."

TCC touches 40 states, so McCarty expects to make a large-scale impact. He says Culture of Good will continue existing efforts, including:

- Helping 5,000 teachers gain classroom supplies
- Heal the World – a program impacting the environment by cleaning local parks, picking up trash, urban gardening and planting trees. In fact, TCC helped plant over 5,000 trees last year
- School Rocks backpack giveaway – 135,000 backpacks, which include school supplies, will be donated to students in need
- Food collection features employees not just delivering donated food but volunteering as well
- TCC recently committed \$1 million over five years to the Riley Children's Foundation

Its work has been funded in part by its Donate a Dollar program, in which customers

make in-store donations at TCC with the knowledge Culture of Good will put that money to work in the community as it donates both money and staff time. (TCC employees are also given two paid days off per year to volunteer in their communities.)

Beneficially speaking

So why become a benefit corporation?

"Creating the Culture of Good as a for-profit is beneficial because we'll be interacting with other for-profits," McCarty explains. "To be able to walk into another for-profit company and show them the success we've been able to have in engaging with TCC, it's about taking the resources for-profit companies have. We've seen tremendous impact on TCC and its employees, our customers and in the cities where we do business."

Additionally, the status gives an organization some flexibility to approach business a little differently – perhaps in ways that are still under consideration.

"I've heard that benefit corporations can apply for grants from 501(c)(3) foundations, so I don't know if Indiana will permit that in the future, but it would be a bonus," Schmidt offers. "While there's no tax incentive necessarily, being able to apply for a grant as a for-profit would be pretty darn cool."

The Secretary of State's office confirms: "The statute is silent on this matter, so there is nothing preventing a benefit corporation from applying for a non-profit grant."

In practice

At the time of this writing, a total of five companies are registered as benefit corporations in Indiana.

"We've had some inquiries," Lawson reports. "The complication is that if it's an existing corporation, it takes a vote of the shareholders – and (it requires) a 90% vote to change it. I'm sure if there are existing corporations looking at this, they're consulting their attorneys and accountants and their financial people to see if this is something they should do or not."

Lawson and her office are making efforts to speak with organizations around the state.

"The beauty of the benefit corporation is they are not solely responsible to their shareholders for making a profit," Lawson clarifies. "They're also able to put doing good in the state on a level playing field (as making a profit), so I look at it as business people and entrepreneurs wanting to do well and make money, but they also want to do some good in the world. This gives them the ability to do that."

RESOURCES: Connie Lawson, Secretary of State, at www.in.gov/sos | Ryan McCarty, Culture of Good, at www.cultureofgood.com | Heidi Schmidt, College Students Care

AUTHENTIC ELKHART

Values, Heritage Among Key Attributes

By Charlee Beasor

Elkhart County is often referred to as the RV Capital of the World. But there is much more to celebrate, according to two county business leaders.

Bernie Beer, president of McCormick Motors, and Amy Heckaman, program director for the Sullivan Group, Inc., highlight the strong value system of hard work, a rich Amish heritage, a thriving agricultural industry and low cost of living.

McCormick Motors

Bernie Beer, president
1255 W. Market Street, Nappanee
www.mccormickmotors.com

Bernie Beer grew up in the Nappanee area. As the youngest of seven children, he opted for a profession other than farming. He started as a salesman with McCormick Motors in 1961 and has been president for almost 20 years. The General Motors dealership offers personal vehicle sales and service, as well as commercial van and truck sales. It employs around 40 people.

Beer highlights the low cost of living in the county.

“There’s no other place I’d sooner live, and I’ve traveled all over the world,” he asserts. “To summarize Elkhart County, and I know this is a fact, for what you can make and what you can live on per capita, there’s no place like it. That’s as I see it, but you’ve got to be willing to work. Elkhart County does not tolerate laziness.”

BV: What have been the lasting impacts of the Great Recession?

BB: “The one thing that helped balance

this (recession) was the agriculture. The farmers did very well during that and kept it from being a total disaster. I think we’ve rebounded about as well as any place around. The lasting impact would be that people aren’t making the money they were making before the Great Recession. A lot of people lost their credit during the Great Recession.”

BV: What is it about Elkhart County that helps businesses and people prosper?

BB: “The work ethic. There are strong family ties for the most part in Elkhart County and they’ve always had a labor force here that’s just about second to none. They’ve always built things, and they build them well. There is a strong Amish and conservative base. Strong work ethic; people get to work on time and turn out a lot of products.”

BV: What makes you optimistic about the future of your company?

BB: “Optimistically, our workforce here is going to attract some pretty good industry. Being a General Motors dealer, there are not many left in markets our size. I see growth potential with us.”

BV: How does the rich heritage and culture make Elkhart County a great place to live?

BB: “Well, we’re sitting right here on some really fertile farm ground; we’ve got successful farmers. The Amish and the conservative community and the vast majority of people probably have the Amish somewhere back in their family tree. Those people tend to stay put and try to maximize the potential of where they grew up and lived. They are expert networkers among themselves. Elkhart County is really good at that. I see that as one of our biggest strengths. There is no better labor than the conservative workforce.”

BV: What are the hidden gems?

BB: “Right here in Nappanee, we’ve got a strong Amish heritage. Amish Acres, which is known nationally, is well preserved. It’s much the same thing in Middlebury, at the other end of the county. Our county park system is very good; you’ve also got the national recreational vehicle hall of fame.

“And people just love to come to the small towns in Elkhart County and experience the conservative lifestyle. The fast food places and modern grocery stores that have hitching racks; that is a hidden gem for most people, but it’s a way of life for us.”

Sullivan Group, Inc.

Amy Heckaman, program director
302 Del Mar Way, Nappanee
www.sullivangroupusa.com

Heckaman has been with the company for 18 years. She isn’t an Indiana native (Ohio was home), but has been in the Elkhart County area for almost 20 years.

“I grew up in a small town that’s similar to this area and I do appreciate being able to live and work in a smaller community where family values do mean something,” she offers. “There is a sense of community locally. That’s why I enjoy living here.”

Kerry and Paula Sullivan started Sullivan Group in 1978 as a screen printing and embroidery company. Over the years, it has branched out



McCormick Motors President Bernie Beer cites the small community feel as one reason for the longevity of his employees. The least senior person on his sales staff, for example, has been at the dealership for eight years.

to include marketing solutions, web-based online store programs and corporate apparel, marketing and advertising. Sullivan Group, which employs about 20, is in the process of adding several people.

BV: What have been the lasting impacts of the Great Recession?

AH: “Back in 2008, we had to lay off several employees and we have been feeling the effects up until just now. Our business has picked up over the last several years quite a bit. Just like any other business, we are running on a lean staff, so we have recently been hiring for several new positions.

“The lasting effect to me has been how the business has changed in general. One employee who wore one hat, now wears six to 10 hats.”

BV: What about Elkhart County helps businesses and people prosper?

AH: “To me, where we are located within the county, it’s a sense of community. We have a lot of customers in Elkhart County, and several customers nationwide and worldwide as well. The customers that are local, there is just a little bit different sense of lifestyle here compared to the pace (for example) in Los Angeles.”

BV: What makes you optimistic about the future of the company?

AH: “It’s tough for us to hire employees, which is a good thing, because it means the economy has picked up and people are working. Within the business world, budgets are being released and people are spending again.”

BV: How does the rich heritage and culture make Elkhart County a great place to live?

AH: “It’s definitely a different core set of values in this



Sullivan Group, Inc. started as a screen printing and embroidery company in 1978 and has blossomed into a full creative marketing suite with national and worldwide customers.

community and this county compared to other areas. I travel a lot for my job and I see a lot of different areas, communities. The core values here are what makes it different.”

BV: What are the hidden gems?

AH: “Definitely within Nappanee, it is Amish Acres. And obviously in Elkhart County there are places that are similar to Amish Acres. Some other things include the park systems and the restaurants within Elkhart County. When people come to visit us here, we are a very small town, so we typically support local businesses here. But if they’re looking for other restaurants or a larger park or something else to do, we’ll direct them to different locations.”

Harman's sound equipment has made a booming impact on the sports world, as it's used in some of the largest stadiums around the globe. In fact, Indianapolis Colts fans are privy to sweet sounds through Harman components in Lucas Oil Stadium (*Indianapolis Colts photo*).



Harman-izing MAKING BIG NOISE IN ELKHART

Address: 1718 W. Mishawaka Road
Elkhart, IN 46517

Telephone: (574) 294-8000

Web site: www.harman.com

Management: Dinesh C. Paliwal,
chairman, president and CEO

By Matt Ottinger

Andrew Luck sprints across the goal line during one of the bearded quarterback's trademark scrambles. The crowd goes wild and a roar can be heard throughout downtown Indianapolis. More than just Colts' fans are making noise, however, in Lucas Oil Stadium.

Much of the stadium's sound system is outfitted by audio company Harman International, a \$7 billion global manufacturer and designer of a variety of products for cars, consumers and professionals. Its professional division, which boasts an operation of approximately 300 workers, is based in Elkhart.

"Lucas Oil Stadium is a perfect example of a system that employs many Harman technologies to provide a game-day experience that people expect," explains Marc Kellom, Elkhart site leader.

He adds that in addition to all major athletic venues at the University of Notre Dame, nine of the 12 Brazilian stadiums that saw action during the 2014 FIFA World Cup used Harman's sound equipment.

"It's well north of 70% of all major league sports in the United States that use our equipment – football, basketball, baseball, hockey," he adds.

The evolution of the sports experience has benefited the company in a booming way.

"There's a higher standard of audio and video that's present than what you would've seen 10 to 15 years ago," he asserts. "If you go to the beginning of your favorite university's basketball game, there's a giant sound and light show happening while the players are being announced, and they run video clips. All these things are going on."

Surround sound

Harman's clientele includes far more than just sports venues.

"We provide audio and video and lighting and control technologies for a huge variety of commercial spaces – movie theaters, cruise ships, rock concerts, sporting facilities, convention centers, retail establishments, restaurants and churches," Kellom lists.

While customers vary, they're all grateful they can rely on Harman's quality.

"For our customers, reliability is the most important thing," Kellom notes. "They also want a global support structure and someone who can support them at scale. If you're doing business with a restaurant chain with 3,000 locations, it's hard to do that if you're a tiny company."

Expectations are always increasing.

“Being energy efficient and physically smaller so you’re consuming less space is important. Somebody building a cinema doesn’t want to use space for an equipment room, which doesn’t generate revenue. They want more performance and less space taken.”

Harman’s professional division produces amplifiers, lighting solutions, microphones, headphones, mixing consoles, speakers, video control equipment and more. Constantly improving its products by enhancing quality, sustainability and size are ongoing efforts.

“If you look at the electronics that would have gone with a typical concert five to 10 years ago, we had a product that weighed 77 pounds,” Kellom offers. “Its replacement weighs about 30 pounds. The amount of energy it consumes is significantly less and the amount of capability of the product has increased at the same time.”

Elkhart ingenuity

Harman’s Elkhart operation includes a research and development center focused on audio amplifiers; a U.S. and North American regional sales office and service facility; members of executive leadership; production and warehouse facilities; and its marketing team.

“(At the Elkhart facility), we have a decades-long history of innovation and patented technologies that improve the audio aspect of our customers’ lives,” Kellom relays.

Many talented engineers are on staff. Gerald Stanley, for example, has been with the company for 50 years and holds over 45 patents.

“His technology has found its way into a wide spectrum of products,” Kellom says, pointing out that for over 40 years the facility was part of an Elkhart-based audio amplifier company called Crown Audio. (Harman purchased Crown in 2000.)

Crown still boasts a stellar reputation under the Crown by Harman name and its offerings are used in live and fixed installation applications by legendary performers like Billy Joel, Bruce Springsteen and Eric Clapton.

Room with a boom

The highlight of Harman tours is often the company’s sound room, which features about 400 square feet of the latest in audio technology.

“It’s a really high performance, acoustically-treated room that we can use for measurements and listening tests on the different audio products we’re manufacturing or designing,” Kellom explains. “We can take our product in there with a competitor’s and do comparisons. We can also do our critical listening in there to make sure our sound quality is the best it can be.”

Lack of distortion

Operating globally in an extremely competitive industry keeps the Harman staff and sales team functioning at its highest level.

“Because of the scale of our business, we’re exporting to over 110 countries and we’re always dealing with the regulatory landscape of importing and the mechanics of

being a global company,” Kellom reports. “But that means we have a fairly high number of competitors because we’re in so many markets in so many parts of the world. Our top competitor in the United States may not be the same as our top competitor in China or Europe or Australia.

“Twenty years ago, it was a very U.S. and Europe-focused business, but now we’re expanding into India, China and Brazil. Those markets have different requirements than other parts of the world. Our products, distribution, engineering and service have to adapt.”

He adds that counterfeiters and imposters have been a problem for some in the industry, although it’s less of a concern for Harman.

“We’ve avoided that by focusing on the high-end products,” he clarifies. “Those customers are savvy enough to understand what they’re buying.”

Life in a northern town

So what are the benefits of being located in Elkhart?

“Not the weather,” Kellom jokes.

“The biggest advantage is work ethic. The employees at this facility are incredibly hardworking and devoted to the company. We also have some advantages in terms of cost of living and lifestyle. Some of the people in this facility have worked in other parts of the country and really appreciate the lifestyle benefits and access to education you get here, and you’re still working for a world-class company that’s doing big things.”



Harman/Crown Audio’s VRack amplifier system has become a prized possession for many performers. Workers in Elkhart, described as “incredibly hardworking and devoted to the company,” strive each day to make Harman’s products the best they can be.

RESOURCE: Marc Kellom, Harman International, at www.harman.com

By Charlee Beasor

The top academic areas of study at Goshen College are nursing, biology and molecular biology/biochemistry, and business and accounting.



Goshen College

DEVELOPING GLOBAL CITIZENS IN MAPLE CITY

“We seek to integrate Jesus-centered values with the educational, social and professional lives of our graduates. As a community of faith and learning, we strive to foster personal, intellectual, spiritual and social growth in every person.”

– James E. Brenneman
president, Goshen College

Sustainability has a major emphasis at Goshen College, which is a Tree Campus USA school (a program of the Arbor Day Foundation) and has been named one of America’s Greenest Colleges.

Goshen College 101

- Established in 1894, it’s a four-year liberal arts school
- 135-acre campus with 19 major buildings
- College motto: “Culture for Service”; mascot: Maple Leafs (from Goshen’s Maple City designation)
- Affiliated with the Mennonite Church USA; more than 40 religious denominations are represented

Studying statistics

- 773 undergraduate and 66 graduate students from 31 states and 26 countries
- Tuition is \$30,900 (2015-16) and the average annual scholarship/grant package is \$22,641; the college provided more than \$5 million in financial aid for Elkhart County students in 2015
- Employs more than 300 people, with a payroll above \$10 million

Head of the class

Goshen College boasts accomplished alumni, including authors, entertainers, entrepreneurs and more. Here are a few – of many – notable alums:

- Orië Eigsti (1931) – biologist credited with developing the seedless watermelon
- Steve Kreider Yoder (1981) – senior editor, Page One for *The Wall Street Journal*
- James C. Strouse (1999) – award-winning independent filmmaker, writer and director

Nature and nurture

- The Merry Lea Environmental Learning Center is a 1,189-acre natural sanctuary.
- Several semester-long programs and an 11-month master’s degree in environmental education are offered
- The school’s May Term gives students access to a biology laboratory located in the Florida Keys to conduct high-quality marine systems research

Time-honored tradition

“At the beginning of each academic year, following the opening convocation, faculty, staff and students welcome our new students by creating an ‘applause tunnel’ as we exit the building. The same applause tunnel provides a beautiful sending off of our new graduates as they leave the commencement ceremony.”



Elkhart County by the Numbers

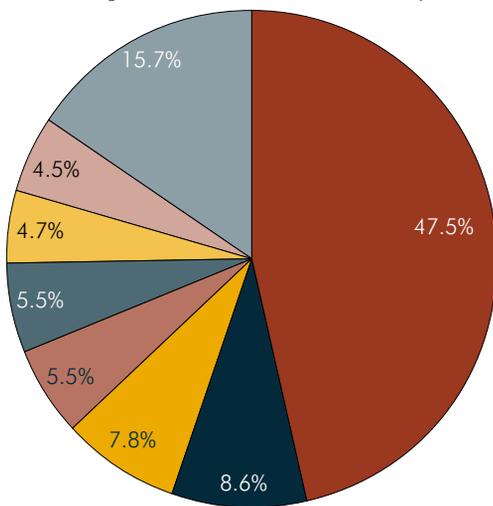
Population		
	Population in 2014	Percent of Region
Elkhart	51,421	25.5%
Goshen	32,267	16.0%
Nappanee*	6,228	3.1%
Middlebury	3,527	1.7%
Wakarusa	1,798	0.9%
Bristol	1,650	0.8%
Millersburg	926	0.5%

*Population in Elkhart County
Source: STATS Indiana

Commuting Patterns: Top Five Locations Sending Workers INTO County, 2013		
County/State	Number	Pct. Five Area Total
St. Joseph County	9,535	38.8%
Michigan	7,017	28.5%
Kosciusko County	3,583	14.6%
LaGrange County	2,982	12.1%
Noble County	1,482	6.0%

Source: Indiana Department of Revenue

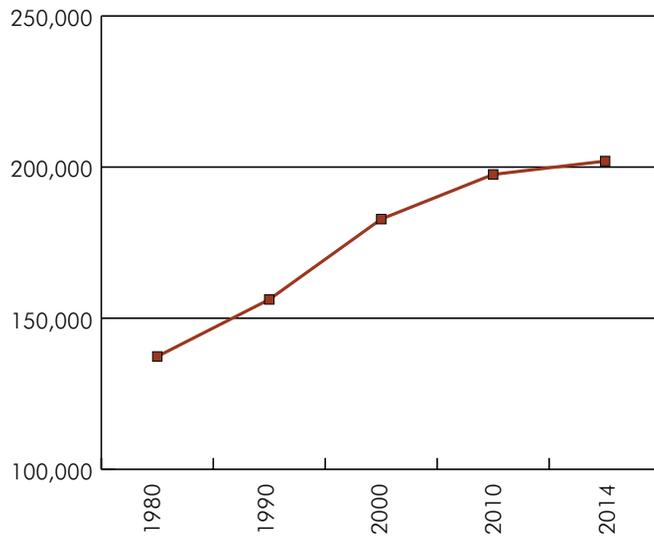
Industry Distribution of Jobs (2013)



- Manufacturing \$44,383 (average wage)
- Health Care and Social Services \$40,737
- Retail Trade \$24,547
- Educational Services \$33,989
- Accommodation and Food Services \$12,927
- Wholesale Trade \$47,387
- Admin. & Support and Waste Mgt. & Rem. Services \$21,781
- Other \$46,684

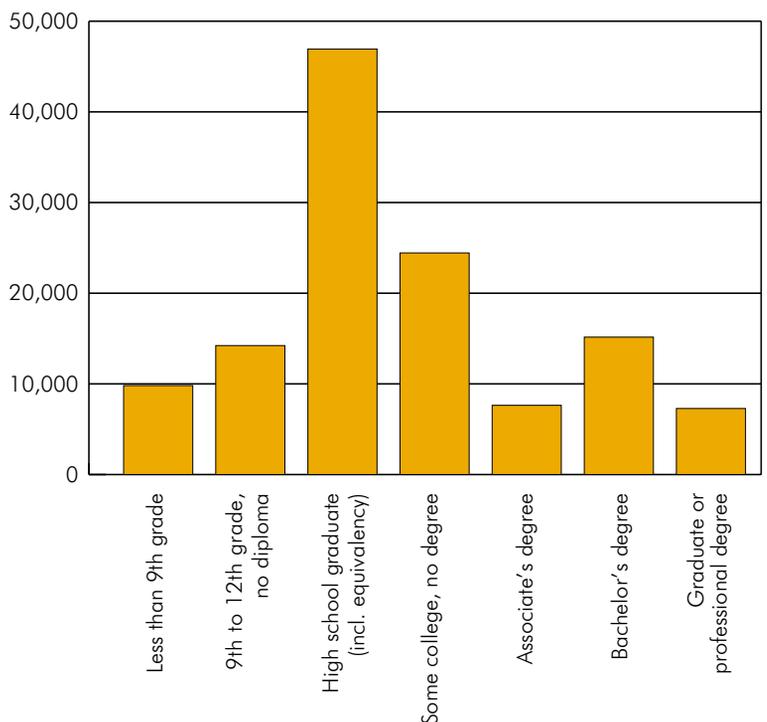
Source: U.S. Bureau of Labor Statistics

Population Over Time



Source: U.S. Census Bureau

Educational Attainment (ages 25+)



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

Median Income		
		U.S. County Rank*
Median Household Income in 2014	\$50,192	1,035
Median Household Income in 2000	\$44,986	422
Percent Change 2000 to 2014	11.6%	2,983

*3,142 counties
Source: U.S. Census Bureau

County Population Changes: 2014 to 2015

The fastest-growing county in Indiana between July 1, 2014, and July 1, 2015, was Boone County, where population rose 2.5%. Boone was followed by Hamilton County at 2.1%, Johnson County at 1.5, Hendricks County at 1.4% and Bartholomew County at 1.2%.

In numerical growth, Hamilton County added 6,419 people over the period, more than any other county in the state. It was followed by Marion County, which grew by 4,489 people, Rounding out the top five were: Allen County, 2,749; Tippecanoe

County, 2,156; and Johnson County, 2,144.

Fifty-four counties saw population decreases in the one-year time frame. The state's overall growth of 21,800 people (0.3%) was the second slowest since 1989.

Percent Change in Population, 2014-2015

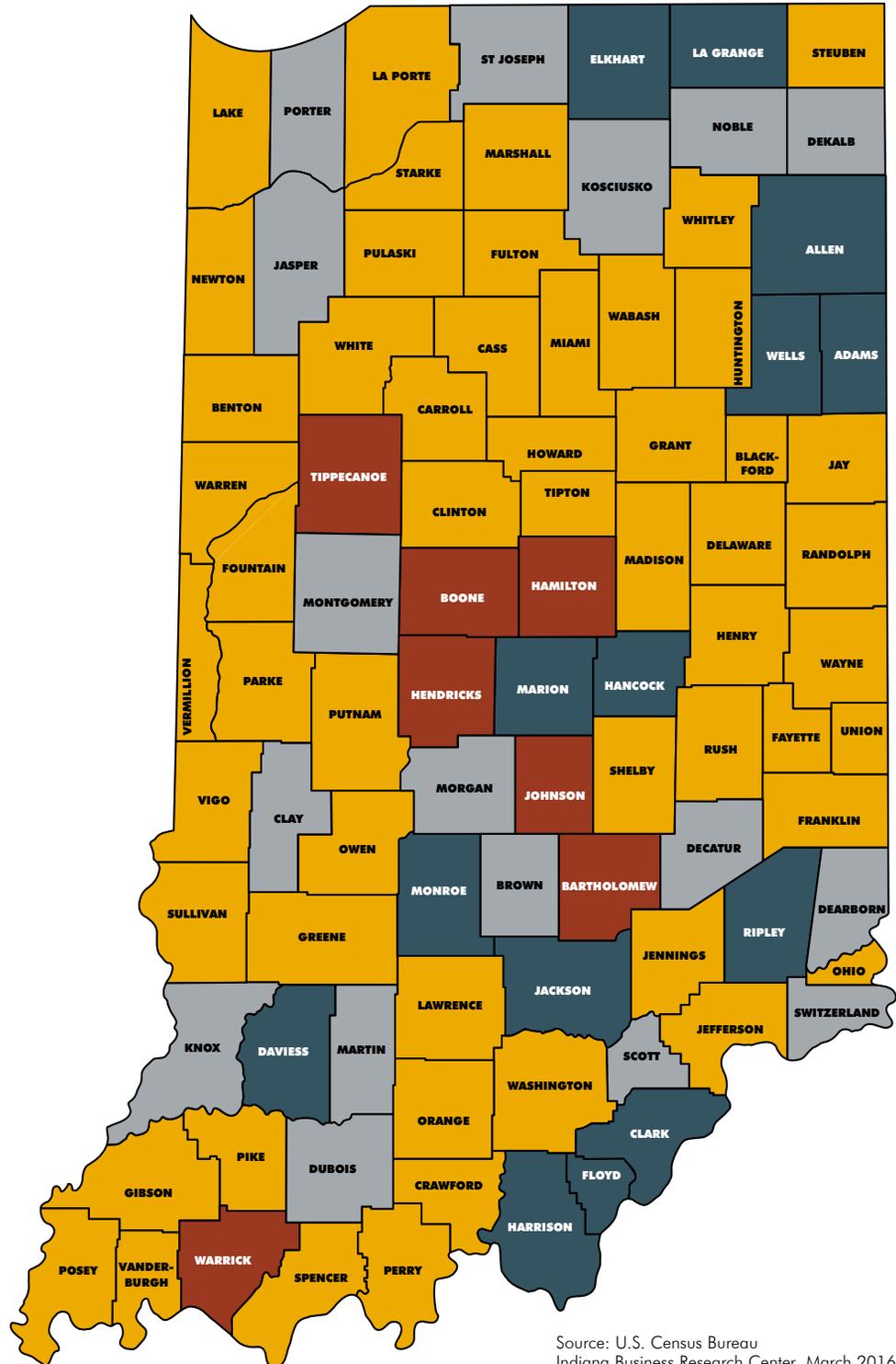
- 1.0% - 2.5% (7 counties)
- 0.5 - 0.9% (14 counties)
- 0.0% - 0.4% (17 counties)
- Decline (54 counties)

10 Largest Counties

1. Marion: 939,020
2. Lake: 487,865
3. Allen: 368,450
4. Hamilton: 309,697
5. St. Joseph: 268,441
6. Elkhart: 203,474
7. Tippecanoe: 185,826
8. Vanderburgh: 181,877
9. Porter: 167,688
10. Hendricks: 158,192

10 Smallest Counties

1. Ohio: 5,938
2. Union: 7,182
3. Warren: 8,269
4. Benton: 8,681
5. Martin: 10,226
6. Crawford: 10,483
7. Switzerland: 10,524
8. Blackford: 12,298
9. Pike: 12,594
10. Pulaski: 12,889



Source: U.S. Census Bureau
Indiana Business Research Center, March 2016

Strength of **94** years of experience

Support of **50** full-time professionals

Leadership that's focused on **1** goal for members

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