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'Driving' Indiana Forward

In nearly every issue of *BizVoice*®, we focus on one of the four drivers of the *Indiana Vision 2025* economic development plan. This time around is no exception with an in-depth section on Superior Infrastructure. But the other key areas of the plan are also represented.

Here's the breakdown:

- **Superior Infrastructure:** Four stories and three contributed columns span the range from expanding uses of solar and new developments in battery storage to recycling and advancements in water resource legislation. Infrastructure analysis occurs at the state and federal levels. Transportation funding leads off the roundtable discussion of the Indiana General Assembly session and the three members of Indiana's congressional delegation serving on infrastructure committees weigh in on President Trump's plans.



Air connectivity is one of the important ingredients in business attraction and development. A two-page graphic compares Indianapolis to other airports in the Midwest and breaks down the numbers – airlines, flights, destinations – for Evansville, Fort Wayne and South Bend facilities.

- **Dynamic and Creative Culture:** Our yearlong tech series is highlighted by visits to four co-working spaces. Find out about emerging business development efforts in Columbus, Huntingburg, Marion and Zionsville.
- **Outstanding Talent:** The *Indiana Vision 2025* Report Card and 10th annual employer workforce survey paint a telling picture. We're experiencing improvements in performance in certain areas, but also seeing troubling trends continue in the mismatch between job openings and employee skills.
- **Attractive Business Climate:** The Report Card acknowledges the strong Indiana scores in its legal, regulatory and tax climates. Health care remains a major concern, with smoking and obesity rates still too high and leading to a variety of costs from our workplaces to our communities.

Indiana Vision 2025 goals also helped guide the process for scoring lawmakers on voting records for the 2017 *Legislative Vote Analysis*.

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

Kevin M. Brinegar
President and CEO



Indiana Chamber Mission:

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



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To inform and influence

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Organizations and communities are increasing their commitment to solar power. Prices come down; jobs and investment increase; utilities plan ahead.

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Cover photo: Co-working spaces continue to proliferate in Indiana, including (clockwise, from upper left) in Huntingburg, Columbus, Marion and Zionsville. Stories begin on Page 26.

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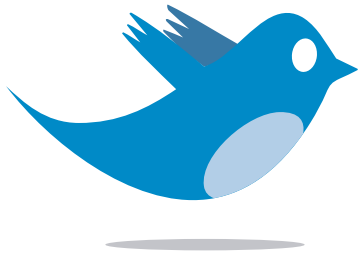
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What's Chirping on Tweet Street?

The Indiana Chamber has nearly 17,000 Twitter followers. Are you on the list?



@IndianaChamber

We remember Vincennes business & community leader Jim McCormick, who passed away this week at age 92 <http://ow.ly/gU9D30c08a8>

Our VP @causlander visited Indiana's Congressional delegation in DC last week. See what was discussed: <http://ow.ly/zYhT30bYwhx> #ICCinDC

Tech leader @dustin_sapp announced he's moving to @Formstack. See @IIB interview & revisit our 2015 BizVoice feature <http://ow.ly/Rjum30c486y>

@Elanco & @gatesfoundation join forces to help East Africa <http://ow.ly/Wsvl30c31wc> (via @IIB)

Tech companies @CleanSlate_TG, @Blackboard, @panpowered & @Emarsys made #BPWIN17 list for 1st time. See why: <http://ow.ly/KZ9L30c2dqj> #HR

Our VP @jbrantleyibrg spoke on a panel at the @SchoolChoiceNow conference today on political action & #schoolchoice advocacy. #education

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

@PortsofIndiana: "We need action and we need it now." K.Brinegar of @IndianaChamber on #infrastructure. #TimetoBuild #infrastructureweek

@justingroenert: @RepSullivanHD78 touting the coalition work between the @IndianaChamber @causlander, @SWINChamber and other partners on Pre-K

@CDRihm: Great discussion happening at the @IndianaChamber Connect & Collaborate lunch about the impact of technology on the Indiana economy.

@ChamberMoves: Look forward to speaking to @IndianaChamber I-69 Summit on how to modernize America's transportation infrastructure #I69Summit

@DennisCGarcia: @IndianaChamber Thank you for recognizing #Microsoft as #1 Major Company Great Place to Work in #Indiana! #BPWIN17

@LehmanJill: Talking mentoring this morning and the impact it has on community @IndianaChamber congratulations to @FinishLine for leading the way!

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Striking the Right Balance

Partnering Technology and the Humanities



Keira Amstutz

Twenty years in the software and digital technology world have taught Mike Reynolds something: We can do better.

To literally illustrate his point, Reynolds grabs a marker and strides to a white board. He quickly sketches a graphic showing how software and technology have been generated for the last few decades.

The gist of what he draws with stick figures, boxes and arrows is this: Pretty much since the dawn of the computer age, engineers have discovered what's possible, created technology to reflect that possibility and then handed that technology over to product and marketing people to deliver it to the masses.

The problem is, the "masses" usually didn't understand the technology or know how to use it. And the technology often hit the market with flaws and weaknesses – especially in terms of usability. As a result, selling technology usually also meant selling training programs and, eventually, issuing updates (a process that gave our culture the once-ubiquitous phrase "version 2.0").

Reynolds' point? Users – those human beings who put the technology to work in their daily lives – seemed to be forgotten. Technology reflected what was possible, not what was useful or accessible. And, too often, technology became the point rather than the means to an end, he says. Firms would get so caught up in what they could do and how they did it that they lost sight of the "why."

New strategy

With his product agency, Innovatemap, Reynolds is taking a different approach, one that helps companies create, design and market digital products by starting with users. They get to the heart of what people want – from the most basic tasks to needs and desires they may

not even be aware of – before bringing these digital products to life.

It's an approach that Reynolds sees as setting his three-year-old agency apart in today's marketplace. But it's also one that he thinks should become commonplace.

Why? Because when that human element became overshadowed by technology, he says, something got lost. To bring that element back, he adds, we should embrace the humanities. However, Reynolds notes, he's not suggesting that we abandon our drive to improve education in science, technology, engineering and math, but that we strike a better balance between STEM and the humanities.

"The humanities are a strength that can be forgotten. They're about people and why we do what we do," Reynolds says. "Engineers are good at asking, 'Am I building the thing right?' The humanities help us ask, 'Am I building the right thing?'"

In Reynolds' view, future products will set themselves apart through their human appeal. As such, engineers, product designers and marketers must be equipped with an understanding of, well, humans. And that can be found through the humanities, those disciplines that help us understand ourselves and each other, and that help us express who we are and what we are about.

Time is right

So what's driving this shift from technology-driven products to humanity-driven products? Reynolds describes a few different trends.

For one thing, he believes that the opportunity to

Continued on page 20



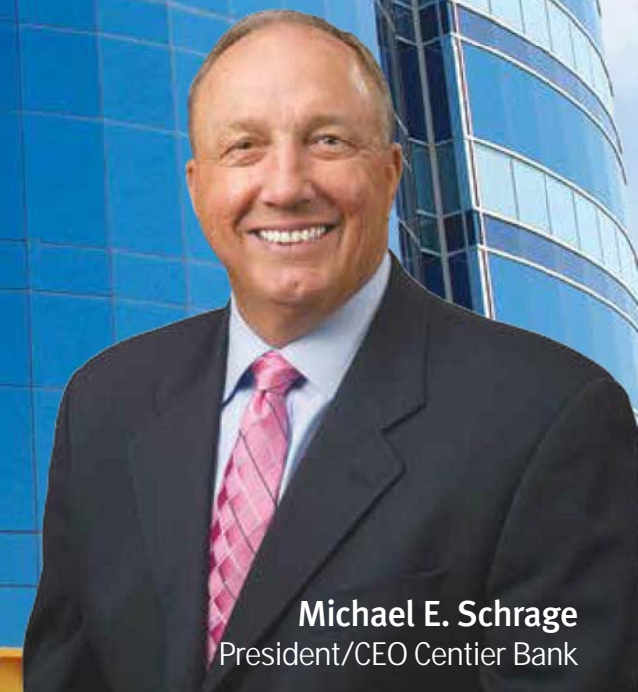
AUTHOR: Keira Amstutz is president and CEO of Indiana Humanities. This is the third of a "Take the Leap" series, which focuses on individual Hoosiers who are making a difference by merging STEM and the humanities. Learn more at www.indianahumanities.org/QuantumLeap.



Mike Reynolds and the Innovatemap team help clients blend technology and human interaction.



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Lumina Foundation



Lee Hamilton
17-term U.S.
congressman



Graham Richard
Advanced Energy
Economy (former Fort
Wayne mayor)

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Top right: Scott McCorkle (right) and Bill Soards engage in a technology conversation at the Indiana Chamber spring board of directors meeting.

Bottom right: The I-69 Regional Summit took place in Indianapolis for the first time in early May.

Below: The 2017 Connect & Collaborate series focused on technology and its impact on Indiana organizations.



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INDIANA'S PROGRESS

Moving Forward, But a Quicker Pace Required

By Tom Schuman

EDITOR'S NOTE: The Indiana Chamber released the 2017 version of the Indiana Vision 2025 Report Card and the 10th annual employer workforce survey in early June. Below is the narrative from that report. The Report Card (www.indianachamber.com/2025) also contains progress on the 36 goals since the plan was introduced in 2012, top/bottom states and Indiana's performance in each of 62 metrics, and a per-metric comparison for Indiana from the 2015 to 2017 evaluations.

"If you're not keeping score, you're just practicing."

This popular quote, and its various iterations, applies in a number of circumstances far beyond athletic competitions. From school grades to business profits and losses, measurement and evaluation are essential.

The Indiana Chamber works with others on a regular basis to help enhance Indiana's economic outcomes. We established long-range goals through the *Indiana Vision 2025* plan, first introduced in 2012, and measure the state's economic performance via this Report Card on a biannual basis.

So what does the scorecard tell us for 2017? We'll answer that by looking at each of the four drivers of the plan.

Outstanding Talent

Student achievement is improving at an early age, based on fourth grade NAEP test scores. Those stronger results do not always carry over to the eighth grade level. (Expansion of pre-K efforts for low-income students and families will provide assistance toward the goal of eliminating educational achievement gaps. Indiana, in particular, has widening gaps for low-income eighth graders).

Indiana is seeing progress in the number of degree and credential holders, but its 50-state ranks – 39th in bachelor degrees, 40th in associates and 42nd when adding in high-quality credentials per the latest Lumina Foundation data – remain lacking. Consider this: Indiana ranks third in science and technology degrees produced, but 42nd in the percent of population holding such degrees.

Possibly the biggest challenge, however, might be with the incumbent workforce. Released in conjunction with this Report Card were the results of the Chamber's 10th annual employer workforce survey. Among its key findings:

- The number of respondents that left jobs unfilled due to under-qualified applicants increased to 47% – from 39%, 43% and 45% the last three years
- Those indicating that filling their workforce was their biggest challenge also increased –

29% after previous marks of 20%, 24% and 27%. Add in the "next biggest challenge" scenario and the number soars to 79% (continuing the upward total from 72%, 74% and 76% the last three years)

- When asked about education incentives offered to employees, 76% report offering flex scheduling and 57% help employees

develop career plans. Although 48% offer tuition assistance, less than 5% of employees use the assistance with 60% of employers reporting employees are not motivated to participate and 35% reporting employees see no personal benefit in advancing their education

Without upskilling Indiana's incumbent

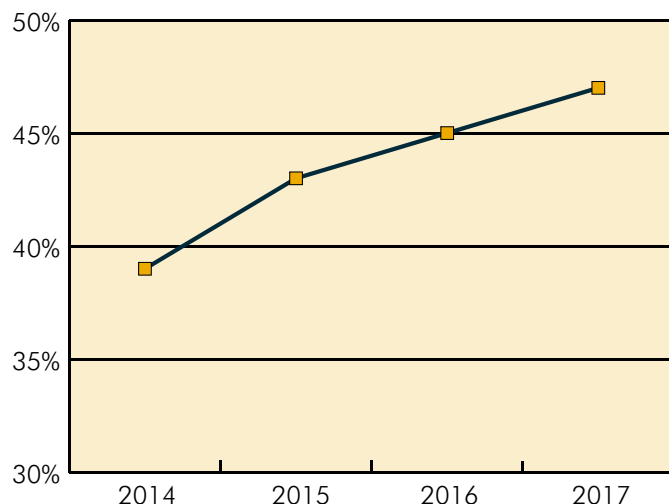


More than 60 people participated in the first *Indiana Vision 2025* regional forum in South Bend, including a panel of emerging professionals (below) that addressed talent attraction and retention efforts.

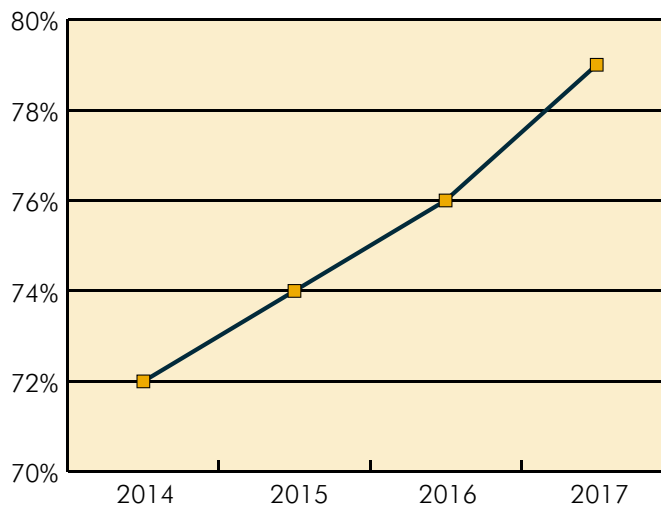


Key Workforce Survey Findings

LEFT JOBS UNFILLED DUE TO UNDER-QUALIFIED APPLICANTS



MEETING TALENT NEEDS IS OUR BIGGEST OR NEXT BIGGEST CHALLENGE



workforce, improving our per capita income rank will be difficult and reaching our three postsecondary attainment goals impossible.

Companies are not able to meet their talent needs, negatively impacting their job and growth prospects. Talent is the number one factor in ultimate individual, business, community and state success. Indiana has much work left to do.

Attractive Business Climate

As we've noted in previous Report Cards (2013 and 2015), this is Indiana's leading area of strength as a result of previous dedicated efforts.

The driver is a diverse one. A few highlights:

- The numbers tell us government spending is generally kept under control. What they don't reveal is the inefficiencies that result from too many local units – townships and school districts being the primary examples.
- Indiana's regulatory and legal climates rate highly – both statistically and in practical application.
- The state's tax climate is highly regarded in most areas, although

existence of the business personal property tax remains a black mark. A new metric (business taxes per share of government expenditures benefitting businesses) shows Indiana companies paying \$1.20 for every \$1.00 received in services.

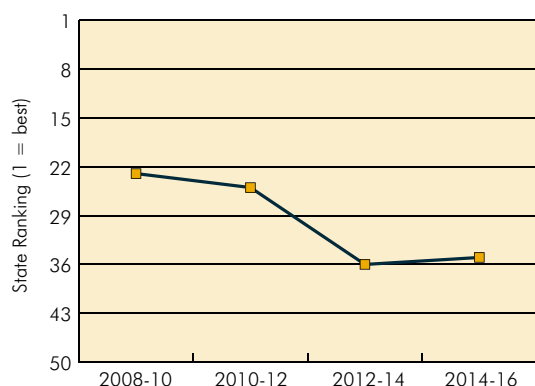
The biggest concerns are in the health care metrics. The eternal optimist will point to a decrease in Indiana's adult smoking rate – from more than 25% earlier this decade to 20.6% in the latest numbers – and a six-state improvement in obesity rates. But nearly a third of adults still being obese and that state rank of 36th are nothing to celebrate.

The unhealthy lifestyle choices have led to tragic outcomes – high cancer and diabetes rates to name a few – for years. Recently, Hoosiers in growing numbers in both urban and rural locations have succumbed to a deadly opioid epidemic with widespread impacts on families, communities and businesses. Addictive behaviors are a common theme connecting smoking and use of stronger drugs.

The workforce survey results shed some additional light, with employers reporting an increasing difficulty in finding job candidates who can pass a drug screening test. While 56% drug test employees

Venture Capital Invested, Three-Year Rolling Average (Per worker)

Indiana, 2008-2016



The U.S. median in this measure (\$84.64) is informative due to the average being skewed by results from the top two states. Indiana, nevertheless, continues to struggle in this area.

State	VC Dollars	State	VC Dollars
1. California	\$2,506.24	46. West Virginia	\$8.49
2. Massachusetts	\$2,001.65	47. Hawaii	\$7.10
3. New York	\$887.91	48. Mississippi	\$3.83
4. Utah	\$739.58	T49. Alaska	\$0.00
5. Washington	\$571.86	T49. North Dakota	\$0.00
35. Indiana	\$39.31	U.S. Average	\$536.26

PriceWaterhouseCoopers; U.S. Bureau of Labor Statistics

Venture capital, one of 62 metrics in the Report Card, is in need of improvement.



Top Overall Ranks

- 2: Regulatory Freedom Index
- 3: State Public Pension Spending
- 3: Science & Tech Degrees as % of all Degrees
- 4: Math: 4th Grade NAEP
- 4: State and Local Government Spending
- 5: University Business Spinouts
- 7: Reading Gap: 4th Grade
- 8: Math Gap: 4th Grade
- 9: Reading: 4th Grade NAEP
- 9: Small Business Policy Index
- 10: Math: 8th Grade NAEP
- 10: Exports as Percent of GSP
- 10: Exports Per Capita



Bottom Overall Ranks

- 47: Net Generation of Clean Energy Per Capita
- 45: Net Generation of Clean Energy as a Percent of Total Generation
- 44 (tie): Kauffman Entrepreneurial Index
- 44: Urban Industrial Property Tax Rates
- 44: Net Job Creation: Firms 0 to 5 Years Old
- 42: Population with Associate Degree or Credential
- 42: Percent of Population with Science and Engineering Bachelor Degrees
- 42: Share of Total Employment: Firms 0 to 5 Years Old

suspected of prescription/opioid misuse/abuse, only 41% of employers report supervisors/managers know how to detect misuse/abuse.

Superior Infrastructure

The goal of developing new fiscal systems to support transportation infrastructure projects received a major boost with the 2017 Indiana General Assembly's long-term road funding plan. Implementation, of course, must follow but Indiana positioned itself ahead of others by dedicating additional resources and diversifying its funding sources.

A traditional advantage — low electricity prices — is no longer in place. Industrial power costs in support of the state's traditional manufacturing strengths now rank 29th (with commercial prices 26th). Indiana has been without a strategic state energy plan for far too long. Development and implementation, with a focus on costs and prudent diversification of resources, is required.

Another longer term priority is establishment of a water resources plan. The

needs were firmly established in a 2014-led Chamber study. Legislative actions since have focused on additional data-gathering measures. But it is also time to move forward more quickly as regional planning and governance will require great attention and detail. We must avoid the "water wars" plaguing so many other areas of the country.

The final goal in this area is building out the advanced telecommunications network. As with several other goals, it's difficult to tell the entire story through lagging statistical measures. Indiana continues to see strong overall investment, but rural connectivity does not always follow.

Dynamic and Creative Culture

The story here is similar to previous Report Cards. The luster of individual anecdotal progress — attraction of companies and jobs, expansion of co-working spaces, etc. — pales when compared to statistical measures. Start-up activity and employment in such firms trail all but a handful of states.

Part of the challenge is not a new one. Economic measures beyond this Report Card demonstrate far stronger economic growth in central Indiana compared to other areas of the state. That's one of the reasons the quality of place focus inherent in the Regional Cities Initiative and other state programs are so important. But those advances are very long term in nature.

The entire state may not be capable of quick movement in entrepreneurial success. Central Indiana, on the other hand, is in a race against time. There is tremendous momentum, but also strong competition. Indianapolis and surrounding areas can indeed become the true tech/innovation/entrepreneurial power of the Midwest and beyond if it can hold off competitor cities and regions.

Indiana fares better than average in university business spinouts, foreign direct investment and exports. Venture capital availability, particularly for scale-up companies, continues to be a challenge.

RESOURCES: *Indiana Vision 2025 Report Card* at www.indianachamber.com/2025. Sponsors include Duke Energy; Indiana Michigan Power; NIPSCO, a NiSource company; and Vectren. | 10th annual employer workforce survey, sponsored by WGU Indiana and completed in partnership with Walker, at www.indianachamber.com/education

Building to Attract?

Infrastructure probably isn't one of the top 10 dinner party topics.

But among many key decision makers, it's at the apex of the expansion food chain.

Without superior infrastructure – including fiber-based gigabit-capacity internet – it's tough to retain companies and organizations, much less attract them.

As *Site Selection* magazine published:

"The availability, quality, and competitiveness of broadband service have become and will continue to be a key issue for many locations... Corporate site selectors expect [high-speed] broadband... it is a critical piece of infrastructure."

Don't yet have 21st century fiber infrastructure? Here's a starting point: contact Liz Irwin at Smithville for a free copy of our 23-page *Community-Led Broadband Resource Guide*. It's full of planning, financing and other critical information.

See you at the apex.





Home Runs, a Hiccup and Holdovers

By Rebecca Patrick

Action, not distraction, marked the 2017 session.

With the election in the rearview mirror, heavy lifting was able to occur on key public policies – some of which were years in the making.

Sure, several items weren't addressed to their fullest, or at all, but even in a good year that's the nature of the General Assembly.

To replay the most memorable moments and assess where lawmakers should go from here are:

- Kevin Brinegar, Indiana Chamber of Commerce president and CEO, at kbrinegar@indianachamber.com
- Christina Hale, former state representative from Dist. 87 (D-Indianapolis), at chale1722@gmail.com
- Brandon Smith, Indiana Statehouse reporter for Indiana Public Broadcasting and host of *Indiana Week in Review*, at bsmith@ipbs.org
- Randy Truitt, former state representative from Dist. 26 (R-West Lafayette), at randy.truitt@mainstreetmanagementllc.com

Infrastructure infusion

"I think maybe the one surprise was how relatively easy it went," Smith says, referencing the \$1.2 billion long-term road funding plan for the state.

"Really, at the end, (House Bill 1002) centered around whether to shift the sales tax on gasoline entirely to pay for roads (from much of it going to the state's general fund). And I suppose it was a little surprising that the House did get that total shift that they wanted, just over time. It won't finish until 2025. I wasn't sure that the Senate was ever going to go along with that entirely," he maintains.

"We'd already seen basically this package go through the House last session. But in the Senate, there was also pretty much agreement about the tax increase, for the most part. It was 'We know we need to

do this. We spent the year studying it in 2016. We have to do this. It's important. Hoosiers will go along with it if we show we're actually using it for roads.' So for the most part, as a tax-raising, fee-creating, billion-dollar spending bill goes, it was pretty easy to get through!"

That's because it was completely necessary, asserts Truitt, who along with Hale enjoyed their first session in years as interested bystanders.

"The dollar amount was just astronomical, but you drive on any road anywhere in our state and it was a no-brainer that it was something that we needed to do."

Truitt also emphasizes that infrastructure offers a first impression to potential businesses – and Indiana's needed to be a more positive one.

Adds Hale, "You drive from Ohio through Indiana to Illinois, and you feel it with every bump and scratch and pothole that you drive over. So, people did buy that this was something that we could not continue to defer maintenance for any longer."

Brinegar stresses it's about more than the condition of roads; it's also the congestion.

"The volume of traffic on some of our interstates and highways is excessive to the point that it's dangerous. Hardly a day goes by that you don't hear about wrecks on I-70 and I-65 in particular, even I-69, and similarly on the highways and interstates up north, because there are too many trucks and cars and too little space."

It's one thing that the Legislature opted not to do that left Brinegar scratching his head.

"There was no replacement revenue to the general fund (after the gas tax shift), which is going to make budgeting considerably more difficult, not in this biennium, because they postponed it until afterwards, but in the future bienniums to come."

Tolling times ahead?

While the Legislature certainly provided a variety of financial resources, they won't generate enough money to meet future needs without tolling.

The group agreed that's going to be a much harder sell to the



"It was kind of surreal watching it from afar, and, of course, I miss the camaraderie and the relationships with individuals. But I didn't miss all the extra baggage, per se."

— Randy Truitt

public than the increased gas tax and additional user fees in the successful 2017 plan.

Perhaps that's why less than a month after the end of session, Sen. Luke Kenley, chair of the Senate Appropriations Committee, was already making the case for tolling — to add lane miles to two of our major and most costly interstates, I-65 and I-70.

"He penned an op-ed in the *Indianapolis Business Journal* not talking about all of the important things that were in HB 1002, but talking more next steps for our overall plan. He had an estimated number, I think it was \$4 billion, to take (I-65 and I-70) to six lanes throughout the entire state," Brinegar relays.

Smith makes the point that there was a build-up to HB 1002 with at least a year of promoting it to citizens.

"But there's a luxury in that it's not like the tolling could start tomorrow anyway. It's going to be five years before you could even realistically do it because of everything you have to go through, particularly the federal government. ... But they might have to sell it for five years to start getting people comfortable with the idea.

"(Legislators) don't see a path forward without tolling. Maybe there is, but they don't see it right now," he concludes.

Hale brings some optimism to the topic.

"I think people will be more willing to pay a little bit. It's happened in other states, and it's becoming the normal for younger generations, if not those that will be leaving the workforce before these tolls come into play."

The expected and the shocker

Expanding the state's pre-K pilot for children from low-income families is a far more popular policy, and it was a priority for

Gov. Eric Holcomb, Speaker of the House Brian Bosma and many other interested parties.

"In the end, we made a significant additional investment in pre-K, both in terms of expanding the number of counties and students that will be in the pilot program with a doubling of dollars," Brinegar says.

"While that wasn't as much as we would have liked to have seen, I challenge you to go through the state budget and find 10 lines where the appropriation doubled. There won't be many. So it's not insignificant."

Hale has another dose of reality for "those voices who challenge the efficacy of strategies like pre-K over time: They also need to consider that many of our teachers are strapped because they have the burden of doing a lot of social work within the classroom.

"I'm hoping that the state Chamber continues to emphasize the critical role of school counselors as well because we've got to at least parse apart social work from school counseling. So that we can be more targeted and strategic, and connect people with those real opportunities where we know they're going to be; we need more engineers rather than basket weavers."

The education arena also brought what the panel agreed was the session's single most shocking development: the defeat in the Senate of the original bill to make the Superintendent of Public Instruction a position appointed by the Governor.

Surmises Smith, "For something that was a Governor's priority bill and a priority of both caucuses, it has to be a perfect storm to go down like it did."

And that's what happened according to Brinegar. The bill's author didn't take it to caucus or do a whip count before the floor vote because he thought the votes were there. The lieutenant governor, who presides over the Senate, was new to the process and didn't realize that voting could be held open longer or the bill withdrawn since they weren't up against the deadline for passage.

Quips Hale: "It was a catastrophe of insider baseball."

The miscue ultimately led to the House-passed version being substantially altered, per Senate rules, so the Senate could consider the same topic again. Most significantly, the final bill pushed the effective date to 2025 and mandated certain credentials for the position.

Smith says he's not ruling out new legislation in 2018 that moves the start back

up to 2021 and takes out some of those requirements.

"I know that Gov. Holcomb wanted to see it at 2021. He would now no longer have the ability to ever appoint a superintendent, assuming that he wins re-election. So, we'll see what happens."

Snuffed out ... for now

An effort that fell short in 2017 was the overall anti-smoking reform package promoted by the Alliance for a Healthier Indiana — of which the Indiana Chamber is a founding member.

Brinegar tells that the group poured over data related to smoking, obesity and opioids that showed Indiana's negative outcomes.

"The group then decided to first focus on smoking, and obviously the Governor decided to focus on opioids, and that's fine. But we had an ambitious four-point agenda: substantially raise the cigarette tax, raise the legal age (of purchase) to 21, repeal what we call the special privileges for smokers in the hiring process (the group is the only protected class for a behavior under state law) and then restoring \$235 million a year for smoking cessation programs that have been cut in recent years," he explains.

"In the end, there was a little bit of money, I think \$2.5 million, added for smoking cessation, but that was the only piece of this that survived."



"We have seven counties that are on mandatory needle exchange today. Let's deal with that and dial off Channel Silly. Let's solve some of the issues that suck all the air and time out of the room so we get some more real work done next year."

— Christina Hale



"... it's not like the tolling could start tomorrow anyway. It's going to be five years before you could even realistically do it because of everything you have to go through, ... But they might have to sell it for five years to start getting people comfortable with the idea."

— Brandon Smith

Brinegar notes the positive aspect of having elevated the conversation on this topic, but in hindsight recognizes the timing wasn't ideal.

"Clearly it wasn't the right year given that taxes and fees were going to have to be raised for infrastructure. There were many in legislative leadership that told us, 'We can't do that in the same year.'"

Another rationale for holding off involves the impact that reworking the federal Affordable Care Act might have on HIP 2.0, the Healthy Indiana Plan.

"Including in our conversation with the Governor, the approach was, 'Let's wait and see what happens, because if the federal share of funding for HIP goes down to just the normal Medicaid share, we're going to have a \$500-million hole and we're going to need some tax source to pay for that, and we think that the cigarette tax might be most appropriate,'" Brinegar shares.

Smith could see that scenario coming to pass soon.

"Of those four priorities that the Alliance pushed, the cigarette tax is a very realistic possibility, I would say, in the next budget cycle.

"What's interesting, though, is it isn't, in many cases, a public health debate, as much as the Alliance and others would like it to be. In many ways, it's really about the funding," he contends.

"I don't think that's something Luke Kenley in particular talked about — why he couldn't get it through his caucus; it's (because) he really wants to hold onto that for the next funding crisis that comes down the pike."

Technology Triumphs

Technology impacts our lives more and more each day. And when looking at business growth and expansion announcements, it's evident that the technology ecosystem has taken root and is growing in Indiana.

That trend wasn't lost on legislators in 2017, says Bill Soards, president of AT&T Indiana.

"They are beginning to realize the significance. Historically we've thought of technology and innovation as a segment of our economy. But increasingly, people are realizing it permeates every aspect of our economy."

He continues, "It's smart as a state for us to continue to modernize our regulatory framework to make sure we're as welcoming and conducive for technology companies as possible."

Several new laws will help Indiana along that path.

A potential game-changer is the \$250 million Next Level Trust Fund for entrepreneurial investing — a top objective for Gov. Eric Holcomb that was passed in the state budget.

Soards believes it will be "foundational in giving innovative start-ups the needed capital to launch their businesses."

Meanwhile, House Bill 1470 "embraces the power of data and seeks to fuel our growing economy with data."

In practicality, it makes the Management Performance Hub (MPH), which was created by executive order by then-Gov. Mike Pence, permanent and fully funded. The MPH also now has ownership of all the state's data. This will benefit Indiana government and taxpayers, as well as be another tool to assist with start-up companies.

5G technology is the focus of Senate Bill 213.

"There are great advances in wireless broadband that are occurring and the passage of that bill will make sure Indiana stays on the cutting edge as those services are deployed more rapidly around the state," Soards reports.

"Those three pieces of legislation will all be beneficial to helping the state move forward in this whole arena. All of them equally; they all achieve something different but critical in moving the state forward."

Also of note, the Venture Capital Investment (VCI) Tax Credit was made permanent — though not yet transferable.

Soards, however, feels good progress was made on that front.

"Clearly there was greater recognition than any session we've had in the past about the importance of capital to technology and innovation. That's why we got the Next Level Trust Fund. ... Making the VCI Tax Credit transferable, I think will happen, but it's just going to take a little more education."

There is no shortage of those willing to help with that, thanks in part to the Indiana Technology & Innovation Council formed last summer by the Indiana Chamber. Soards is vice chair of the group's policy committee and believes the session would not have been nearly as successful without it.

"A number of these issues have been talked about for years and we're now seeing an increased level of awareness and engagement ... that Council and deep engagement of its members made impacts this year that surpassed our expectations."

Soards also gives kudos to the Governor.

"His embracing of technology and innovation sets the tone for the state. The Legislature capitalized and enacted several of those ideas, but his leadership, engagement and willingness to embrace this new economy is significant."

RESOURCE: Bill Soards, president of AT&T Indiana, at engage.att.com/indiana



The odds of the other anti-smoking reforms being adopted aren't very high, Smith asserts. Raising the smoking age and repealing the special privileges of smokers "stopped where they are likely to stop for a long time — in the Senate.

"That caucus is more conservative on issues like that. There is a decent chunk of the members of that caucus who still don't think

you should have to wear a seat belt, for instance. I don't see that discussion getting very far in that caucus anytime soon."

Is water on tap next?

Hopefully a better prognosis awaits water resources. But it's tricky. Water is one of those things that people take for granted; you expect the water to come out when you

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"I don't want this to happen, and I hesitate to say it, but I think to get the public focused on water resources and water infrastructure, we're almost going to need a good drought."

— Kevin Brinegar

turn the faucet on.

Add to that, Hale worries Hoosiers "may not yet be connecting the dots" on why water infrastructure is so important because it's not visible.

"I've often said if the public could see the infrastructure need below the ground, they'd storm the Statehouse with tridents and pitchforks! ... In many places around the state, we still have that 100-year-old wooden water pipe," she declares.

"We also have people who have very little water management expertise running (municipal utilities) in far too many cases – and it just really contributes to a significant problem."

Interjects Brinegar, "We did take additional steps this session with House Bill 1519 and Senate Bill 416 toward developing water infrastructure for the future and getting to some of those bigger questions of how do we organize and structure the governance of this.

"So, we've made good progress, albeit incremental, since a water study was released by the (Indiana) Chamber Foundation in 2014. But in the very near future, we're going to need to take bigger and bolder steps," he insists.

Smith concurs, predicting that water will be the big conversation in the next biennium.

"A couple of studies came out last summer about the cost of water infrastructure and what is needed in the state. It's not quite a billion dollars, but it's in that upper range," he begins.

"Luke Kenley knows it's coming and has said he's really concerned about that and how you find the money, and it's probably going to be another tax – a water bottle tax or some sort of fee – because that money isn't there right now."

Truitt applauds all the study that has gone into the water issue, saying, "This shows a more purposeful approach and helps identify other things that are going to be coming down the road. I think it will pay dividends into the future if (legislators) have the guts to do (something about) it."

Farmers and the agribusiness community already get this, Hale praises. "They're going to lead the way for us to tell the story of why this is so critical, and while it might not be the most urgent issue today, it very well might be the most important."

Final say

For his part, Truitt liked the overall agenda and tone of this year's debate.

"I thought it was successful. In 2017, we stayed away from some of the hot-button issues that, at least from my tenure, we always seem to get in the middle of," he remarks.

"I saw a lot of the bipartisan conversations and collaboration, which I think is what voters need to understand about our state. We do work together."

While Hale thinks Hoosiers are better off for the accomplishments this session, she still yearns for increased focus.

"We have to get our priorities in order and stop wasting so much time on issues like who gets to sell cold beer and who doesn't, because we have real problems here. We have serious issues.

"We have seven counties that are on mandatory needle exchange today. Let's deal with that and dial off Channel Silly. Let's solve some of the issues that suck all the air and time out of the room so we get some more real work done next year," she urges.

Smith and Brinegar think Hale may get her wish – at least with the cold beer carryout and Sunday sales matters finally being addressed.

"The Ricker's (convenience store/restaurant) discussion this year may have been the straw that broke the camel's back, and these calls to review that law and rewrite it feel more real this year than they've ever felt before. It might be two or three years down the road, but I think we're going to have a new alcohol system in this state," Smith predicts.

Or it could be even sooner.

After this meeting, in early June, legislative leaders announced the establishment of the Alcohol Code Revision Commission, which has been charged with making recommendations on alcohol sales to the Legislature.

That would seem to signal that lawmakers got the message, one that Brinegar himself hears all too frequently.

"Everywhere I go, friends and family are like, 'What in the heck are these people doing, and why are our laws the way they are?'"

"For legislators, I think it takes – particularly on this type of public policy issue that's not fiscal in nature – a kind of uprising, and I think that uprising is starting to occur."

Striking the Right Balance

Continued from page 6

differentiate purely on technology has diminished. High-quality and well-architected technology that simply functions is now "table stakes," he says.

As a result, he notes, the world is full of "great technology that nobody wants to use or buy." What's more, for each of those technologies, Reynolds adds, there is someone who thought it was a great idea and who might have pinned hopes and dreams to it – only to be disappointed because he or she didn't realize there was no market for his or her great technology.

"Everybody seems to have an idea for an app. What they don't know is whether or not there's a broad need or market for that app."

In addition, Reynolds shares, the marketplace's ability to discover and adapt to users' wants and habits is stronger than ever. Digital technology allows firms to constantly monitor product use in real-time

and respond instantaneously to problems or new discoveries in user preferences. The old process of launching a product, following up with lengthy market-research programs to test for reception, usability and problems and then, a few years later, issuing an improved, updated version are long gone.

Also, Reynolds contends, there's a higher appreciation for design, a greater expectation for personal fulfillment and a genuine excitement around human – rather than technological – innovation.

With all of this in mind, Reynolds and his Innovatemap team have created a process that allows technology and the humanities to move out of their silos and function as collaborators. Their goal is to help firms hit the marketplace with digital products and services that are marketable, valuable and usable ... and to help create a world in which we're, finally, doing it better.



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2017 Legislative Session

Many Top Policy Goals Realized

Before the start of each legislative session, the Indiana Chamber announces its priority policies and areas of focus. These are matters that would have wide impact on businesses and citizens throughout the state.

All are tied to goals in the organization's *Indiana Vision 2025* long-term economic development plan for the state (www.indianachamber.com/2025), which has 36 goals under four drivers: Outstanding Talent, Attractive Business Climate, Superior Infrastructure, and Dynamic and Creative Culture.

Below are the 2017 bills that contain those priority goals, their outcome and why they are good policies for the state.

You can see if your legislators supported a pro-jobs, pro-economy agenda by checking out their scores on page 23.

ECONOMIC DEVELOPMENT / INFRASTRUCTURE

Our Priority: Support establishing a long-term sustainable funding stream for the state's roads, bridges and other surface transportation infrastructure. The plan must ensure enough revenue is raised to completely fund both maintenance needs and important new projects, and that every user pays their fair share.

Legislation: House Bill 1002 – Long-term Road Funding; signed by the Governor.

By 2024, an additional \$1.2 billion will be generated annually – \$896 million for state roads, \$340 million for local roads. All sales tax on gas will be shifted to roads, over a five-year period, beginning in 2020. HB 1002 increases the gas, diesel and special fuels tax by 10 cents (indexed annually) and implements added annual registration fees of \$15 per standard vehicle, \$150 for an electric car and \$50 for hybrid vehicles. A tolling study is also required. The payoff for everyone will be huge: improved travels with fewer delays and vehicle repairs caused by crumbling roads.

EDUCATION

Our Priority: Support suitable testing for students and accountability measures for all involved in the education process.

Legislation: House Bill 1003 – ISTEP Replacement; signed by the Governor.

In 2018, Indiana will have a new statewide student assessment to replace ISTEP called ILEARN, which is to be given during one testing window at the end of the school year. ILEARN will be a shorter test for all grades and based on Indiana standards as it should be. Much emphasis will be placed on getting the results back to teachers and parents faster so that information is factored into teaching and homework time. And critically, teacher evaluations and school A-F grades remain tied to the test scores – something on which the Indiana Chamber insisted.

Our Priority: Support the fiscally-responsible expansion of publicly-funded

high-quality preschool initiatives for children from low-income families. **Legislation:** House Bill 1004 – Pre-K Pilot Expansion; signed by the Governor.

Now, up to 15 additional counties can take part in the pilot program (20 in total) to help the most at-risk young students in their communities. The funding level approved in the budget bill (HB 1001) is for \$22 million annually, which includes \$1 million for a new online pilot. The Governor, legislative leaders and many legislators recognized that the prospects for making significant improvements to our state's educational outcomes will remain challenging as long as large numbers of children are entering kindergarten unprepared for school. Continuing to substantially expand the state's preschool program is vital to addressing this problem.

Our Priority: Support making the State Superintendent of Public Instruction an appointed position; the Indiana Chamber has had this objective for many years.

Legislation: House Bill 1005 – State Superintendent Position; signed by the Governor.

Effective January of 2025, the state superintendent becomes a position appointed by the Governor. This is a very positive step toward making sustained education progress in the state because our Governor – whatever party he or she represents – is the true leader of the state's education policy and should be allowed to have a state superintendent who shares his or her education goals.

EMPLOYMENT LAW / HEALTH CARE

Our Priority: Support comprehensive

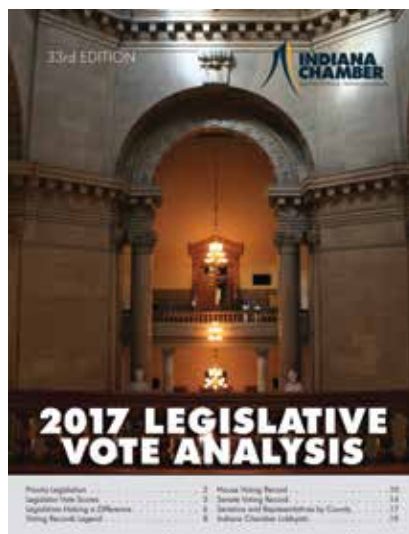
approach to decreasing the state's smoking rate, including removal of smokers' special protections in the hiring process.

Legislation: House Bill 1578 – Anti-Smoking Reform for Prospective Employees; passed by the House but died in the Senate.

Employers should have the option to screen potential hires for tobacco use as they are the ones who pay most of the health care coverage cost. Yet smoking remains as the only protected behavior under state law. Unfortunately, this measure wasn't even given a committee hearing by the Senate Commerce and Technology Committee, chaired by Sen. Mark Messmer (R-Jasper); Messmer had agreed to a hearing but ultimately didn't place it on the committee calendar and the bill died.

ENVIRONMENT / ENERGY

Our Priority: Support the development and implementation of an energy policy that ensures the state's continued access to adequate,



The *Legislative Vote Analysis* tracks lawmakers' voting records on pro-jobs, pro-economy legislation; 2017 scores range from 29% to 100%.

Indiana General Assembly

2017 Legislator Vote Scores

Indiana House	2017 Score	4-Year Agg. %	Indiana House	2017 Score	4-Year Agg. %	Indiana Senate	2017 Score	4-Year Agg. %
Arnold, Lloyd	77%	77%	Lehe, Don	97%	98%	Alting, Ron	85%	84%
Austin, Terri	62%	59%	Lehman, Matthew	97%	96%	Bassler, Eric *	98%	93%
Aylesworth, Mike *	93%	92%	Leonard, Daniel	100%	96%	Becker, Vaneta	57%	62%
Bacon, Ron	88%	89%	Lucas, Jim	84%	91%	Bohacek, Michael *	91%	91%
Baird, Jim	97%	95%	Lyness, Randy *	97%	99%	Boots, Philip	90%	88%
Bartlett, John	59%	45%	Macer, Karlee	63%	56%	Bray, Rodric	94%	92%
Bauer, B. Patrick	59%	48%	Mahan, Kevin	100%	93%	Breaux, Jean	29%	50%
Behning, Robert	98%	96%	May, Christopher *	90%	90%	Brown, Liz *	100%	94%
Beumer, Greg *	97%	90%	Mayfield, Peggy	88%	94%	Buck, James	95%	93%
Borders, Bruce *	81%	86%	McNamara, Wendy	97%	94%	Charbonneau, Ed	100%	96%
Bosma, Brian	100%	99%	Miller, Douglas *	97%	98%	Crane, John *	74%	74%
Braun, Mike *	100%	95%	Moed, Justin	67%	57%	Crider, Michael	88%	90%
Brown, Charlie	50%	46%	Morris, Robert	79%	85%	Delph, Michael	74%	77%
Brown, Timothy	100%	94%	Morrison, Alan	85%	91%	Doriot, Blake *	97%	97%
Burton, Woody	93%	97%	Moseley, Charles	65%	55%	Eckerty, Doug	100%	93%
Candelaria Reardon, Mara *	53%	57%	Negele, Sharon	94%	95%	Ford, Jon *	82%	87%
Carbaugh, Martin	100%	95%	Nisly, Curt *	63%	72%	Freeman, Aaron *	83%	83%
Cherry, Robert	97%	97%	Ober, David	95%	95%	Glick, Susan	81%	83%
Clere, Edward	91%	93%	Olthoff, Julie *	97%	95%	Grooms, Ron	81%	84%
Cook, Tony *	100%	96%	Pelath, Scott	53%	51%	Head, Randy	83%	80%
Culver, Wes	81%	90%	Pierce, Matt	53%	51%	Hershman, Brandt	100%	97%
Davisson, Steven	95%	91%	Porter, Gregory	55%	48%	Holdman, Travis	97%	95%
DeLaney, Edward	77%	56%	Pressel, Jim *	91%	91%	Houchin, Erin *	91%	90%
DeVon, Dale	94%	96%	Pryor, Cherish	45%	45%	Kenley, Luke	83%	89%
Dvorak, Ryan	50%	47%	Richardson, Kathy	94%	95%	Koch, Eric *	92%	92%
Eberhart, Sean	97%	91%	Saunders, Thomas	81%	83%	Kruse, Dennis	91%	94%
Ellington, Jeff *	100%	99%	Schaibley, Donna *	91%	98%	Lanane, Timothy	31%	53%
Engleman, Karen *	97%	97%	Shackleford, Robin	50%	52%	Leising, Jean	71%	82%
Errington, Sue	68%	55%	Siegrist, Sally *	100%	100%	Long, David	100%	97%
Forestal, Dan	55%	55%	Slager, Harold	97%	90%	Melton, Eddie *	44%	44%
Friend, William	90%	96%	Smaltz, Ben	94%	90%	Merritt, James	98%	96%
Frizzell, David	97%	95%	Smith, Milo	83%	91%	Messmer, Mark *	84%	84%
Frye, Randy	100%	93%	Smith, Vernon	39%	45%	Mishler, Ryan	91%	94%
GiaQuinta, Philip	66%	56%	Soliday, Edmond	100%	93%	Mrvan, Frank	49%	56%
Goodin, Terry	65%	56%	Speedy, Mike	93%	94%	Niemeyer, Rick *	84%	82%
Gutwein, Doug	97%	94%	Stemler, Steven	58%	55%	Niezdowski, David	50%	50%
Hamilton, Carey *	52%	52%	Steuerwald, Greg	97%	98%	Perfect, Chip *	97%	96%
Hamm, Richard	97%	93%	Sullivan, Holli	100%	94%	Raatz, Jeff *	100%	95%
Harris, Earl *	58%	58%	Summers, Vanessa	52%	51%	Randolph, Lonnie	29%	49%
Hatfield, Ryan *	50%	50%	Taylor, Joe *	65%	65%	Ruckelshaus, John *	91%	91%
Heaton, Robert	94%	96%	Thompson, Jeff	94%	94%	Sandlin, Jack *	91%	91%
Heine, Dave *	100%	100%	Torr, Jerry	91%	96%	Smith, James	80%	86%
Huston, Todd	100%	99%	VanNatter, Heath	88%	88%	Stoops, Mark	30%	47%
Jordan, Jack *	85%	85%	Washburne, Tom	93%	87%	Tallian, Karen	49%	56%
Judy, Chris *	78%	83%	Wesco, Timothy	88%	91%	Taylor, Greg	42%	51%
Karickhoff, Michael	100%	92%	Wolkins, David	89%	93%	Tomes, James	74%	69%
Kersey, Clyde	66%	46%	Wright, Melanie *	58%	53%	Walker, Greg	100%	93%
Kirchhofer, Cindy	100%	98%	Young, John *	90%	90%	Young, R. Michael	68%	81%
Klinker, Sheila	68%	61%	Zent, Dennis	100%	96%	Zakas, Joseph	94%	89%
Lawson, Linda	58%	53%	Ziemke, Cindy	100%	97%	Zay, Andy *	91%	91%

* Legislators with a voting record of less than four years

Full report at www.indianachamber.com/lva



Caryl Auslander, the Indiana Chamber's vice president of education and workforce development policy, moderated a caucus leadership policy discussion at the organization's annual Indiana Legislative Preview last fall. Senate President Pro Tem David Long and Senate Minority Floor Leader Tim Lanane were two of the participants.

reliable, affordable and cost-effective energy.

Legislation: Senate Bill 309 – Broad Energy Policy; signed by the Governor.

This is truly a compromise of long-standing issues that ratepayers have had with Indiana's utilities and is a step forward in creating an energy policy for the state. It addresses rising energy costs and a continued struggle between the investor-owned electric utilities and larger consumers of energy. This bill expands current state law regarding cogeneration for users that generate their own energy with a capacity above 80 megawatts. It increases transparency of rates through the posting of a periodic review of rates by the Indiana Utility Regulatory Commission.

Our Priority: Support a statewide water policy to assure future reliable and affordable resources, our economic future and the ability to effectively compete with other states.

Legislation: Senate Bill 416 – Water Resources Infrastructure; signed by the Governor.

An integral part of a water resources strategy is the ability of the state's water utilities to create and execute long-range plans. This bill promotes sustainability of water resources while attempting to keep costs as low as possible. Various state entities were also tasked with keeping Indiana's public water clean and safe – precautions made to

help avoid situations like Flint, Michigan. A significant part of SB 416 is the establishment of the Infrastructure Assistance Fund, which will provide grants, loans and other financial assistance for all aspects of new and existing public water systems. However, only the framework is in place; money for the fund wasn't allocated during this session.

TAXATION

Our Priority: Support maintaining and enhancing Indiana's attractive tax climate.

Legislation: House Bill 1129 – Online sales tax collection provision; signed by the Governor.

A provision in HB 1129 sets the stage for Indiana to collect online sales tax, subject to its ultimate resolution in the federal court or by Congress. This will not only help level the playing field for traditional brick-and-mortar stores; it will also boost Indiana's sales tax base.

NOTE: Two policies the Indiana Chamber continues to actively engage on when needed – sales tax on services and mandatory combined income tax reporting – were not even introduced in legislation for 2017. This is in part due to our dogged efforts explaining to those interested in these matters why they are bad for Indiana's tax climate. Sales tax on services would be very detrimental and harm our overall attractive tax structure. Separately, mandatory combined reporting is an unnecessary and ill-advised method that tasks businesses with operations in multiple states with adding together all net income for one report.

TECHNOLOGY

Our Priority: Support making technology innovation an integral part of the state's identity.

Legislation: Senate Bill 507 – Venture capital certainty in economic development bill; signed by the Governor.



Mark Lawrance, the Indiana Chamber's vice president of engagement and innovation policy, provides an update at the Indiana Technology & Innovation Council's inaugural Tech Policy Summit.

Indiana is fostering an impressive entrepreneurial spirit and becoming a technology hub in the Midwest. Our technology efforts now provide tremendous support to three of the state's main industries: agriculture, logistics and manufacturing. We need to better support our technology successes and build on them with more policies like the provision found in SB 507. Now, entrepreneurs and businesses will have greater certainty that the Venture Capital Investment Tax Credit will be available in the long term with the credit's expiration date of 2020 removed.

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By Charlee Beasor

SUCCESSFUL 'SWIMS'

Columbus Start-Ups Thrive in Fish Tank



The Fish Tank co-working space is leading to a variety of business community collaborations.

Call it fate. Or being in the right place at the right time.

The founders of ThickStat assert they would be doing something else today instead of running a promising technology start-up in Columbus if it wasn't for the city's co-working space, the Fish Tank.

Cindy Frey, president of the Columbus Area Chamber of Commerce (which created and operates the Fish Tank), might say there is more of a "by design" element to the ThickStat story.

Co-founders Ganesh Gandhieswaran and Gopinath Jaganmohan discovered their mutual interest in starting a business after Jaganmohan's experience working at the Fish Tank and his floating the idea to Frey of striking out on his own.

Gandhieswaran, ThickStat's president, explains: "Gopi came to me because he was going to move from Columbus to St. Louis. ... He was mentioning the chamber of commerce and the Fish Tank and how he got a lot of insights. Gopi told me, 'I'm kind of interested in starting a business.' I said, 'That's exactly what I'm also planning.'"

Frey then connected them to retired banker Charlie Farber, who was a member of SCORE (Service Corps of Retired Executives), which also operates out of the chamber's office space. Farber became the team's financial advisor and connected them with venture capitalists.

The ThickStat team came together in the fall of 2016. They're launching their products this year: applications that work with natural language processing and artificial intelligence (think of interacting with your smart phone the same way you'd interact with Amazon Echo or Google Home devices, offering diagnostic services, deep data queries and even a library application).

"It's a small place; there are a lot of connections and the chamber of commerce is like a center point for all the things we have. That's the story. We're really lucky," Gandhieswaran asserts.

"I might have spoken to different people about starting a company. I had no clue Gopi was going to start something like this. It was the right people connected at the right time. You need that community to make it happen, to bring people together. That happened in Columbus for me. We are still going to work here."

Catching lightning in a bottle

Frey knows a company origin like ThickStat's is special.

"That (success) would not have happened if (Jaganmohan) hadn't been working in the Fish Tank. He wouldn't be on anybody's radar (for starting a business). If one business like that gets started in our community, it will have been worth it," she asserts.



Small business owner Rebecca Reeck previously would work at inconvenient locations without secure WIFI or printing capabilities – amenities (among others) that are available at the Fish Tank.



Local art and architecture organization Landmark Columbus brought together 1,000 people for a 2016 symposium.

While Frey notes that it's not typical of a chamber of commerce to run a space like the Fish Tank, it's one more way the chamber can provide valuable services to the business community.

A low-cost solution for entrepreneurs to develop start-ups and further their businesses was desperately needed in Columbus. Frey highlights why: The population is growing and unemployment is low. Office space, distribution and manufacturing facilities are full – and as demand is high, supply is costly.

Richard McCoy acknowledges the cost savings his organization can realize by working out of a space like the Fish Tank. McCoy is director of Landmark Columbus, created in 2015 to celebrate and protect the artistic and architectural heritage of the city.

"We began using (the Fish Tank) shortly after it opened and we didn't need (to rent a separate) office space," he states.

McCoy, Brooke Hawkins and Anne Surak were meeting in the Fish Tank in late May in preparation for the upcoming Exhibit Columbus, which will see 18 art installations placed around the city's downtown district in August.

When asked where the group would be meeting if not for the Fish Tank, McCoy acknowledges the Speak Easy collaborative space in Indianapolis as a probable destination.

The team held a symposium in the fall of 2016 in coordination with Exhibit Columbus and hosted 1,000 people – all while working out of the Fish Tank.

"The value of this space means we have been able to work on and create this project here. We didn't have an office and we had 1,000 people here. We took over this room for three days and wouldn't have been able to pull this off (without the Fish Tank)," Hawkins relates.

Surak adds, "A lot of cultural organizations struggle (with working space)."

Erin Hawkins, director of marketing for the Columbus Area Visitors Center, was joining the Landmark Columbus team for a meeting and acknowledges she's frequently at the Fish Tank for such gatherings. If she can't find someone she's looking for in town, she'll often pop her head in as it's possible they're at the co-work location.

"It's important to us that we have a one-stop shop for entrepreneurs and people with ideas can grow them into full-fledged businesses. We think it's easier to have all of those services under one roof," Frey says.

Not cashin' in

Frey asserts the goal of the Fish Tank isn't financial gain for the

chamber (monthly membership fees run \$100 for full use and less expensive options are offered for limited time in the space). If the needs outgrow the chamber's resources, she envisions someone in the community starting their own co-working space as a for-profit business.

About 15 to 20 members utilize the Fish Tank, she offers. The idea for its name and tagline – "where good ideas swim around" – and the impetus behind its creation is collaboration.

Frey was inspired by watching the world from her own version of a fishbowl – three sides of her office contain windows and it is located at the corner of 5th and Franklin streets in downtown Columbus. (Her Twitter handle – @fromafishbowl – is even inspired by the feeling.)

"In Columbus, we really value collaboration. Being physically close is important. That's what's valuable about a place like the Fish Tank: being able to bump into people and maybe bump into people who have different perspectives and disciplines and having your ideas collide with others in a 'fish tank,'" Frey notes.

Community and collaboration

The chamber piloted the Fish Tank for a year before it launched at the Franklin Street location in the summer of 2015.

About \$50,000 was raised to renovate an unused conference room in the rear of the office building and the funds went toward upgraded wireless capabilities, a key card security system for 24/7 member access, signage and new furniture.

"We have a real attitude about this space being here. It's really about supporting the start-ups and the business growth. That really aligns well with our mission," Frey adds.

Keith Weedman, principal of consulting and speaking firm Level 3 By Design, is unabashed about the opportunities he's been afforded through having access to the Fish Tank.

"It's a great opportunity to have a place to go between appointments with wireless access. I was already a SCORE member. It's been great to work and grow a business," Weedman offers. "I used to do a lot of business in coffee shops, but the privacy is better here and it's a great value add. You can almost always find a space for a conference, there's AV assistance; this is a conducive atmosphere for business."

Rebecca Reeck, president of REAL Time Consulting, in Columbus, joined the Fish Tank in the winter of 2016. Prior to that, she said she did business at a local coffee shop or Starbucks. Sometimes she would park in the Kroger parking lot to work. Reeck had been

Continued on page 32

Internet of Things

Keeping it Green and Sustainable



Donald M. Snemis

The Internet of Things, or IoT, involves the ever-expanding world of connectivity, like computers, sensors, drones and smart devices. The basic idea is that everything, including buildings, vehicles, home appliances, smart phones and even natural objects could be connected and could communicate over the internet, creating a vast global infrastructure for an information-driven society.

The IoT has already enabled unmistakable advances in smart cities, smart homes, smart power grids and smart logistics, and these technologies have become critical to our economy and our lifestyles.

The IoT can even help protect the environment. For example, connected devices eliminate or substantially reduce the need for paper, drones help track deforestation, environmental sensors monitor air and water quality, and small tracking devices are used to observe and quantify endangered species.

But when these devices age, fail or become obsolete, they become electronic waste or “e-waste,” and their disposal presents special environmental challenges. The U.S. Environmental Protection Agency estimates that in 2009 alone, American consumers discarded 2.37 million tons of e-waste, 75% of which was sent to landfills. Poorly handled, e-waste poses a threat to human health and the environment, but with proper management and recycling practices, e-waste presents an opportunity to conserve resources and advance economic development.

Taking e-cautions

E-waste sometimes contains high levels of dangerous contaminants such as mercury, cadmium, lead, arsenic and hexavalent chromium that can cause long-term adverse health effects. E-waste also contains valuable recyclables such as steel, glass, plastic, copper, gold, tin, silicon, palladium, platinum and aluminum. Recycling and reusing these materials in a responsible manner conserves natural resources and reduces the need to mine them from the earth, which can disturb the environment, use large amounts of energy and produce air pollution, including greenhouse gases.

In 2011, the Interagency Task Force on Electronic Stewardship issued its *National Strategy for Electronics Stewardship*. Recognizing these issues, the report focused on reducing e-waste and promoting recycling over disposal. Examples include incentives for greener electronics, enhancing research and technology to improve recycling techniques, encouraging more manufacturers to establish take-back programs, improving recycling rates and monitoring the movement of e-waste.

EPA has not regulated heavily in this area. One exception is used cathode ray tubes (CRTs), which contain lead and would ordinarily be considered hazardous waste under the Resource Conservation and Recovery Act (RCRA). CRTs are now excluded from the definition of solid and hazardous waste if they are recycled or exported for recycling, and if certain conditions are met.

The market for used CRTs, however, collapsed

with the advent of flat panel technologies. Beyond the CRT regulations, EPA has generally deferred to the states to regulate e-waste.

As a result, many states have enacted laws to prevent or discourage the landfilling of e-waste and to promote recycling as an alternative. Indiana’s electronic waste laws require collectors and recyclers of e-waste to register with the Indiana Department of Environmental Management (IDEM) and submit an annual report that contains the type and amount of e-waste collected or recycled, among other things.

Program in place

Manufacturers of video display devices must also register with IDEM and submit an annual report identifying the type and total weight of video display devices (VDDs) sold to Indiana households. In addition, VDD manufacturers must arrange for the recycling of at least 60% of the total weight of VDDs it sells in Indiana each year. Indiana retailers can only sell VDDs manufactured by registered VDD manufacturers. Hoosier households, small businesses and public schools (including charter schools) are prohibited from discarding e-waste as part of any municipal waste stream intended for landfilling or incineration.

IDEM manages Indiana’s “E-Cycle” program. In its 2016 E-Cycle Report, IDEM reported that 90 manufacturers registered 141 different brands of VDDs the previous year and recycled almost 21 million pounds of covered electronic devices. In addition, 144 collectors registered a total of 286 collection sites and 66 recyclers registered with the program.

They recycled over 25 million pounds of devices in 2015 and have recycled about 175 million pounds since the program began in 2009. Had those devices not been recycled, they would have likely ended up in Hoosier landfills.

Non-profit organizations have been created to establish standards for recycling electronics responsibly and to act as independent, third-party auditors that can assess recycling practices, provide accredited certification standards and oversee recyclers to ensure compliance with their standards:

- Sustainable Electronics Recycling International (SERI) established the “Responsible Recycling” or “R2” standard for electronics recyclers. The R2 Standard establishes best practices for global recycling of electronics, and SERI operates a program to certify businesses that adhere to the R2 standard.

Continued on page 32

AUTHOR: Donald M. Snemis is a partner in Ice Miller’s Environmental, Natural Resources and Toxic Tort Group. Learn more at www.icemiller.com

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Jessica Holland chats with intern Micah Hamsher in the open meeting space of The Refinery, which was once a pool hall.

By Matt Ottinger

REFINED CO-WORKING

Marion Caters to Entrepreneurial Diversity

Finding a new use for a building that once housed a pool hall could be considered a challenging endeavor.

But The Refinery Business Center, a co-working space that opened in 2015, is racking up members and opportunity for Grant County entrepreneurs. Founder and executive director Shelby Bowen, a real estate development veteran and Marion native, took a cue from Launch Fishers after seeing it in operation. The Refinery, however, serves a different type of clientele than the archetype to the south.

“Our core demographic is an older group of people,” explains Jessica Holland, director of community relations. “We don’t have a lot of young people saying, ‘This is my first job and I’m going to start a business.’ When you walk into a place like Launch Fishers, you think, ‘Oh, these guys are hip and cool.’ But here, we have some members working traditional jobs.”

The Refinery’s first member, in fact, was a cleaning company. It now caters to about 40 members in a variety of fields.

Getting over overhead

Leah Lanning stands next to a tall table covered in a pile of clothes, wrapping up a phone conversation. She then reveals she’s setting up a show for her 10-year-old daughter, who just launched a boutique and also uses The Refinery.

But sorting clothes is just one of Lanning’s duties within The Refinery’s walls. She’s an account executive for Burkhart Advertising, for whom she manages billboards in Grant and Wabash counties. Furthermore, she also serves as a marketing consultant for The Refinery itself.

She explains many of Marion’s business professionals don’t have funding for overhead expenses and using The Refinery for work and meetings relieves that pressure. Lanning has also run a photography business for 15 years and learned that lesson firsthand.

“I had a 3,000-square-foot studio in downtown Marion and was working myself to the ground just to keep my storefront open,” she recalls. “I was reluctant to join for about a year because I was worried about the professionalism, wondering how my clients would perceive me in a co-working space when they’re investing \$6,000 in their creative portraiture. I got over that quickly because of how well

co-working has been accepted in other communities.”

An Alexandria resident, she appreciates the space’s many amenities.

“It’s very convenient for me to have a landing place with internet access and a printer between appointments versus sitting where most outside sales reps sit – the McDonald’s parking lot or Starbucks,” Lanning comments.

Feeling secure

Carl Nichols, a financial advisor with CFD Investments and Creative Financial Designs, is a 30-year veteran of his industry and has operated out of The Refinery since shortly after it opened.

“When the economy went bad in 2008, things were pretty ugly,” he states. “To reduce expenses, I ended up moving my practice to my home. Once things recovered, I felt like we could get a commercial office. I wanted something affordable but with the amenities I needed – but didn’t want to be

hidden in a remote office downtown.”

He noticed a sign in the window publicizing The Refinery’s available suites.

“I was happy to hear what the pricing was,” he remembers. “Other (types of business) can just operate in the (open area), but in my business there’s a level of security involved and privacy so I needed locking doors and things like that.”

He has since moved into a larger office within the building and plans to add a part-time staff person. In addition to the conveniences offered within The Refinery, he lauds the Indiana Coworking Passport, which allows members to work at any of Indiana’s more than 40 in-network co-working spaces. He mentions meeting with clients in Fort Wayne, Lafayette and Avon as a bonus amenity.

“If you have a client that’s out of town, you can find a professional location to use and it’s worked out really well.”

Secure surroundings have also benefited Jason Lowmiller, a Marion resident who

operated his cybersecurity consultancy, Lowmiller Consulting Group, out of The Refinery for about six months. He’s still a member but works more from home during the summer to be with his children and because he’s traveling increasingly to meet with clients.

He appreciated the quietness of the space and took advantage of the ability to hold conferences at no cost.

“I was offering free trainings on Wednesday mornings for the Security Plus (certification) using material I paid for,” he points out. “We had six or seven students and ran that for seven or eight weeks. It was set up well for what we needed.”

He warns that others in the community shouldn’t let such a space go to waste.

“I don’t know that Grant County is really taking advantage of it,” Lowmiller offers. “It’s great for people to use and some IWU (Indiana Wesleyan University) students are using it. However, I don’t know if much of the community really knows what it is or what it’s for. But it does give people in the community a place to work out of rather cost effectively.”

Lighting the spark

To be sure, a connection to IWU does keep youthful energy permeating through The Refinery. Part of its funding comes from the university and via the Big Idea Grant from the Community Foundation of Grant County.

“We’re a non-profit and most of our money is from those two grants but we also use membership payments,” Holland notes. “We hope that in five years we’ll be sustainable just through membership payments. We’re pretty on track for that trajectory. Right now we have about \$30,000 from the Community Foundation and \$15,000 from (IWU).”

“There’s a huge emphasis on entrepreneurial and business endeavors and that’s trickling over to the younger students (at IWU),” Holland, an IWU graduate and Marion native, continues.

That’s evident in Spark Tank – a new business plan-oriented competition held at the space in January via partnership with IWU. The winners, Tyler and Beka Thompson, earned \$2,000 to be dedicated toward their project – a video game called “Cat Tails.”

“(Cat Tails creators) then launched a Kickstarter that asked for \$3,000 but raised about \$15,000. They’re set to sell their game in December and they’re very excited,” Holland offers.

Galvanizing the area’s young people in tech and entrepreneurship possibilities is also a focus. The CoderDojo program incorporates trainings from Eleven Fifty Academy as part of The Refinery’s Cool Coding Awareness Week activities.



Leah Lanning has a role in several business activities. The Refinery helps her to handle many initiatives while under one roof.



“Our group is mostly fourth graders and we have anywhere from six to 20 kids,” Holland notes. “They come every month and we do a coding event here. We started a second CoderDojo at the library so we’re reaching two different groups of kids. We probably have 35 to 40 kids throughout the semester who get to do hands-on coding and building video games. In Marion, that’s not a common thing for kids to want to do when they grow up because it’s not what their dads did, so it’s another option.”

A growing space

Members are welcome to hold events at the facility and community outreach is encouraged.

“Occasionally we’ll host seminars,” Holland reveals. “This month we’re doing ‘Champagne and Shopping.’ We have a lot of direct sales people in Grant County – like with Mary Kay, for example – who have no real central place to go. We’re hosting this event to help them interact with other people who are also selling.”

Growing its member base is a priority at The Refinery, which offers an annual membership for \$350 (or \$30 per month if one doesn’t want to make a yearlong commitment). Steep discounts are also offered for IWU students and private office space is available for an additional cost.

“A lot of our members work other jobs and come in on the weekends,” Holland says. “But sometimes when people come in during the day, there aren’t a lot of people in here so there’s not a constant flow of people working in here. I’d love to have people in here all the time using it as their daily office space. Some just use it when they need it.”

For the time being, educating the public is front and center.

“I think our biggest challenge is trying to explain what co-working is,” Holland concludes. “It’s not a common thing or a well-known concept in Grant County. Getting them to understand what the space is and how they can use it is the challenge. Sometimes people say, ‘Well, I don’t have an app.’ You don’t need to have an app to be a member. We want to help anyone who wants to start a business.”



The Refinery benefits residents of all ages with “speed networking” for adults and a CoderDojo experience for students.



RESOURCES: Jessica Holland, The Refinery Business Center, at www.therefinerycenter.com | Leah Lanning, Burkhart Advertising, at www.burkhartadv.com | Jason Lowmiller, Lowmiller Consulting Group | Carl Nichols, CFD Investments and Creative Financial Designs, at www.cfdinvestments.com

Columbus: ‘Successful Swims’

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considering starting her own co-working space when the Fish Tank was recommended to her by another business owner.

“Having the working space, that’s huge,” she says.

Growth on the horizon

Frey is upbeat about Columbus’ economic and business development potential and sees the Fish Tank as just one more way for the chamber to foster development.

“In our community, with the technical talent that’s here and the global companies that are recruiting engineers and MBAs from all over the world, we have a real hotbed of intellectual capital,” she maintains. “We had a ranking last year that we were in the top 15 in the country for start-ups per capita. We also have more mechanical engineers per capita than even Detroit; we have 29 per 1,000 and Detroit has 12 per 1,000. I think we are ripe.”

Frey acknowledges several of the entrepreneurs that started as members of the Fish Tank have moved on. But that’s not a bad thing.

“If someone builds up enough of a clientele and enough of a steady revenue stream to go rent something, that’s a win-win,” she asserts. “We’re making a contribution to the economic welfare of our city.”

RESOURCES: Cindy Frey, Columbus Area Chamber of Commerce, at www.columbusareachamber.com | Ganesh Gandhieswaran, ThickStat, at www.thickstat.io | Richard McCoy, Brooke Hawkins and Anne Surak, Landmark Columbus, at www.landmarkcolumbus.org | Keith Weedman, Level 3 By Design, at www.level3bydesign.com

Internet of Things

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- e-Stewards is a global team of individuals and entities that created the “e-Stewards Standard” for e-waste recycling. Its mission is to define and promote responsible electronics reuse and recycling best practices worldwide. e-Stewards also offers a certification program for recyclers.

The IoT simplifies and improves our lives in numerous ways and can be used to help protect our environment. This modern technology utilizes dangerous contaminants that must be dealt with responsibly and valuable resources that should be recycled. With responsible management and oversight, a green and sustainable Internet of Things is entirely achievable.



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ZONING in on OPPORTUNITY

Zionsville Providing Business Connections

By Symone C. Skrzycki

Outside, the sky is dark as rain falls on the historic firehouse building in downtown Zionsville. What a contrast to the brightness and brilliance within.

Spanning 3,200 square feet, the structure houses the zWORKS entrepreneurial and co-working center. The membership-based nonprofit consists of diverse work zones. Among them are team/small group collaboration, “heads down” solo work, reserved desks, casual meetings and a conference room. It offers secure 24/7 access via fingerprint recognition.

Community volunteers and leaders started zWORKS in 2015. Kate Swanson became its first executive director earlier this year.

“There’s a real community feel here,” she comments. “Everyone has that in common, which is a nice thing. The personal attention we’re able to give our companies (it has approximately 170 members) is really special. I love that we’re nestled right into the heart of the town and right along Main Street. That’s also a real draw to our companies.”

Our town

Swanson is passionate about bringing emerging and existing businesses together.

“This was a little bit different (approach) that I brought to the table when I came on. I love this community and the people around us, and I felt like if I can connect our Main Street merchants with these companies that are here and these start-ups, those are relationships and connections that are going to keep companies here. They’ll be that much more invested in the town.”

During a subsequent phone call with Zionsville Mayor Tim Haak, he emphasized location as a trait that sets zWORKS apart from similar models and calls it “a little economic engine for downtown.”

“We’ve taken an effort to help promote this and foster it because we (Zionsville) were a largely residential tax base and the (property) tax caps put quite a huge impact on us, on our budget. We like these home-grown businesses. They’re stickier; they tend to stay around longer.

“If someone can live here and work here, they’re a much more engaged business. They’re going to be more in tune with the non-profits, the kids’ sports leagues, the schools. So they’re a much more engaged partner.”

Expect the unexpected

It’s impossible not to observe the camaraderie between Swanson and members. She eagerly stops at Venue Intelligence.

Launched in 2014, it specializes in crowd planning technology for the security, marketing and operations of large venues. It’s led by founder and president Jim Martin.

“Let me see if I can introduce you,” Swanson whispers, knocking on the office door.

“We focus on event organizers who are able to take all of their plans and move them out of paper, out of binders and into a web-based format – ideally a mobile-based format,” Martin explains. “One of the things we say is, ‘When minutes matter, don’t send people chasing for a binder.’”

Instead, the Playbook app, allows customers to create, distribute and manage event and emergency plans. They also can update strategies, communicate with authorized users (staff, volunteers and first responders) and build a library of best practices.

“I have 15 plans right here,” Martin indicates, holding up his mobile phone. “I can tell you, right now, who the event director is tomorrow for the Pittsburgh Marathon (*BizVoice*® spoke



A tale of two trios: Individual work opportunities and team huddles are all part of the mix at zWORKS.

with Martin in May) as well as the Mardi Gras Mambo as well as (any number of events). It can be this diverse kind of platform that frankly, without overusing a clichéd term, becomes a little bit more of an ecosystem.

“Because when you think about those three audiences (staff, volunteers and first responders), you just can’t assume that everybody has the critical information (e.g., how to operate under the threat of an active shooter, dangerous weather or a missing child). It may be written down somewhere, but if there’s only one person who has it, you’ve got to find that person.”

Seeking solutions

“Can I get you a water?” Swanson inquires on the way to a cozy lounge. “There’s always snacks on hand. We’ve got coffee. Beer on tap.”

Jazz softly plays. Gus, Swanson’s beloved golden retriever, looks up contentedly from his fluffy bed. In the center of the room, a wall of fame applauds zWORKS graduates.

“We’re really excited when we get one that graduates – when they grow out of their space and move on,” Swanson remarks. “The whole place cheers and roots for them. And we have a big celebration.”

Examples include Clear Software and Boosterville. Both remained in Zionsville.

“Boosterville (an offers and loyalty platform that connects merchants with cause-driven buyers) came here from Indianapolis,” Swanson notes. “They were able to secure their funding and hire. ... Then, when it was time for them to move on, it was hard to find space. That’s something Zionsville is working on: finding the middle space.”

“We’ve got great space to build huge headquarters over at Creekside (Corporate) Park, which will eventually take off ... but it’s that middle ground (we’re lacking). Finding that space. We help do that because we want to keep them (zWORKS graduates) here. And they want to stay here too because they’ve made these roots.”

“So, the mayor (Haak) said, ‘We’ve got the bank building at the end of the street that literally will be torn down eventually. Why don’t they just work out of there?’

“I go down there and visit them. They’re doing awesome and growing so fast!”

Testing the waters

Jason Brown sits at a table across from private “booths” available for phone calls and web conferences. He’s a solutions consultant at Five9, a provider of cloud contact center software.

He offers a comical motivation for utilizing space at zWORKS.

“I originally did it because my wife is a teacher and I have two small children. So just to be able to get out of the house.”

In all seriousness, he adds that he appreciates the interaction the non-profit facilitates.

“I’ve actually made connections with (businesses such as) Clear Software, who used to be in here. We’re looking at doing a partnership with them.”

Through a door at the back of the building is 120WaterAudit. And it’s overflowing with opportunity.

The water quality technology and testing company serves public water systems and facilities (specifically schools).

“We’re trying to basically take, ‘Here are the lessons learned from the tragedies around Flint, Chicago (and others), and build them into a software as a service licensed platform that all water quality managers can use to be on the same playing field,’” reveals CEO and co-founder Megan Glover.

Swimming in packages, employees are hard at work.

“We’ll be sending 1,700 kits within the next three days to



120WaterAudit – which conducts tests for lead, copper and other harmful contaminants – is growing at a rapid pace.



Pittsburgh!” Glover declares, referring to 120WaterAudit’s first major client: the Pittsburgh Water and Sewer Authority.

When 120WaterAudit outgrew its initial home, Glover was thrilled to discover space at zWORKS.

“I honestly think we would have been operating out of my house,” she discloses. “I don’t know what else we would have done. Or we might have had to say no to the Pittsburgh contract if we wouldn’t have been able to secure this space.”

“(In addition), this has been the No. 1 introduction to investors. We’re getting ready to do a round of funding to hire on more sales folks, and hopefully graduate and take that next zWORKS leap. They’ve been fantastic about introduction to investors and other entrepreneurs. I have conversations daily with other members – pain points – because you’re in the same trenches.”

In May, 120WaterAudit was selected as the technology and laboratory coordination provider to assist with drinking water testing in more than 700 public schools throughout Indiana.

Swanson can’t wait to see what the future holds for Zionsville.

“I feel like there’s change in the air around here,” she asserts. “It’s been a long time coming and there’s been a lot of different factors in town that have caused it. There’s a real excitement because we haven’t had the opportunity to recruit and get business here, but now we can. It’s fun to see.”



Current Blend Community Coordinator Courtney Knies and Huntingburg Mayor Denny Spinner believe that Dubois County has all the pieces for entrepreneurship; it's a matter of bringing it together.

BUSINESS MIX

Current Blend Offers Good Start

By Rebecca Patrick

Huntingburg, Indiana is a charming city of just a little more than 6,000 residents.

As a matter of fact, when I was there recently, a piano instrumental to Phantom of the Opera's "Music of the Night" played from speakers high above a street corner.

But don't let that fool you. It's also a center for something truly innovative.

On historic 4th Street sits Current Blend, a co-working environment that is helping foster entrepreneurship in the Dubois County community and surrounding area.

Current Blend is home to those who want to connect with entrepreneurs and start-ups to get ideas and network, as well as for people who want an office space instead of working from home.

From Honolulu to Huntingburg

Aaron Begle fits both descriptions to a T.

He grew up on the Dubois and Spencer county lines, and later spread his wings to Hawaii — where last June he started a video production and aerial imaging company.

When the market for that work became "saturated and limited", Begle returned with his rebranded Hele Productions.

But he felt like he was spinning his wheels, trying to make things happen from his parents' basement.

Things changed in March when Begle became a member of Current Blend.

"When I moved back from Hawaii, I had no idea that this place existed," Begle admits. "I operated my business there out of a very similar co-work space/incubator and was thrilled when I found out that little Dubois County could offer me the same opportunity!"

"Being at Current Blend has given me a professional workspace to meet clients, network and really just grow my business. I have met many wonderful individuals here that have gone out of their way to help me succeed. It has truly been a blessing," he declares.

One of those mentors is Ray Niehaus, director of the Vincennes University Campus Center of Technology, Innovation and Manufacturing in Jasper. He is also a Current Blend board member.

"Ray played an instrumental role in helping me get my business off the ground in Indiana," Begle shares. "I met him for the first time here in March, and he has been introducing me to potential clients and helping me garner new business since day one."

Hele Productions' customers range from couples at weddings, to advertising and marketing agencies for commercial videos to school corporations for workshops.

"My primary focus is on capturing aerial video footage, but I also like to help train the next generation of drone pilots by offering workshops and drone training as often as possible," Begle notes.

Opening for an app

When I spoke with local resident Tim Brewer in late May, he and his son had been Current Blend tenants for a month. The lure of collaboration and wanting an environment where they can stay focused is what brought them there.

They are working on a new technology for the real estate industry. It's an app, called VillaPar, that helps with the home matching process between the buyer and seller. (Villa is Latin for house; para is Latin for match.)



Aaron Begle is an ongoing Current Blend success story. His burgeoning business uses drones to capture aerial photography. Begle also provides drone training, including for young students like at the Drone Exploration Workshop at Perry Central schools.

Brewer says it will guide parties through the “accepted offer process, the inspections, appraisals – really all the way to the point of taking it to a title company.”

The goal is to streamline the experience and make it more buyer-centric.

One example could be a homebuyer is in a neighborhood on a Saturday afternoon looking at a property when they notice another is also on sale. The app could connect the buyer and seller directly to set up a viewing right on the spot.

But Brewer stresses that the technology should be helpful to real estate agents as well.

“It will allow them to be at multiple properties, if you will, by freeing them up to focus on the more full-service, higher-touch needs of the higher-priced properties that are harder to sell.”

After only weeks at the co-working space, a lot has been accomplished: further technology development, web site planning and deciding to use Begle’s Hele Productions for video needs.

That connection with Begle underscores what a difference it can make working out of a dynamic environment.

“When you feel the energy and the passion from other individuals here that are working on their particular activities, then you feel the excitement, you feel the passion to continue driving on. It is a collaboration across the board,” Brewer enthuses.

Currently, he is focused on leveraging his spot in the co-working space with a local builder. “Developing that synergy is very much part of our strategy with the pilot (app). We believe we’re pretty close.”

Coming into its own

A T-shirt company and taxi cab service are among the other businesses that started in Current Blend – both have since graduated on to their own successes.

Looking back, Huntingburg Mayor Denny Spinner recalls, “We really didn’t know what to expect or how it would be utilized. Every community has their own take. But we thought it would fit right into the DNA of what Dubois County is all about.

“There’s always been a strong entrepreneurial spirit in our county – witness the industries that have started here and grown and continued to support us.”

One of those is technology consultant Matrix Integration, whose CEO, Brenda Stallings, is the president of Current Blend’s board of directors.

“We’re so excited about it ... from where it was two years ago when it opened (in May) to now. We’ve had 50 members go through the

facility in total. Today, we have 18. And others come in and use it periodically,” she shares.

“It’s really a mixture of members and also people that we’ve allowed to just pay a three-month fee.”

There’s also room for those just passing through – like students and visitors – who need a space.

Current Blend resides in a building originally owned by OFC Brands, the top employer in Huntingburg. The property now belongs to the city and sits on the spot where the business district meets the Main Street Park project, which is expected to be completed next summer.

“It was a natural fit for our co-share space to be in that environment,” Spinner remarks.

And the increased activity expected in the area may also help with Current Blend’s member occupancy goal. If it hits 20 members and maintains those for 90 days, the local economic development group will kick in more money, Stallings says.



New tenants Tim Brewer and his son Jacob have their VillaPar app moving right along thanks in part to the focus, connections and collaboration they’ve received by being at Current Blend.

"If we can sustain consistently 20 to 25 members, we would be happy with that."

Next level

Adding members and getting to know them – as well as spreading the word and educating folks about the facility – are among the main reasons Courtney Knies was hired in April as the community coordinator.

Knies is part-time, working 20 hours a week on average.

Ironically, she had previously been a member of Current Blend when she was between jobs. "I was more motivated here than sitting at home on my couch!"

Spinner and Stallings both believe having a designated point of contact will be a turning point.

"Volunteer boards do great work, but they can only do so much. Now that we have Courtney on board, I think we're going to see some great strides made." Spinner predicts.

Stallings agrees: "Courtney comes to our (monthly board) meetings and we help her prioritize, and she does the leg work to make things happen.

Staging more events at Current Blend, which will also create a higher profile in the community, is high on the list.

Stallings put together a coding class for sixth and seventh grade girls from Southridge Middle School. Blended Coders 2.0 is in the works for September.

"Matrix Integration donated 10 Chromebooks, a big screen TV with stand and we had two volunteers; they both teach robotics. I couldn't have been happier," Stallings offers.



Knies wants Current Blend to get to the point where its "connected to the greater entrepreneurial ecosystem – to be part of the conversations that are happening regionally and statewide."

Adds Spinner, "It was great exposing them to that environment and to a career they might not have thought about as a middle-schooler."

Knies sums up the desire – no matter the age, "We want entrepreneurship to be a dinner conversation in Dubois County."

They mayor believes that's starting to gain traction.

"(Current Blend) is just really becoming known to our community. As we focus more on that outreach from Courtney's position, we're going to generate additional interest that we can't even imagine right now."

RESOURCES: Aaron Begle, Hele Productions, at www.heleproductions.com | Tim Brewer, VillaPar, at www.villapar.com | Courtney Knies, Current Blend, at www.currentblend.com | Mayor Denny Spinner at www.huntingburg-in.gov | Brenda Stallings, Matrix Integration, at www.matrixintegration.com

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Paul Mikesell
farmer, entrepreneur,
Manchester alumnus

He bought his own farm while still in high school.

Like many young farmers, Paul Mikesell from Miami County, Ind., went on to college, but instead of a more traditional agriculture program, Paul chose Manchester University's College of Business to learn how to best run his operation. A major in Business Management gave him a solid foundation, and minors in Professional Sales and Entrepreneurship taught him how to build relationships and innovatively explore new ideas.

Paul and Manchester know how to apply these core principles in any chosen field, and with the right amount of rain, Paul's crops and business will grow in ways he hasn't yet imagined.

With a longstanding reputation for excellence infused with innovative programming, Manchester's College of Business prepares students to succeed through real-world experiential opportunities, internships and community outreach projects. Areas of study include:

- Accounting
- Business Management
- Entrepreneurship
- Finance
- Marketing
- Professional Sales
- Sport Management



Manchester
University

COLLEGE of BUSINESS

By Tom Schuman

ADVISING AND GUIDING

Trio Talk Past, Future for Recovery Force

EDITOR'S NOTE: Fourth of a six-part series throughout 2017 with Fishers-based Recovery Force. View the previous articles in the archives section of www.bizvoicemagazine.com

Is Recovery Force well down the road to developing game-changing technology that will impact patients, athletes and many others? Or will it be one in a long line of promising companies that is unable to complete that journey and overcome the challenges that stand in the way of ultimate success?

Three of the company's external advisors see plenty of signs to suggest the former scenario will play out. They share what they've learned in their behind-the-scenes views and interactions.

New and old

Recovery Force is entering unfamiliar territory when it comes to what it is striving to do – weaving nickel titanium into textile fibers for use in wearable products with a variety of applications. While that portion of the equation is new, the who is a team that brings experience in a variety of business and entrepreneurial settings.

Bob Taylor of Grand Rapids, Michigan, owns three businesses, including selling other companies' products in the federal marketplace. With approximately \$380 million in sales since 2008, he says, "We've become pretty good experts at navigating the complexities of the federal government."

And he expects to successfully partner with Recovery Force in that area. The reasons for his optimism:

"One is the extremely unique technology – it's like bringing materials to life. It adds a new dimension into fabrics and allows the company to address patient problems in a new and different way," he explains. "An example of that is deep vein thrombosis. It's just real cumbersome with the current technologies for the patients. It's what I call disruptive technology."

As for the people, Taylor believes it starts with a strong leader in president and CEO Matt Wyatt and extends throughout the team.

"The team brings a lot of strength and experience. That helps dramatically in dealing with some of the obstacles. You're going to face obstacles – whether it's raising capital, dealing with the FDA (Food & Drug Administration), operational issues. It comes down to how do you face that adversity."

Former Indianapolis Colts tight end



"I like the enthusiasm and what they've done so far. ... They are nimble enough, because they are small, that they can switch gears if need be."

Traci Dolan

Coby Fleener and long-time Indianapolis tech company executive Traci Dolan (ExactTarget and Made2Manage before that) are also among the Recovery Force advisors. They agree that the tech-team combination is a strong one.

"When you look at a company from the outside, you look more for a really impressive product and I think they have that," Fleener observes. "You look for intelligence in a team, continuity, a great meshing of minds – all those things are present in Recovery Force. So that makes for pretty powerful potential when it comes to being an impactful company at some point."

Dolan adds, "From a product development standpoint – going from idea to first prototypes I saw to what I saw last week (late May) – it's just shocking the progress that has been made. It's impressive and it's a small group of people doing it as well. I think that speaks volume to a couple of things. Matt is a tenacious guy. Two, the Indianapolis business community ... people really want to see others succeed. People avail themselves to help others. I think that's a really striking thing in Indiana."

Different perspectives

Members of the Recovery Force team heard Fleener when he was invited to speak to budding entrepreneurs at the original Launch Fishers in the basement of a Hamilton County library branch. The graduate of Stanford with a degree in Science, Technology and Society says some may have expected conversation about football and life in that world, but he focused on microcontrollers, code and similar themes.

"As soon as I kind of understood what they were building, my mind immediately went to churning on different ideas as to how the technology could be used in athletics. Immediate, sequential compression is something athletes already use today," he describes.

“The form factor and usability is pretty limited because they use air pumps. You’re really relegated to kind of sitting in one spot and staying there for 20 to 30 minutes. As soon as you can put this into a garment that you can wear around, you not only have a product that is 10x better but significantly better at the margins from a financial standpoint.”

“A lot of people look at the FDA and ISO (International Organization for Standardization) regulations as cumbersome and challenging,” according to Taylor, “but it’s fortunate in the fact that it gives you a really strong road map on bringing products to market safely. Recovery Force has to demonstrate the performance of the product,

special – whether that is in sports or business or life,” he asserts. “There’s absolutely no shortcuts, no easy way to get there. Recovery Force has put in the time and the effort necessary to build a strong base to grow upon.”

Bigger picture

Fleener and Dolan keep up with not only Recovery Force, but the emerging central Indiana technology developments. Fleener currently plays for the New Orleans Saints and Dolan lives in Arizona, although she serves on several boards within the state and considers Indianapolis to be home.

“Every year that I was there, it seemed like a scene of people wanting to build something and people starting to believe you can change the world from a small town in Indiana just as well as you can from Silicon Valley,” Fleener reflects. “The more that view becomes pervasive, the better it’s going to be for this country as a whole. In my time in Indianapolis, from year one to year four, I felt like that mindset was growing.”

Not surprisingly, Dolan believes workforce and capital are the key factors going forward. She applauds Scott Dorsey, Don Brown, Bill Godfrey, Mark Hill and others who have had success and are now supporting tech start-ups.

Despite making “leaps and bounds in having venture money, I think it’s always going to be a challenge to have the share that we should have. It’s that and it’s workforce. So far, we’ve been able to manage. It gets a little challenging at times to recruit more senior people into our community. Once they get here, though, they never want to leave.”

For Recovery Force, the outlook is positive based on past experiences.

“I like the enthusiasm and what they’ve done so far. It’s pretty impressive,” Dolan contends. “It is technology and it is a commercial product all at the same time. I look at the companies I have been involved with, where I played in the technology space, and it’s been software. This is beyond that. It’s similar but different.”

Taylor says he has enjoyed being alongside Wyatt during various meetings and “everyone he sits down with sees great potential. It doesn’t appear to me to be a product that’s going to have significant barriers. Sometimes you can struggle if your product is too revolutionary, I think of this technology as more evolutionary, so I think it has far greater potential than most new technology start-ups.”



“I’ve been impressed with their ability to go beyond their four walls.”

Bob Taylor

While Fleener has tried out some prototypes and brought the athlete’s perspective to what adjustments might be helpful, Dolan brings a financial background to the table.

“The advice I had for Matt early on was to surround yourself with really solid professionals who can help you in area of legal finance. Those people are extremely important to give you good counsel, good advice on fundraising, protection for IP, etc.,” she reveals.

Taylor notes that he has seen similar companies hindered by too much of an internal mentality.

“I’ve been impressed with their (Recovery Force’s) ability to go beyond their four walls,” he offers. “One of the company’s strengths is reaching out, pulling talent in and pulling experience in.”

Preparing to execute

Recovery Force is nearing the four-year mark from when Wyatt began brainstorming his next venture with co-founders Brian Stasey and Matt Waincott. Commercialization of the first products and/or licensing of technology is approximately six to nine months away. It’s a critical time in shifting from research and development to execution.

that it meets all requirements. And when you go from making prototypes and into production, you start to learn from manufacturing variables.”

While the growing variety of potential applications could prove distracting, Taylor says he and Wyatt have discussed the strategy.

“I think Matt has an approach of first things first and making sure the company executes on the highest priority and that’s crucial. More inexperienced teams might be trying to execute on multiple fronts. But I think Matt has a good balance of looking for partners in certain areas but not distracting his team from executing on what is right in front of them.”

Dolan says prioritization and early results will be crucial, but another advantage could come into play. “They are nimble enough, because they are small, that they can switch gears if need be.”

Fleener recalls that the time frame tossed about in Silicon Valley for building a business to successfully stand alone or be sold is 10 years.

“That may seem like a long time, and in a lot of respects it is. At the same time, people probably discount the amount of work that goes into building something that is really

TECH TALK: COMPANIES, SPACES AND PEOPLE

Anderson: We Want Your Businesses Now

Trying to attract entrepreneurs to a community requires innovative approaches as the competition is intense. A partnership led by Anderson University (AU) did just that earlier this year with one of the early successes music to the ears of university and city officials.

Kirby Gilliam, owner of PlainSong Music Services, grew up in Anderson and is a 2010 AU grad with a degree in music education. She started her business in mid-2016 with services including the growing field of music therapy (using music as a tool to reach non-musical goals), adaptive lessons (music training for people with special needs) and private lessons (guitar, piano, ukulele and voice).

Preparing for her June 2017 wedding, she and her fiancé “had been talking about moving to Noblesville or Indianapolis. But the Anderson Now program has given us incentive to stay. The more we researched and thought about it, we realized we could do good things in this community – there’s so much need and possibility there.”

Anderson Now is selecting 10 Indiana college graduates who are willing to move or start their business in the city and providing them with up to \$25,000 each in educational loan repayment. That initially attracts some, including Gilliam.

“I thought it was really neat,” she says of her initial reaction. “But I had already established a business and I didn’t know if this was for me. I was a little apprehensive. I read about it a little bit more and my fiancé said, ‘Go for it!’ So I went for it and here we are.”

While the loan repayment might be the attention grabber, both Gilliam and Deborah Miller-Fox, an AU professor and director of the university’s IDEA-U initiative, believe the other aspects of the program carry greater significance.

“It’s the mentoring and support. Owning your own business can be a really lonely road. And starting a new business can be overwhelming and lonely and terrifying,” Miller-Fox imparts with a chuckle. “Because you don’t really know what you don’t know. This is an opportunity to become part of a community of other small business owners here in the city of Anderson.

“Another really valuable piece is that you have to complete an online application through the Bankable microloan program. You’re not required to accept a microloan, but that process helps us to vet their application. It helps us determine if they are viable for the program and it makes them pre-approved for a loan if and when they need that. Bankable also does a lot of mentoring and education.”

All Anderson Now participants will have access to the IDEA-U innovation lab, created to foster collaboration and entrepreneurship on the AU campus. It will function as a type of co-working space, with the added ability of “drawing on the intellectual capital of faculty and staff.”

PlainSong Music Services and a lawn care/landscaping business were part of the program as of this interview in mid-May. Miller-Fox notes a handful of others were far along in the application process. There were 24 inquiries in the first three months, with approximately two-thirds having some connection to AU.

“Our alums seem excited about the program and the way that we’re trying to attract people to the city of Anderson,” she conveys. “We’re trying to be as non-prescriptive as possible. We’re willing to be surprised. We don’t want to squelch a business or an opportunity because it didn’t fit into the box that we imagined initially. We do require that they live here in Anderson. We want them engaged in the community.”



Anderson Now participants will be able to utilize the IDEA-U space on the Anderson University campus.

Co-Working With a Twist in Wabash

Co-working spaces are emerging with increasing frequency. But how many meet these criteria:

- An insurance and risk management company is leading the way
- There is absolutely no cost to utilizing the space
- It’s located in a small city

The community is Wabash. Parker Beauchamp is CEO of INGUARD, a business that traces its roots back nearly 150 years. He describes what makes this collaboration special.

“It’s unique that a university (Manchester) has partnered with a private, for-profit organization like INGUARD, has their signage on our building and has space throughout our building. With a third partner in there (the Economic Development Group of Wabash County), what a perfect marriage between government, a collegiate institution and private enterprise. That’s cool, and I think a lot’s going to come from it.

“We’re doing it for free and we didn’t use anybody else’s money to build it,” Beauchamp continues. “We’re doing it for free because I want to make a contribution and we’re drawing a battle line for rural America right here in Wabash, Indiana. It’s a fight that I want to help in any way I can.”

Adversity struck early. Just a week after the February 28 grand opening of Innovate at INGUARD, a nearby lumber yard fire necessitated more than a month of work to remove the smell from the building. But users have come, with Beauchamp estimating 500 people taking advantage of the space in its first 45 days.

A variety of entrepreneurship, fellowship and business consulting programs are among the offerings. Schools and non-profits are taking advantage. One of the first users was researchers from Duke University, in town to study the Wabash County Promise program.

Beauchamp says it will be a number of years before its success can be determined. But for now, he cites “university signage in downtown Wabash, on a company on the move

RESOURCES: Anderson Now at www.anderson.edu/academics/idea-u/anderson-now | Kirby Gilliam, PlainSong Music Services, at www.facebook.com/plainsongmusicservices

choosing to do business in a rural town – that creates a certain energy for the downtown, hopefully starting to move the needle culturally to become more mindful about innovation and entrepreneurship.

“We’re not going to win by stealing a company from another community; we’re going to win by what we can breed up through the people we have here. Companies that stay become community partners, they volunteer, give money and are more responsible for long-term development. That’s our hope – to get things started.”

For now, he remarks, the best thing is the “vibe for the space in general. You go down there, it’s light and airy; it breeds creativity and an atmosphere of fun. It’s just so different than anywhere I go and I’ve

been to some really cool headquarters – this is right there with them.”

Beauchamp speculates on the future: “By the end of the year, I’d love to have 100 active users – individuals with a job who have access to the building 24/7, 365, trying to start a company, trying to get something going. We want to engage all levels of schools. I hope we have put some roots in those relationships.”

Ultimately, it comes back to his hometown and trying to making a difference.

“Yeah, these spaces are popping up. Ours has been in the works for a year and a half. We’re doing it in a part of the world, though, where they’re not popping up all over.”

RESOURCE: Parker Beauchamp, Innovate at INGUARD, at www.inguard.com/innovate

Making It Work Well Remotely

Co-working spaces are commonly regarded as the place for entrepreneurs to develop their dreams. But Jeff Middlesworth, chief product officer for Emma (a Nashville, Tennessee-based provider of email marketing software and services) has found an additional benefit.

Middlesworth, hired as the second full-time employee of ExactTarget in 2001 and part of that team for 14 years, works remotely. He spends part of his time at Launch Fishers.

“At Launch Fishers, there is a big community that has been touched by or directly worked for ExactTarget. I remember the first couple of times I started to go there, it felt like a small reunion of sorts,” he recalls. “It’s fun to walk by someone and say, ‘Remember when we went through this one thing at ExactTarget; do you remember how we did that?’

“You just get to ideate with some folks. Just having that community to bounce ideas off of, particularly those who have gone through it before, is just fantastic. Sometimes the perspective of those folks is phenomenal. That was an unexpected bliss moment for me.”

Middlesworth, with his wife and four daughters, had no desire to leave central Indiana. He is able to successfully lead engineering, product management and product development units because of the philosophy at Emma. A majority of executives and about a quarter of the engineers on his team do not live in Nashville.

“If you’re going to be the only remote employee out of 200, 300, it’s probably not going to work out very well,” he shares. Speaking of the engineers and home bases that

include Michigan, North Carolina and Oregon, he adds, “We just want talent wherever talent can be found. Remoting is part of the Emma culture.”

But he does travel frequently. To Nashville and to many customer locations. He plans diligently in order to avoid too many nights away from home, with direct flights playing a critical role in visits to cities such as San Francisco, New York, Seattle and Portland, Oregon.

“(Of those four), the only one we don’t have a direct flight to is Portland. That really, really helps you not spend a lot of time away from home. For San Francisco, it shaves off probably eight hours of travel time on a round trip. I can head out there, only be gone one night and still have a day and a half of really great productivity. Those direct flights make a big difference.”

While Indianapolis has enjoyed strong success in adding to its direct flight portfolio, ironically there is no such connection to Nashville. That makes driving the better option, with no shortage of preparation to ensure high productivity while on the road and at the company’s headquarters – as well as returning after typically no more than two nights away.

Working remotely and in the high-energy climate of a Launch Fishers has its advantages, but Middlesworth does cite one challenge.

“The disciplines and industry we are in are fast moving, a little chaotic but also creative. In all three of those, collaboration is critical. The problems you solve are complex, the user experiences you want to build have a lot of intricacies to them,” he explains.



“If you’re going to be the only remote employee out of 200, 300, it’s probably not going to work out very well. We just want talent wherever talent can be found. Remoting is part of the Emma culture.”

– Jeff Middlesworth

“When you want to collaborate, that’s hard. The technology of videoconferencing has made this so much better, but what hasn’t been fixed yet in my opinion is the whiteboard.

“When spending time together, sometimes the most impactful moments in my world are at the whiteboard. Working through a problem, drawing diagrams, articulating things in a visual manner. Sometimes you draw a couple of boxes with a line between them and it makes things a lot better.”

RESOURCE: Jeff Middlesworth, Emma, at www.myemma.com

LET THE SUNSHINE IN(DIANA)

By Charlee Beasor



If you're looking for an up-and-coming industry in Indiana, just look up (though you might need to squint).

While other sunnier states might initially come to mind when thinking of solar power, the impact of the sun on Indiana's energy landscape is growing.

Though the overall percentage of the state's electricity generation from solar is only 0.28%, Indiana ranks 22nd nationally for solar power produced (up two spots from 2016), according to the Solar Energy Industries Association (SEIA).

The Solar Foundation's 2016 *National Solar Jobs Census* reveals job growth in the solar industry in Indiana as well. Almost 1,200 jobs were added in 2016, a growth rate of 72% over the prior year.

Other SEIA examples of economic potential:

- There were 84 solar companies in Indiana and 2,700 solar jobs in 2016

- The total solar investment in the state to date is \$358 million, with over \$100 million invested in 2016 alone

The census also gives national context: The solar industry employs twice as many Americans as the coal industry and as many as the natural gas industry. Additionally, the national median wage for solar installers is \$26 per hour, and 67% of solar jobs don't require a bachelor's degree.

SEIA reports that solar prices (for consumers and utilities) in Indiana have declined considerably over the last five years. It also projects growth of 623 megawatts (MW) over the next five years in Indiana, ranking 24th nationally (total installation to date is nearly 217 MW).

Indiana might be a four-season state with the challenge of intermittent solar power, but the outlook for the solar industry is sunny.

Shining examples

Lower solar energy prices, less expensive material costs and environmental regulations have contributed to the growth.

Solar Power on the Rise



Indiana Municipal Power Agency (IMPA) Executive Vice President and Chief Operating Officer Jack Alvey (right) highlights one challenge of putting solar farms in each of the company's 61 Indiana communities – finding the proper land to acquire, especially in the smaller towns. The broad reach is a goal of IMPA President Raj Rao (left) and the organization's board of directors.

also honored Indianapolis with a silver designation (the program rates cities gold, silver and bronze).

Additionally, the city of Goshen (in an effort to attain a future SolSmart designation) has recently changed zoning rules to make it easier for citizens to install solar power systems.

And the investment from utilities in solar arrays keeps coming as well. Vectren Corporation in Evansville recently announced its first two solar projects – one in cooperation with the city of Evansville – as its entry into the solar game. (Read more about Vectren's plans and how utilities plan for the future in the sidebar on page 46.)

Lighting the way

The second largest solar farm in the state came online in February (second to the 87,000-solar panel operation completed in 2014 at the Indianapolis International Airport).

The Duke Energy Indiana large-scale solar power plant located at Naval Support Activity-Crane (NSA Crane) is a 17MW solar array comprised of about 76,000 panels across 145 acres. The \$41 million project came online in February and a ribbon-cutting ceremony took place in mid-May.

"Since 2005 we have been reducing our carbon emissions, so when we've found opportunity to replace or retire coal generation with economic renewable options, we did," offers Duke Energy Indiana President Melody Birmingham-Byrd. "We're reducing our carbon every single year and working to find

economic renewable opportunities."

She feels Hoosiers should take pride in the new energy resource at NSA Crane.

"It was a privilege working with the Navy and the more I think customers and Hoosiers learn about this base and what they do – not only for the state, but for the country – not that they would appreciate this project, but they would appreciate this gem we have in this state."

The solar system offers the Navy more energy security and independence, should it ever need to disconnect from the grid, Birmingham-Byrd observes.

"If our mission is to help others achieve their missions, especially (the Navy's mission) – we support that effort," she declares.

"We have a great track record of providing renewable generation and we are committed to reducing our carbon emission footprint over the next 10 to 20 years. As we reduce our carbon footprint, we know that would be accomplished with the help of additional solar projects, additional hydro, wind, battery storage," Birmingham-Byrd continues. "We continue to assess those opportunities."

Bright ideas

If you're looking for low-maintenance energy generation, look no further than solar. Jack Alvey, senior vice president of generation for Indiana Municipal Power Agency (IMPA), highlights the upfront investment costs of solar construction and installation as the most expensive part of the process.

While you might not be able to see it from the road, the new IKEA store under construction in Fishers is getting a solar rooftop that will power the building when it opens this fall. It will be the largest retail solar rooftop in the state. IKEA has installed solar rooftops on each of its U.S. locations.

Communities are also investing in solar. Three Indiana cities – Goshen, Indianapolis and Nappanee – participated in the 2016 SolSmart Cities Challenge. The National League of Cities challenged cities to tally the solar-friendliness of their local policies. Of 16 participants, two – Fremont, California, and Kansas City, Missouri – were selected as winners.

The U.S. Department of Energy-funded SolSmart solar-friendly communities program

Utilities Plan for Diversified Mix

By Charlee Beasor

Indiana's energy portfolio has changed significantly in the last 10 years.

A reduction of coal-generated electricity and substantial increases from natural gas and wind sources have been the largest factors shaping Indiana's increasingly diverse energy mix.

The February 2017 edition of *Stateline Midwest*, a publication from the Council of State Governments, includes a chart of net electricity generation sources for Midwestern states from 2005 to 2015. Indiana's highlights include (see graphic):

- Almost 97% of the state's electricity in 2005 was generated using coal; in 2015, the percentage had dropped to 77.8%
- Natural gas produced just 2.7% of the state's electricity in 2005; it was up to 15.5% in 2015
- Wind power accounted for zero of the net electricity generation in 2005; that number climbed to 4.5% in 2015

The *Wall Street Journal* reported in May that the push for renewable sources such as wind and solar is extensive across the country, due in part to lower costs (prices are 57% lower than in 2010 for both types of power) and compliance with state and federal emissions regulations.

Long-term planning, public process

Utility companies serving Indiana have actively pursued greater investment in renewable energy.

Those investments are recommended and reflected in public, 20-year energy plans that utilities file with the Indiana Utility Regulatory Commission (IURC). Known as Integrated Resource Plans (IRP), they were previously filed every two years, but a 2015 ruling changed the requirement to every three years.

Marc Lewis, vice president, regulatory and external affairs for Indiana Michigan Power (I&M), notes that an IRP is a helpful resource for long-term planning.

"An IRP is a tool that management uses to make decisions about the future of the company and how it affects our customers. It's not the end all, be all. ... This is a process we go through that is very live and dynamic and we are constantly evaluating what the options are for what our load is," Lewis explains.

Stakeholders – utility customers, community leaders and local governments, among others – can file public comments with the IURC.

"We find the stakeholder input to be valuable. We want to serve customers the way customers want to be served," Lewis reveals. "In the 2015 IRP, we made some changes in part based upon our stakeholder feedback."

He adds that customer cost is one of the most important considerations when determining how to move forward for the next 20 years.

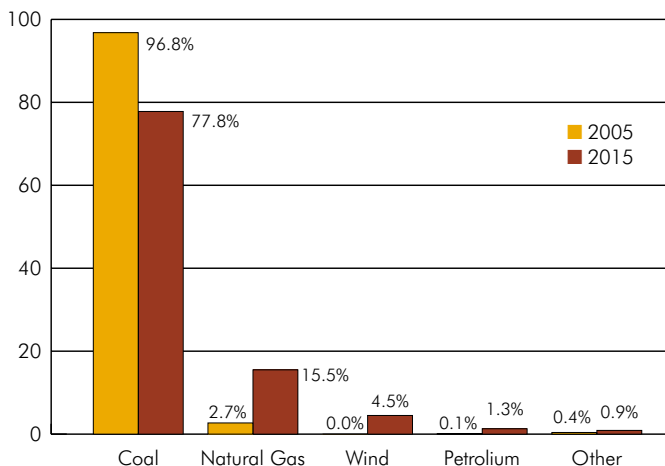
"We're mindful of the fact that our customers have a lot of things they have to use their income on ... and we try to keep that in mind as we look for cost-effective solutions," he contends.

Natalie Hedde, director of corporate communications for Vectren Corporation in Evansville, acknowledges that while pleasing everyone is not possible, the IRP dialogue is given strong consideration.

Vectren's 2016 preferred portfolio plan emphasizes energy efficiency and the construction of a new combined-cycle gas turbine,

Indiana's Changing Energy Mix

2005 vs. 2015



Source: Council of State Governments

as well as its first solar projects. It's a contrast from previous coal-heavy recommendations.

"Depending on what individuals or what different groups are passionate about, we heard everything on the board from, 'We're glad to see Vectren taking a step, but why would you not do more?' Others are on the coal side. It would be impossible to have a plan every stakeholder would be satisfied with," she maintains.

The answer to "Why not more?" Hedde says, is about balance.

"We are very much responsible for the sustainability of the portfolio we choose and how secure that is going to be. The sun isn't going to shine all the time," she states. "Whatever direction we choose is (going to be) very, very reliable."

Starkly different recommendations

I&M, with headquarters in Fort Wayne, serves over 460,000 Indiana customers and 128,000 in Michigan. The utility's preferred portfolio plan for its 2015 IRP includes maintaining its coal-fired power plants, continuing operation of its nuclear plant and adding large-scale solar resources, wind resources and natural gas combined-cycle generation (which burns natural gas in combination with steam).

Going back two decades, Lewis notes, one will find a much different IRP.

"The resources have changed considerably. When you look back maybe 20 years ago, we still had three different coal-fired plants, some nuclear and a little bit of hydro," Lewis recalls. "Things have really changed. It is more diverse and we are looking at more renewables."

Energy efficiency, new construction

Vectren also released in February a seven-year energy infrastructure modernization plan, which calls for upgrades to the electricity grid to meet the needs of advancing energy technology. The company serves over 144,000 homes and businesses in southwestern Indiana.

While environmental regulations in 2015 (the Obama

Continued on page 48

RESOURCES: Indiana Utility Regulatory Commission: Integrated Resource Plans at www.in.gov/iurc/2630.htm | Natalie Hedde, Vectren Corporation, at www.vectren.com | Marc Lewis, Indiana Michigan Power, at www.indianamichiganpower.com



Hoosier Energy contractors install panels at a solar site on Interstate 74 near the Greensburg interchange. The 1MW array is one of three under construction and will be one of the 10 in the organization's coverage area in southern and eastern Indiana (Hoosier Energy photo).

"There's no fuel cost. For the operation and maintenance, there's no moving parts and rotating machinery is minor. The biggest operating cost is just keeping the grass mowed," he quips.

IMPA serves 61 Indiana communities and one in Ohio, with its largest population centers in Anderson and Richmond. Its energy portfolio is a mix of coal-fired and natural gas generating plants, along with long-term power purchase agreements for wind and nuclear power.

Additionally, the company has installed 13 solar parks since 2014 and four more are under construction. IMPA's solar power is about 2% of its energy portfolio; all renewables make up about 4.5%.

"We've been putting in roughly 10MW per year," Alvey explains. "We have four more projects that are underway and those are in Anderson, Greenfield, Flora and Spiceland."

IMPA's investment in its 8MW solar project under construction in Anderson (the largest for the utility) is between \$11 million and \$12 million. The 3MW farm in Greenfield costs around \$4 million. Its smallest solar project is in Waynetown with a .25MW-sized park.

"The goal is to have a solar park in each one of the communities (IMPA serves). We're working toward that," he comments.

Alvey says local communities have been receptive to the various solar projects.

"The local government has been very supportive and the vast majority of the customers have been supportive also. They

look it as innovative, like this new power supply that's clean and quiet in their town."

Solar power in local communities also spurs economic development, Alvey contends.

"We work with the economic development groups. ... They get these inquiries from prospective businesses and a number of times the question has been asked, 'What percentage of your power supply is renewable?' Our program has helped them give probably a more favorable answer for what some of these companies are looking for."

'Cloudy as a crystal ball'

Bloomington-based generation and transmission cooperative Hoosier Energy is owned and operated by 18 member systems in southern and eastern Indiana. As a cooperative, its customers are also the owners.

And they're not wasting daylight when it comes to their solar and renewable energy plans.

Heath Norrick, manager of renewable energy at Hoosier Energy, explains that the company's resource mix has changed

Duke Energy and the Department of the Navy partnered to install Indiana's second largest solar farm at Naval Support Activity-Crane. The company is also funding \$1 million in research into battery storage at the Battery Innovation Center.



dramatically over the last two decades. Its portfolio is about 55% to 60% coal, 35% natural gas and 7% renewable energy.

"That's changed drastically," he emphasizes. "When I started in the year 2000, we were 100% coal. In the 17 years I've been here, the diversification has just been incredible."

The push for the diversification has come from the Hoosier Energy board of directors. They set a goal of 10% renewable energy sources by 2025 for the portfolio.

"Each member system has a director that sits on Hoosier Energy's board, and they all get a vote to the direction of the company," he offers. "They've been visionaries now for well over a decade and implemented the renewables policy back in 2006. It wasn't a popular topic at all back then."

Norrick notes that the rural, agricultural background of many of the member communities is behind the renewables push.

"It's a voluntary goal for us to be able to do that outside of state or federal government mandates. It's part of the co-op culture to focus on the environment," he adds.

How much of that 10% will end up being solar is not certain.

"Solar is a very small portion; it's less than 1% right now. It's as cloudy as a crystal ball," Norrick remarks. "I think solar is going to be a really important part of getting from 7% to 10%. As solar costs go down, and it matures and develops ... it will be an important piece of our portfolio going forward."

Hoosier Energy has 10 solar projects (1MW each) in its service area, including in Spencer, Henry and Clark counties along with three in the Johnson County REMC area. Three are currently under construction, including the first solar farm for Bartholomew County. Each costs approximately \$2.7 million.

Jackson County REMC general manager Mark McKinney explains that educating REMC members is one of the most important pieces of the Hoosier Energy renewables goal.



Educating current and future customers about investments in solar power and other sources is one task for utilities as the impact of renewable energy grows in Indiana.

"I think people have the tendency to flip the light switch on and don't take into consideration (the source). It charges us to make sure our members understand because we feel like it fits ... trying to offer multiple sources into the portfolio and educate our members about that."

Large-scale solar operations, such as the Hoosier Energy projects, are a cost-effective way for customers to use solar power, McKinney offers.

"We support solar. ... What Hoosier Energy has been doing for the member systems is providing a large-scale solar option which drives those costs lower. It is a visual for our members to see what it really is and the difference between a rooftop system and a utility-scale system," he says.

Save it for a rainy day

While all acknowledge Indiana will most likely never exist primarily on solar power, there

is potential for continued growth in the industry.

"One of the challenges is the fact that as you look at solar in general, we have to balance the desire for renewable energy with the fact that it is an intermittent power source. We still have to produce energy around the clock," Birmingham-Byrd maintains.

One opportunity for more solar capability is battery storage of solar power. Duke Energy Indiana is actively involved in researching such possibilities.

"We have invested \$1 million at the Battery Innovation Center, which is also another great asset in the state of Indiana, to research how we in the industry could better store this energy that we are able to generate using renewable resources," she adds.

"We're hoping we'll be able to bring down the cost of renewables and make renewable generation more sustainable and reliable, and help provide energy when the sun isn't shining and the wind isn't blowing."

RESOURCES: Jack Alvey, Indiana Municipal Power Agency, at www.impa.com | Melody Birmingham-Byrd, Duke Energy Indiana, at www.duke-energy.com | Heath Norrick, Hoosier Energy, at www.hepn.com | Mark McKinney, Jackson County REMC, at www.jacksonremc.com | Solar Energy Industries Association at www.seia.org | The Solar Foundation at www.thesolarfoundation.org

Utilities Plan

Continued from page 46

administration's Clean Power Plan, among others) and low natural gas prices are factors taken into consideration in the IRP, balancing its energy generation between customer impact and safe and reliable generation are the highest considerations of the utility's planning, Hedde notes.

Vectren also recently announced two 2MW universal solar projects – the utility's first – which will be operational in 2018. One is in

coordination with the city of Evansville and will be constructed on unused city land; the other will be constructed along Highway 41.

"I think the world just continues to evolve. That's why the IRP is a process that is not done once and revisited for another 20 years. The whole purpose is to evaluate the world as it is at the time. The world continues to change, Vectren is going to evolve with it," Hedde concludes.



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Duke Energy is now delivering more power from the sun to our Indiana customers.

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Last summer, the state also approved our plan to invest \$1.4 billion over the next seven years to upgrade our equipment and strengthen our system against storms and outages. We are modernizing the grid with technology to deliver services that our 820,000 Indiana customers expect. Every day, in every way, we have our eyes firmly fixed on building a smarter energy future for Indiana.



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Uncertainty is the New Certainty

Evaluating the EPA in the New Administration



Terry Hall



Joshua Andrews



Max Kelln

Every new presidential administration takes office with plans to implement its own governing philosophy through changes in the federal agencies it takes over. This period of transition, as a new administration moves in and gears up, causes some uncertainty as businesses try to figure out how the new approach may affect them.

Scott Pruitt, the new Environmental Protection Agency (EPA) administrator has promised a “results-driven approach to managing the agency, with a goal of creating greater certainty for businesses and direction for the states.”¹ Administrator Pruitt is also emphasizing his belief that environmental protection can co-exist with economic expansion and that he will look for opportunities for the EPA to support economic growth.²

It is still very early, but the new administration has laid down some markers on how the EPA intends to operate differently in the Trump administration. They include:

- 25% budget cut with large cuts to enforcement, compliance, regional programs and grants
- Discussions of eliminating at least one field office (Region 5 in the Great Lakes states)
- Reduced staff and early retirement buy-outs to experienced senior personnel
- Emphasis on economic growth in evaluating environmental protection
- “Pay as you go” and “one in, two out” executive order
- Withdrawing from the Paris Climate Accord

Congress has also signaled it intends changes to the EPA, with the House potentially re-considering the “Secret Science Reform Act” that would place restrictions on the kinds of scientific studies the EPA could rely on in its rulemaking.³ The intent from both Congress and the administration is an EPA that has a smaller footprint and smaller staff, with fewer rules and regulations that are more limited in scope and sensitive to economic data.

“Rolling back the regulatory state” is the framework for the changes.⁴

What to look for?

In the immediate term, there may be increased uncertainty as the structural changes are implemented. The agency has yet to staff up with many of the leadership roles still vacant under Pruitt. If the proposed buy-outs are successful, the agency may lose much of its institutional knowledge and expertise – perhaps a good thing for implementing structural change, but in the short term may lead to inefficiencies in the permitting process, mistakes in rulemaking procedures and some initiatives just withering away.

The reduction in force at the federal level, including the elimination of at least one regional field office, could result in more regulatory efforts at the state and city level – thus subjecting businesses in multiple jurisdictions to enhanced differing jurisdictional enforcement. However, the budgetary elimination of most grant and financial support for states and cities means they may not have the funds to take it on.

Trump’s executive order requiring the elimination of two regulations for each new regulation proposed, with zero incremental cost, may be harder to implement than expected. First, the procedures for eliminating and/or replacing an enacted rule require significant periods of time to complete. Second, the proposed changes are likely to draw multiple legal challenges that could tie up any actual change for a long time. Administrator Pruitt should be familiar with this strategy as he deployed it against the EPA prior to becoming its administrator.

Following Paris

Finally, even though the President has withdrawn the United States from the Paris Climate Accord, governors, mayors and businesses have stepped forth stating their intention to continue to participate and to move forward with the actions called for to reduce carbon emissions. The states of California, New York and Washington have formed a coalition to comply with the Paris Climate Accord and Michael Bloomberg, the former mayor of New York, along with other philanthropic members will pay the \$15 million the U.S. would have paid to the Climate Secretariat at the United Nations.

The upshot is that while the EPA will not likely be enforcing any greenhouse gas emission reduction programs, companies doing business in the U.S. (and most certainly internationally) likely will be subject to reduction targets both in the U.S. and abroad.

What is clear is that this EPA will be far less proactive than under the previous administration. Both the President and the EPA’s administrator seem focused on reducing the role of the agency generally, more so than using it as a tool to implement any particular policy objective. It remains to be seen if the idea of using the EPA as a tool for economic growth essentially means having the EPA do nothing.

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¹ Scott Pruitt, EPA administrator, at the Faegre Baker Daniels 2017 Energy & Environmental Symposium, May 15, 2017.

² Id.

³ H.R. 1030 – Secret Science Reform Act of 2015, Rep. Lamar Smith, R-TX-21

⁴ Scott Pruitt, at CPAC, February 24, 2017.

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By Matt Ottinger

CHARGING AHEAD

Battery Storage Advances Provide a Jump Start

Lithium ion. Lead acid. Redox flow.

While these may sound like intriguing names for burgeoning heavy metal bands, they are actually some of the more commonly used types of batteries.

Batteries have taken on a critical role as energy storage becomes the generator that illuminates the United States and other civilized nations. David Roberts, president of the Battery Innovation Center (a non-profit innovation lab in the WestGate@Crane Technology Park) reveals battery evolutions are becoming much more ubiquitous in daily life and a resurgence of investment capital is flowing back into energy storage.

"People are finally understanding energy storage becomes an enabler for other things – just like the Internet of Things becomes an enabler of other things," he says, pointing to the crossover of battery development into the tech sector.

Roberts notes battery applications are not just in transportation, but drones, wearables, microgrids and even agribusiness as large farming operations begin to enlist battery-driven robot vehicles.

Sunnier days for storage

Indianapolis Power & Light Company (IPL) and its parent company AES Corporation are taking an all-of-the-above strategy on energy production and battery storage is a critical component in the effort. IPL has earned international accolades from the Edison Electric Institute for its Advancion Array platform – the first grid-scale, battery-based energy storage system in the 15-state Midcontinent Independent System Operator (MISO) region.

IPL is now using AES' Advancion 4, the fourth generation of this technology. Richard Benedict, the company's director of project development, explains the latest iteration stems from lessons learned from previous models and can instantaneously match supply and demand of electricity. An IPL statement also reports it helps balance out intermittent resources like wind and solar energy.

"The batteries are like a Swiss Army knife; they can do a lot of different things," he notes, adding the lithium-ion batteries used are similar to those found in a Chevy Volt or Tesla Model 3. "Here in Indianapolis, we're providing primary frequency response, but in other places the Advancion system is providing capacity and storage of renewable energy and backup energy for the grid.

"The Advancion system is in four continents and now the figure is close to four million megawatt-hours (of delivered service), so it's really about taking these products and adapting them to what customers need," Benedict adds. "For example, in Chile the grid stretches out for a long distance in a remote area. You have these long transmission lines and if you lose something, you might have a problem in that local area."

IPL has deployed almost 100 megawatts of solar energy through nearly 40 solar farms in the last several years. Indianapolis was also recognized by the Environment America Research & Policy Center as being the city (behind Honolulu) with the second highest amount of solar panels installed per person.

Benedict projects drastic decreases in the use of coal and oil in the region and hopes regulations can keep pace with battery storage progress.

"I think the biggest thing is you have to have the right regulations in place," he asserts. "Batteries can do a lot of things. The rule shouldn't be: 'To be a generator, you have to look like a classic coal plant or natural gas plant.' If you can put a battery somewhere instead

of a transmission line, you should be able to put a battery in.”

Lead is not dead

When the average Midwesterner hears about lead, it’s often in a negative context. Lead pipes poison Flint, Michigan and tainted water troubles East Chicago. Lead has also been deemed a scourge in paint, plates and much more.

Yet lead acid batteries, which power not only modern automobiles but also cell phone towers, large data centers and many industrial applications, should not be met with the same scorn, according to Terry Murphy, president and CEO of the Hammond Group.

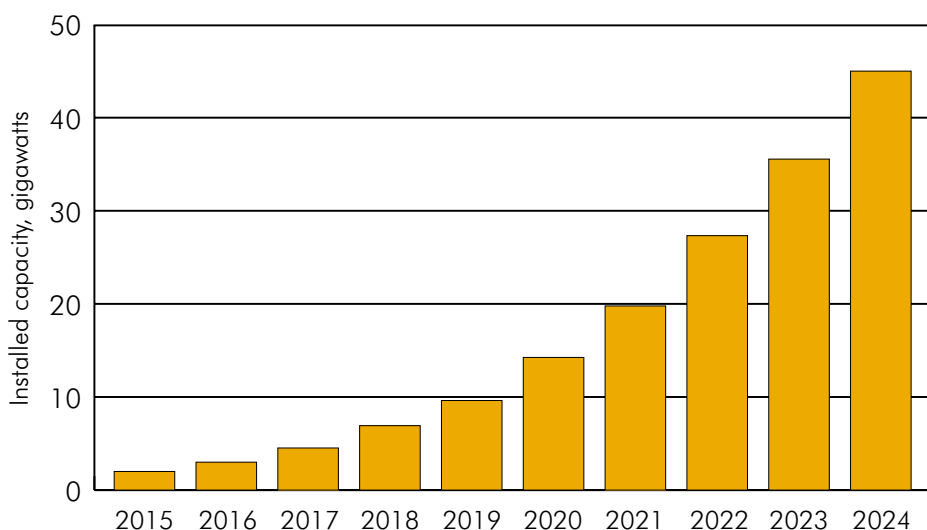
Hammond Group, which has two facilities in Hammond and others in Pennsylvania, Asia and Europe, focuses on advanced chemistry and making batteries better using additives, advanced carbons and other materials that help batteries charge.

“Lead makes sense in a battery,” Murphy explains. “What’s interesting is that lead acid batteries are the most recycled consumer product on the planet, which I don’t think people appreciate. The lead acid battery in your car came from another lead acid battery. The plastic, the acid in the battery and all the lead – 99% of that battery goes into the next battery. It’s an amazing technology because it’s so sustainable.”

According to Battery Council International (BCI), experts estimate that 80% of lithium-ion batteries will end up in landfills. BCI awarded Hammond Group with

Battery Boom

Global energy-storage capacity is forecast to increase 15-fold by 2024



Source: Bloomberg New Energy Finance

its 2016 Innovation Award for the company’s advances in battery chemistry – namely in charge acceptance and cycle life.

“When your phone’s halfway down, you can plug it in and in about half an hour it’s back to 100%,” Murphy explains, describing the concept of charge acceptance. “Lead acid batteries historically haven’t worked that way. If your battery’s getting bad, you might put a trickle charge on it overnight and hope it’s good in the morning.”

Hammond Group develops mixes with additives, known as “expanders,” that have

advanced carbons and materials added into the paste that allow batteries to behave more like lithium ion and charge quickly.

“We also worked to increase cycle life so the number of charges it could take dramatically increased,” Murphy adds.

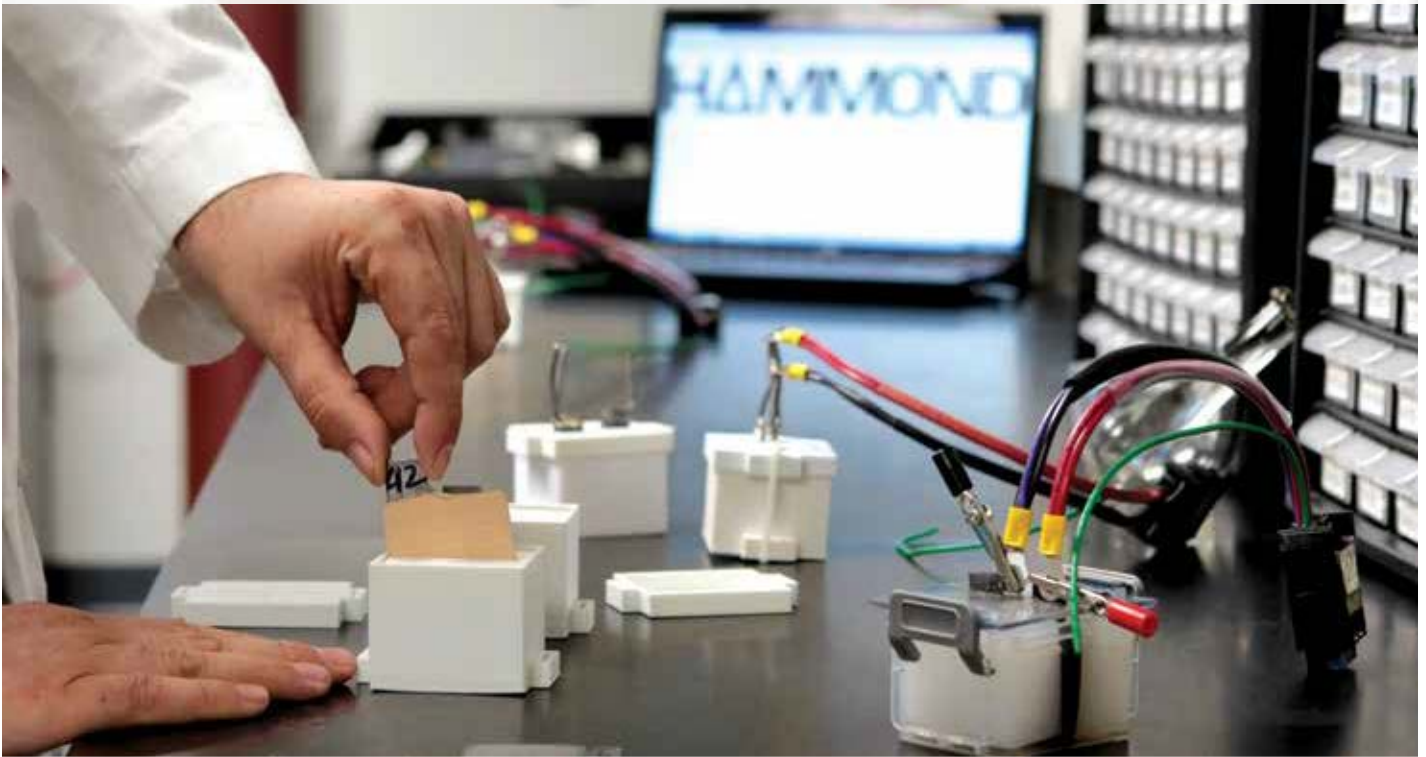
He asserts lithium-ion batteries have also fallen short of performance projections in hybrid automobiles.

“That’s still with the federal government subsidizing a hybrid automobile up to \$7,500 (via a tax credit),” he points out. “That’s a lot of taxpayer money and there’s still no



An engineer performs tests in the Battery Innovation Center lab, while lithium-ion batteries help Indianapolis Power & Light continue to revolutionize energy storage.

Hammond Group improves battery life by creating optimal additive mixes, striving to get the most out of lead acid batteries. CEO Terry Murphy welcomes a diversity of models in the effort to maximize energy efficiency.



elasticity in that marketplace. The reality is the lithium-ion battery is just too expensive. And if they run out of life, the problem is it's not for the entire life of the automobile. So if the battery pack costs you \$10,000 to replace, it may cause a premature end of life on the entire asset."

Enhancements in powertrains and usage of superchargers could be a breakthrough in maximizing potential of lead acid batteries, in Murphy's opinion, as development is currently underway with several car manufacturers. He foresees affordable "true hybrid" cars that combine torque, acceleration and high gas mileage in the near future.

Feeling the flow

Flow batteries, which are rechargeable and use electrolyte liquids and electrochemical cells, are another avenue for automobile enhancement. Purdue researchers have developed the "Ifbattery," an instantly rechargeable battery that could revolutionize hybrid and electric vehicles. The innovative aspect of the battery is that it lacks a membrane.

"Membrane fouling can limit the number of recharge cycles and is a known contributor to many battery fires," says John Cushman, Purdue professor and Ifbattery LLC co-founder, in a statement. "Ifbattery's components are safe enough to be stored in a family home, are stable enough to meet major production and distribution requirements and are cost effective."

A benefit, according to researchers, is these batteries would not require recharging stations and the infrastructure redevelopment that goes along with their construction. It would use an energy storage system that would enable drivers to fill up their electric or hybrid vehicles with fluid electrolytes.

Powerhouses

Households of the future could soon be taking a more independent

approach to power. This concept became more mainstream when Elon Musk unveiled Tesla's Powerwall technology to the public in 2015, in which a rechargeable lithium-ion battery is attached to a home (and ideally paired with a solar panel system).

"That's frankly not new technology," Roberts reveals. "It's just that Musk has a way to make things much more sexy and attractive. But I'd say the big change is we've gotten much better PR for what storage can do."

This distributed storage concept augments the benefits of placing energy closer to the consumption site.

"I think home energy storage is a major development with the ability to microgrid – the ability to detach from the main grid and be able to sustain your base activities using storage on site," Roberts proposes. "It's basically like being able to turn off city water and go to well water in the event of a disaster."

He predicts that savvy home buyers may soon include batteries as a "must-have" in search criteria.

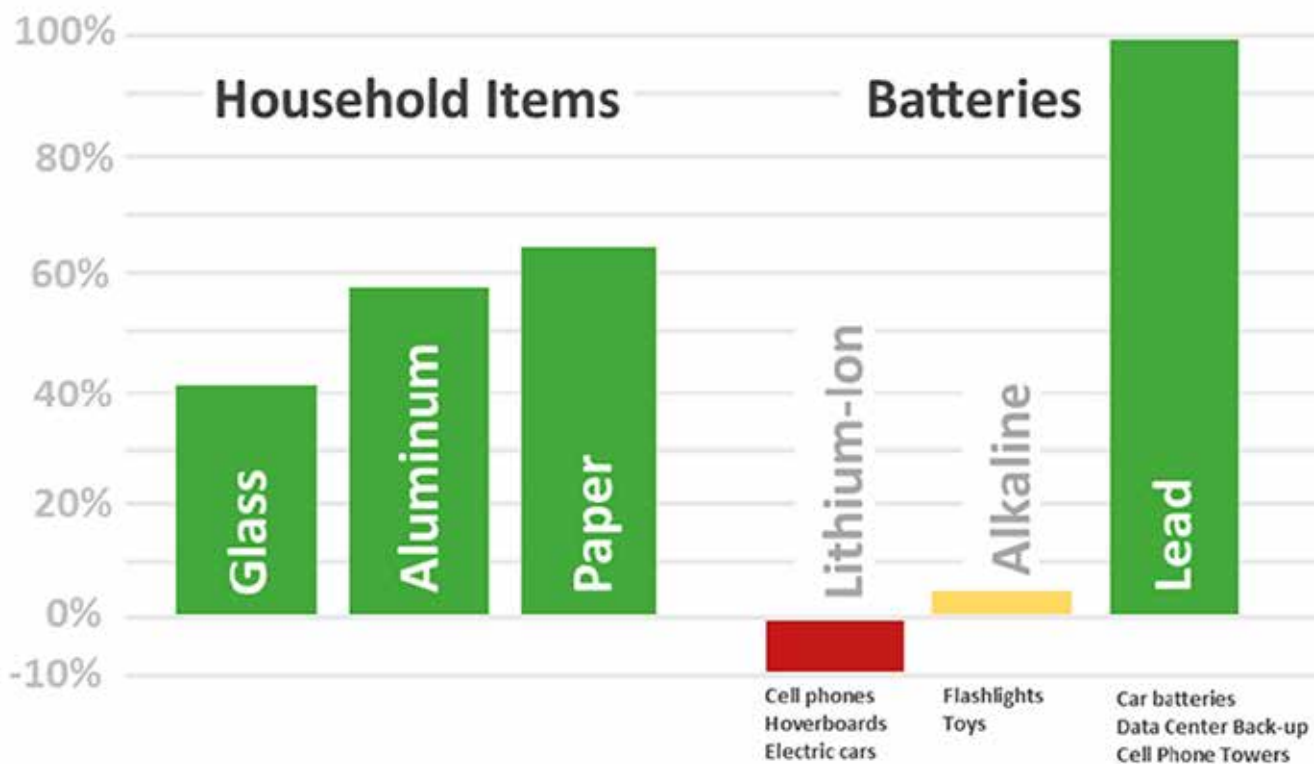
"I think you'll see more houses with batteries on site and maybe in 10 years when you look at a house, you'll ask if it has its own energy storage unit already in place or not. More consumers will demand it when they understand the security and peace of mind it can provide at home."

Roberts believes the evidence of battery advancements rests in our hands – and at our feet – each day.

"You're seeing changes in a day-to-day aspect with your phone; the iPhone 8 has battery performance light years ahead of where it was two generations ago," he concludes. "In five to 10 years, you'll see batteries in smart transportation – far more hybrids, if not completely electric. Even if you argue (Corporate Average Fuel Economy) standards will be relaxed, I think the issue of being less reliant on fossil fuels and foreign oil from a security standpoint will be more important."

RESOURCES: Richard Benedict, Indianapolis Power & Light Company, at www.iplpower.com | Terry Murphy, Hammond Group, at www.hmndgroup.com | David Roberts, Battery Innovation Center, at www.bicindiana.com

Recycling Rate = Sustainability



According to EPA Standards, lead batteries are the most recycled consumer product

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SALVAGING FOR SECOND CHANCES

Revving Up Recycling's 'Economic Engine'

By Symone C. Skrzycki

There's no time to waste.

Recycle. Reuse. Reduce. Renew.

Now.

Recycling isn't reserved for the environmentally conscious. It also impacts the economy.

According to a study commissioned by the Indiana Recycling Coalition (IRC), over 92% of what gets thrown away in Indiana is valuable recyclable and compostable material.

The same report – *The Untapped Job Potential of Indiana's Recycling Industry*, conducted by the Bowen Center for Public Affairs at Ball State University – reveals that a 25% increase in recycling could create 10,000 new jobs.

In addition, approximately 66% of what's landfilled or incinerated is not just garbage, but a commodity that manufacturers refer to as "recycled content feedstock." Examples include paper, plastic and metals.

First-term Indiana Rep. Carey Hamilton (D-Indianapolis), who serves as the IRC's executive director, says education is essential.

"What we continue to work on is making sure that communities know there's a lot of in-state demand for recycled commodities," she emphasizes. "In Indiana, we still have a relatively low recycling rate. If we can increase our recycling in Indiana, we will directly support these manufacturers. We'll create new jobs all around the state to get that material ready to send to them."

High-tech paper mills, refineries and more are poised to revitalize Indiana's recycling industry. All are powered by innovation.

Breaking ground, bringing jobs

Georgia-based Pratt Industries has a culture that's "steeped in sustainability," says Midwest region vice president and general manager Paul England.

He adds that it has a dominant play in the Indiana marketplace, with a 100% recycled paper mill (one of four it operates

nationwide) and corrugated packaging plant in Valparaiso and a recycling facility in Gary.

In 2016, Pratt opened the \$270 million Valparaiso paper mill.

"What we do is, me and my team go out and secure 500,000 tons a year," England explains. "We give it to our paper mill in Valparaiso and they make paper. That paper goes in a tunnel across maybe 20 yards to the largest corrugated box plant in the world. They make boxes. They ship those boxes to



"If we can increase our recycling in Indiana, we will directly support these manufacturers (of recycled commodities). We'll create new jobs all around the state to get that material ready to send to them."

Carey Hamilton

companies like Amazon, FedEx and Home Depot and Kroger, and on and on.

"The very cool thing is that they deliver those boxes. My team picks up all of their recycling and brings it back, and we do it all over again. It's called closing the loop. And a large portion of the fiber we consume at our paper mill is from our customers," he continues. "When I talk to customers about closing the loop and bringing back their

recyclables, it resonates with them like you would not believe! It's a big part of what we do. It's a big value proposition. And it's great for our customers."

All about the bottles

Perpetual Recycling Solutions, located in Richmond, creates clean PET (polyethylene terephthalate) flakes from the plastic beverage bottles and food containers discarded by consumers.

Launched in 2012, it employs 73 at its 125,000-square-foot facility.

"We recycle about 120 million pounds of material a year and I expect that to go up in the future – not down," observes chief executive officer Peter Zurkow. "If I loosely work into that (it equals around) three billion bottles."

"If you draw a line from eastern Michigan to us and then to Huntsville, Alabama, that makes us sort of the western outpost. There's not another facility doing what we're doing until California."

Perpetual's largest customers are thermoformer sheet manufacturers.

"People that make the clear clam shells that you buy your sandwich in at the supermarket or you buy a fruit platter from the grocery store," he discloses. "Those are our biggest customers. For us, the goal is food-grade applications. That's what we're set up to do. We're set up to create a level of decontamination that makes the product reusable in the food-grade world."

Pumped about plastic

Stephen Hogan, president and CEO of GEP Fuel & Energy Indiana, is passionate when describing the company's \$300 million recycling project in Indiana.

There are two components: a recycling center and an adjacent plastics-to-diesel refinery near Camden. The undertaking will create up to 256 high-wage jobs in Carroll County by 2020.

"We want to have a good, stable workforce that can be with us long term because we don't want to constantly go through the cost of retraining," Hogan

confides. “We felt that Carroll County was ideal for that situation. . . . Frankly, that kind of rural environment – the skillsets – a lot of these people are farm kids or worked on the farms. That translates really well into the skillsets we need to operate our facilities.

“We may have to bring in a few specialized people, but our hope is to hire – other than those specialized people – virtually our entire workforce hopefully out of Carroll County and some of the surrounding counties.”

The recycling center will handle 40 rail cars (primarily carrying auto shredder residue) daily. That translates to one million-plus tons a year diverted from landfills.

There will be almost no residual leftover at the refinery: Approximately 75% of the fuel produced will be diesel and 25% will be gasoline.

“We also get propane,” Hogan remarks, “which we in turn can use on our site to run the site, including generating electricity if we get power generation sets in there. This whole thing will be very self-sufficient.”

Mulch and mobility

In January, eight Hoosier recyclers received grant funding from the Indiana Department of Environmental Management’s (IDEM) Recycling Market Development Program to expand recycling in Indiana.

Among them were Monroeville Box, Pallet & Wood Products (MBPWP); Rumpke Waste & Recycling; and East-Terra Plastics.

MBPWP, which has 28 Allen County employees and was founded in 1953, applied grant money toward purchasing a large grinder that will turn scrap into animal bedding or mulch.

“It added several jobs: a delivery driver for the mulch and three men operating the machine,” affirms president Donald Witte. He hopes to create two or three additional



The Indiana Recycling Coalition’s 2017 annual conference brought together recyclers from across the state.

positions over the next year.

“We’re very environmentally aware and always have tried to recycle as much as we possibly could. This just brings us to absolutely zero waste,” he emphasizes.

Rumpke was awarded funding to construct a new recycling center at its Medora location, which is a regional operation. Rumpke is one of the nation’s largest privately owned residential and commercial waste and recycling firms.

“Rumpke is excited to enhance recycling opportunities throughout Indiana with this new facility,” regional vice president Bill Rumpke III comments in a press release. “Items that once went into the landfill will now be recovered and manufactured into new products.”

The project will include construction of a 5,540-square-foot concrete pad with an enclosure to protect a recycling baler and collected recycling material. The Medora facility could be operational by the end of summer or early fall 2017.

East-Terra Plastics in Indianapolis kicked

off a statewide agricultural plastics recycling program that takes some of the legwork out of farmers’ efforts to properly discard containers.

“Indiana is ranked No. 7 as far as agricultural production each year, but we’re ranked No. 34 out of 50 for agricultural plastics recycling,” laments business manager Lawrence Bowlin. “Just based on our ranking in agricultural production, that kind of gives you an idea of the volume of agricultural plastics these farmers use and (they) have no real resource to dispose of it without it cutting into their income.”

East-Terra, which has 10 employees, is providing an alternative.

“It’s not as convenient for them (farmers) to bring all of the plastic to (East-Terra’s facility in) Indianapolis,” imparts owner and president Jay Chu. “We do it the other way where we bring all of the equipment (to them) on-site. We call it a free service for the farmer community.”

Continued on page 59



Bottles travel through a sorting line at Perpetual Recycling Solutions. An East-Terra Plastics team member inspects material before it’s loaded into a grinder.



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Indiana Water Policy

Looking Toward the Future



**State Sen.
Ed Charbonneau**

Since the drought in 2012, Indiana has been working to clarify water policy in a way that ensures clean, safe drinking water for all Hoosiers while protecting our manufacturing and agricultural economy.

Over the last four years, Indiana has taken careful steps to guarantee that any change in policy on water supplies and infrastructure is backed by valid data and information. In 2012, the General Assembly passed legislation that directed the state to collect data on how utilities planned for changes in water supply.

In 2015, there was a survey of water utilities in the largest 15 communities, along with five smaller systems, that found near unanimous interest in planning for the future and knowing more about the growing withdrawals of neighboring water users.

After the catastrophe in Flint, Michigan, the state conducted another survey that included almost every community water system in Indiana. The purpose was to understand how each one invested in replacement of aging infrastructure and how well each system understood water losses due to leaking, aging infrastructure.

Survey says

The results were staggering.

The 2016 survey found that the need for infrastructure vastly outpaces investments. Collectively, we need more than \$2.3 billion to begin replacing the aging pipes, treatment plants and fire hydrants that treat and deliver water in our communities. Further, after that initial replacement, using basic assumptions about how fast pipelines and plants depreciate, the utilities across the state need more than \$800 million per year in new funding.

This same survey showed that small systems are both more expensive to operate and less resilient to the changes that are affecting health and safety.

This year, while no funding was dedicated to water infrastructure, the legislature was active in addressing water policy. In anticipation of a federal infrastructure bill, legislation was passed to set up an infrastructure assistance fund for utilities. The Indiana Finance

Authority is directed to investigate the future needs of the utilities and determine their ability to provide water for growing populations.

Another bill directs the state to set up a transboundary groundwater authority to avoid interstate conflict that has become a problem among neighboring states. Finally, legislation was passed to allow utilities to look further ahead when developing new supplies and, if needed, make it affordable to replace lead service lines so homeowners can be confident the water they drink is as pure as what comes from the water treatment plant.

Taking the next steps

All of these bills move the state in the right direction, but eventually we need to manage Indiana's water resources. That task is complicated by the fact that Indiana has more than 500 water utilities, but less than 100 of them are under the jurisdiction of the Indiana Utility Regulatory Commission.

As a riparian state, users can withdraw what they need. On the other hand, it makes sense that the state provides information about growth rates in use and even how that use affects the various watersheds existing in Indiana. This will allow the many water users to adapt their behavior to the circumstances.

Protecting the economy means making sure that utilities manage our water resources together. Protecting agricultural production in the state means helping farmers see how often they can pump and how closely they can install new irrigation wells. We need experience tracking use in watersheds to ensure Indiana can thrive.

The future of Indiana is bright. We have plenty of water, but we need to become better stewards as we seek to maximize the benefits of our regionally abundant water supplies.

AUTHOR: Ed

Charbonneau has served in the Indiana Senate since 2007. He represents portions of Jasper, LaPorte, Porter, Pulaski and Starke counties. Learn more at www.indianasenatepublicans.com

Recycling

Continued from page 57

Bowlin chimes in with a chuckle: "I really want to stress that it's a free service. Believe me, I've had to tell the farmers multiple times, 'It's free! We're not going to charge you.'"

The day *BizVoice*® spoke with Bowlin and Chu, interviews were underway to start hiring and training the crew to perform the collections in all 92 counties in Indiana.

"All of that plastic we collect, we'll track what county it came from. We'll track poundage. And it will be brought back to our facility where we will re-wash and re-clean it," Bowlin declares. "We already have an industrial end use for it. We already have another line of business for that ground-up and granulated plastic for another user."

With the agricultural plastics recycling program, "it's about educating not just the farming community, but people in solid waste management districts that we're here, letting them know our presence to try to maximize participation. I think 2017 is going to be a huge year for Indiana recycling!"

RESOURCES: Carey Hamilton, Indiana Recycling Coalition, at www.indianarecycling.org | Paul England, Pratt Industries, at www.prattindustries.com | Peter Zurkow, Perpetual Recycling Solutions, at www.perpetualrecycling.com | Stephen Hogan at GEP Fuel & Energy Indiana | Jay Chu and Lawrence Bowlin, East-Terra Plastics, at www.east-terra.com | Rumpke Waste & Recycling at www.rumpke.com

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Making an Impact

Stewardship Provides Universal Benefits



Tony DeMarco, MBA

At times, Indiana is labeled a “state that does not care about the environment.” But let’s look at what is actually occurring at the plant level.

It is well known that Indiana companies like Subaru and Cummins are doing their part, but what other Indiana organizations are leading the production industry in environmental stewardship? More importantly, what are they doing? How can your organization learn from and reap the benefits?

By no means is this meant to downplay what our state’s major players in sustainability are doing. Many of those companies participate in the Indiana Department of Environmental Management’s Environmental Stewardship Program (ESP), which collectively reduced water usage by 52.8 million gallons, enough to fill nearly 80 Olympic-sized pools. Other reductions include 1.6 billion BTUs of natural gas, five tons of hazardous waste and diversion of 475 tons of trash from landfills.

Many of these reductions also have continuous cost savings. Profit is a key component of the sustainability equation – People, Planet, Profit – and it takes a collective approach including vendors, customers and employees to achieve a sustainability goal.

Resin efficiency

Ryan Morrell-Peters, OPEX/lean leader for Nyloncraft, an injection molding company located in Mishawaka, emphasized the importance of taking a collective approach by involving affected parties in its resin recycling program. In this case, the key parties were plant employees and the recycling vendor.

For Nyloncraft, Morrell-Peters says part of the success is due to the “understanding of process flows and flow of materials within the plant to maximize efficiency.” This lean approach allows recycling activities to be integrated into day-to-day operations.

First, Nyloncraft helped its recycling vendor better understand resin types. To maximize handling and recycling efficiency, the vendor needs to be able to identify the resins upon pickup; therefore, Nyloncraft must separate the materials.

Initially, a laborer was used to sort material, but a more efficient method was to locate color-coded containers and signage in the plant where operators could place material, essentially integrating sorting activities into the process. To do this, product mix and process flows within the facility were analyzed to maximize bin location without constraining space and production.

The company also works to reduce raw material usage by regrounding scrap into virgin material. Originally, as part of a customer initiative, laser cutters are used to cut out material to make the product more lightweight. This activity requires continued testing and

communication with the customer to determine an appropriate percentage of regrind for each product.

Equipment outcomes

What about when your company needs to buy new equipment? For Kevin Birchmier, president of TOPP Industries in Rochester, purchasing a new molding machine in May 2016 was purely a financial decision to increase productivity. In retrospect, the sustainable impacts are now being realized.

Rather than spraying water on the tooling as part of the cooling process, leaving water to be discharged or evaporate, the new unit circulates a glycol water mix through a closed loop inside the tooling components. Additionally, the new unit is equipped with more efficient components using less natural gas, and it is able to contain all scrap to be reused in the process. This move is poised to save TOPP several thousands of dollars over the next few years in utilities, including water and natural gas usage.

The return on investment (ROI) for Birchmier was that the new unit could produce 1,928 parts per hour compared to 156 parts per hours of the old machine, but the ROI is even more appealing when you factor in the cost savings of water, natural gas and reduction in raw material.

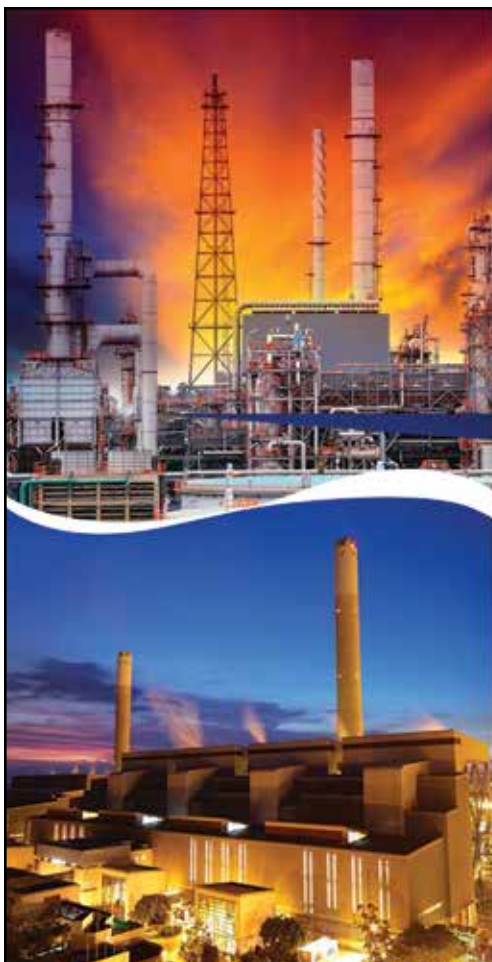
Oil reduction

Another aspect Indiana companies are looking to improve on is oil usage. Companies have little say on the price of the oil they purchase, so reducing the usage allows those fluctuations in prices to have less impact on the bottom line. Mills across Indiana have hydraulic equipment, many of which may have recurring leaks due to age. One mill is working to limit equipment leaks and extend the life of the hydraulic oil.

The first step is to reduce oil usage. To do this, each unit is inspected and tagged. Each leak is then sealed and evaluated during SPCC (Spill Prevention, Control and Countermeasure) inspections to ensure effectiveness. Since the equipment consistently leaks, the current practice is to fill the equipment with new oil as oil levels drop, but this limits the company’s ability to maximize the life of the oil. By sealing the leaks, the company can now have its vendor test and clean the oil and have it eventually replaced at an optimal time.

Indiana companies have shown managing their environmental impacts is not only good for our communities, but there is an economic benefit too. A sustainable decision is one that positively impacts people, planet and profit.

AUTHOR: Tony DeMarco, MBA, is vice president of consulting services for BCA Environmental Consultants’ compliance group located in South Bend. Learn more at www.bcaconsultants.com



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Trillion-Dollar Plan

Federal Infrastructure Takes Shape

By Rebecca Patrick

You can't say President Trump doesn't aim big.

His \$1 trillion comprehensive infrastructure package sets out to reform projects from start to finish – focusing on how they are regulated, funded, delivered and maintained.

To get there, the administration intends to rely heavily on user fees, federal loans and corporatization.

The general idea is for a \$200 billion infusion from the federal government to spur an additional \$800 billion in private funding over the course of 10 years. And that federal money will be targeted toward those seen as transformative projects.

In late May and early June – right when the principles of the President's plan were released – *BizVoice*® talked individually with the three members of Indiana's delegation who reside on the infrastructure committees that will first see and shape legislation. They are Sen. Todd Young, Congressman André Carson (IN-07) and Congressman Todd Rokita (IN-04).

While all were eager to see more details beyond the budget proposal, they didn't hold back on what they liked or didn't like.

First impression

Republicans Young and Rokita are supportive – to a point.

"Particulars need to be put forward with respect to how we're going to pay for the President's priorities and the priorities of the American people. (But) I'm glad he's focusing on infrastructure," Young begins.

"It's essential we continue to invest in our surface transportation, our next generation electric grid, our airports and so on. But these things have to be paid for in the most cost-effective way."

Young also applauds that the plan looks at redoing the environmental review and permitting processes – a step that would be music to the ears of contractors that deal with "a burdensome, duplicative and highly-inefficient permitting process for major transportation projects. That would allow each taxpayer dollar to go further."

Rokita notes, "I stand with the President in trying to update our nation's infrastructure and appreciate that he's focusing on all the different facets of it. I think in the near term this will help create jobs. In the long term, it's going to maintain our economic competitiveness."

Democrat Carson is an initial skeptic.

"Unfortunately, President Trump's budget just does not contain, I don't think, a very serious proposal that will help revitalize a very vibrant network of transportation, water, energy and even civic infrastructure in places like Indianapolis.

"It puts my Republican colleagues in a very tough situation because it cuts federal aid, highway transit and highway safety, and guaranteed funding from the Highway Trust Fund by over \$95 billion over the next two years."

Funding options

Carson also takes issue with aspects of the funding strategy.

"It pushes the responsibility off our federal balance sheets and replaces it with unidentified incentives for Wall Street investors to participate in speculation on transportation projects," he contends.

Additional emphasis is put on greater involvement from private investors. Gone would be the \$15 billion cap on private activity bonds, which are like municipal bonds but broader in application.

Private activity bonds are often part of a public-private partnership's (P3) financial package, with the bonds paid back from a variety of eligible sources.

Young defends the approach, noting a local success.

U.S. Rep. André Carson led the charge for the Red Line, a proposed rapid transit bus route from Hamilton to Johnson counties. Recently, Congress agreed to provide \$50 million to Indianapolis for this effort to improve and expand the city's public transit system.





Senator Todd Young hopes that “as we approach infrastructure investment in a bipartisan way, everyone will agree not all states are created equally and have all the same preferences and needs.”

Private activity bonds were used “to help build the East End Bridge from the east end of Louisville to southern Indiana and to rework traffic patterns on the Indiana side of the river,” he explains. “So we know that financing mechanism is an effective one.”

Carson’s firm belief is “private investment can’t tackle most transportation projects. Certainly not without a robust public funding apparatus alongside.

“It has almost no applicability, especially for smaller projects without revenue streams — like rural highways. ... It just doesn’t make sense.”

Young agrees that private capital isn’t always going to be the solution, but stresses his concern over adding to the \$20 trillion national debt.

“In short, we need public-private partnerships, but they can’t pay for everything. They tend to work in certain types of settings, where you have a lot of traffic and predictable traffic patterns.”

Young’s final thought on P3s: “We should look beyond our own shores for private capital. I see real opportunity there.”

Separately, the Transportation Infrastructure Finance and Innovation Act (TIFIA) program, which provides credit assistance to significant projects, is set for an increase of a billion dollars every year.

Young says TIFIA is very popular and he’s heard from mayors and contractors in Indiana who wanted that preserved or expanded. “That merits strong consideration for inclusion in whatever infrastructure legislation might wind its way through Congress.”

Power to the states

The administration has made it clear that transferring more responsibilities to states is

desired.

In the budget overview, it notes that the federal government “acts as a complicated, costly middleman between the collection of revenue and the expenditures of those funds by states and localities.”

All three delegation members are eager to see Indiana have more control.

“If Indiana has shown the country anything, it’s that oftentimes state-level solutions are better. When Washington comes up with solutions, there ought to be flexibility imbedded within those so that states can tailor infrastructure investments and other public policies to the unique needs of their own population,” Young describes.

Carson cautions that there will need to be proper federal oversight.

“We don’t want these funds going to different states without any stipulations, because if there aren’t stipulations attached to the funding, you’re going to have another slush fund where roads and bridges can be ignored and that money is going to other areas ... but states know their needs better than the federal government.”

Rokita has no hesitation in the matter: “I’m completely comfortable with devolving as much power to the states as possible.”

About that bipartisanship...

Though it’s third in the queue behind health care and tax reforms, infrastructure appears to be the only one among them with any chance for bipartisan support. The question is what effects the other two battles and the heightened political environment will have by the time the focus turns to infrastructure in the fall or early 2018.

Carson announces: “We have over 10,000

roads and bridges that need to be repaved, resurfaced, rebuilt in our country. ... I’m willing to work with anyone to revitalize American’s infrastructure and provide the necessary foundation for job growth and opportunities.

“The federal government needs to invest in the basic needs of the American people and not make cuts to already limited resources, I know that my Republican colleagues are on this European austerity push, but we’re not Europe. We’re America.”

Rokita quips, “Quite honestly, the talk we are getting out of Democrats right now isn’t on infrastructure. It starts off with Russia, Russia, Russia and then the fourth thing is (former FBI director Jim) Comey and the fifth is ‘hell no on health care’ — and then it’s down the road from there.

“My hope is that they relieve themselves of their partisanship and work with us on all these things.”

Last word

For Carson, public transportation is top of mind for his constituents.

“(It) spurs economic growth in communities. For every \$1 spent, it generates \$4 in economic returns. I’m deeply concerned about (where) public transportation (fits in the picture).

“In a very real sense, a lot of my Republican colleagues are on board because they come from urban centers or rural districts that have growing transportation needs,” he insists. “And it’s especially important with millennials; they don’t drive.”

Young’s goal is simple: “I want Congress to look for every opportunity to expand the scope of our investment beyond direct federal spending.

“That will probably mean empowering the states to do more with their own investments through regulatory relief and possibly through some programmatic changes.”

Rokita also returns to his fiscally conservative roots. “Our biggest threat and the most unfair thing we’re doing to the next generation is not paying for the things that we are doing with money. That has to be part of the discussion.

“I can certainly argue that a road, a bridge, a lock, a dam — those kinds of things — are good investments. Even if they aren’t paid for immediately, the next generation will be able to use them. So in that sense, this kind of government spending is better instead of let’s say food stamps, which doesn’t really help the economy long term or the next generation.”

By Matt Ottinger

BEHIND THE CYBER CURTAIN

Beware of Risky Behaviors, Sophisticated Threats

WannaCry. It's the aptly-named computer virus that, according to European law enforcement agency Europol, hit 150 countries and infected 200,000 machines in May. The ransomware cryptoworm attack targeted computers using the Microsoft Windows operating system by encrypting data and demanding users pay to recover it.

Ransomware is just the latest iteration of computer hacking that has businesses – both large and small – searching for advice and protection.

"For the bad guys, it's a low-risk, potentially high-reward endeavor," contends Chuck Cohen, Indiana State Police captain and director of the Indiana Intelligence Fusion Center (IIFC). "It's a phenomenon we've seen with regularity over the last several years. But Indiana businesses and government organizations tend to be high-value targets because they hold information that is critical to run their operations."

Trojan viruses, phishing, malicious bait and switch programs and cookie theft are other common hacking techniques. Denial of service attacks can also be an instrument of destruction for businesses.

Sid Bose, an attorney in Ice Miller's Litigation and Intellectual Property Group, tells the story of such an attack.

"In a smoke screen situation, a company was getting bombarded with millions of requests through its online web portal from different computers that had been compromised by malware, which essentially made them little drones," he recalls. "It basically brought

their network to a grinding halt because it couldn't handle the load from these attacks.

"On its face, the motivation was thought to disrupt the operation of the portal, but an investigation showed that the attack was a smoke screen to pull money out of the company's bank account. Those are sophisticated attacks."

Breaking bad behavior

Vulnerability is often most evident in human frailties rather than technical weaknesses, according to experts.

"There's a popular saying: Amateurs hack computers but professionals hack people," Bose relays. "Phishing is so successful because it takes advantage of our behaviors and the desire to want to be useful when someone makes a request of you."

Bill Mackey, an assistant professor at Indiana State University (ISU), is launching new courses (Intelligence Analytics and Cybercriminology) to train students in the behavioral aspects of cybersecurity. Mackey also owns Alloy Cybersecurity – a firm that's

hiring ISU students as interns to offer real world experience in the field. He outlines behavioral-based approaches to exposing a company's vulnerabilities.

"We look at names, email addresses and basic information from web sites," Mackey notes, explaining phishing efforts will often relate to a person's hobbies or a company's industry. "Using open source intelligence, we'll find out how active you are online and how much information you've divulged that we can access. Then we'll try to use that against you. It might go beyond just the standard phishing email from corporate saying, 'Click on this link.'"

"We can get incredibly personal," he adds. "If we know John Doe drives a certain car or eats at a certain place or donates money to a certain group, that will be exploitable and a vulnerability we could attack."

Mackey also says training ISU students to be behavior analysts will help close a critical knowledge gap.

"What I've found is that businesses are



"A problem we see is that a business may have taken great steps toward security and computer hygiene but their vendor hasn't."

– Bill Mackey

incredibly interested in getting a graduate of our program to come in with knowledge of the psychological, the criminological business and technological sides of cybersecurity and bringing that in one package,” he summarizes. “The technology piece is just the ability to speak the language. We want our graduates to work hand-in-hand with IT people, but what we’re developing here is the idea that we don’t want your IT person trying to solve behavioral issues.”

Cohen points to positive trends and lauds organizations that have made data protection a priority by reorganizing their workforce.

“We’re starting to see companies hire chief information security officers, not just chief information officers; it’s a different skillset,” he delineates. “We’re also seeing companies recognize the need to have pre-existing relationships with law enforcement entities so they’re not cold calling State Police, the FBI or the Fusion Center. They have a relationship and part of our job is to have that with those companies. And we want relationships not just with the chief security person, but the person in charge of the networks.”

Should you pay the cyber piper?

“We don’t negotiate with terrorists” has long been the preferred posture by some governments across the globe. But when your company is hacked, should you apply that hardline stance as well? Or should you pay up and get it over with?

A large Los Angeles hospital did just that in 2016, paying about \$17,000 in Bitcoin currency to regain access to its network following an attack.

“It was unique because it was one of the most public ransomware incidents,” Bose says. “It put hospitals and the health care industry on the front lines and brought scrutiny to their security practices.”

Experts generally advise not to pay in these situations, but Bose understands why a hospital with such vital operations would feel pressured to give in.

Ransomware Tips

The state of Indiana’s Information Sharing and Analysis Center offers the following information on removing ransomware from your computer:

One method is by using “system restore” to load your system’s last known working configuration. There may be variations in the exact steps to be followed depending on the manufacturer of your computer, but the following is a process that sometimes works on many systems using Windows:

- Restart the computer and press F8 repeatedly as soon as you see anything on the screen
- Use the arrow key to select “safe mode” and press enter
- Open “system restore” by clicking the “start” button. In the search box, type “system restore,” and then, in the list of results, click “system restore.” If prompted for administrative access, provide confirmation
- Choose a restore point and then click “next”
- Review the restore point and then click “finish”
- Restart your computer and let Windows start normally

If “system restore” doesn’t help, one may try running Microsoft Safety Scanner, Windows Defender or other antivirus software. To do that, once you are in the safe mode, try to run the antivirus software – performing a full-system scan to detect any malicious activity.

“Yes, the general sentiment is that you never pay hackers but sometimes that sentiment is overcome with business need,” he points out. “For example, let’s say a company has just been hit with ransomware. Ideally, the company would have backups of its systems to recover and have minimal impact to its operations. Let’s say, however, that those backups are not viable. In such situations, if the ransom is reasonable enough in view of the circumstances, then payment might be the simplest out.”

Yet he reinforces why the best advice in the long run is to avoid succumbing to hackers’ demands.

“We always counsel clients that there is no guarantee that your data will be released upon paying the ransom,” Bose discloses. “And it could be bad precedent. After paying, your organization might become known to pay ransoms, which can put you increasingly at risk for being targeted. Also, paying up plays into incentivizing such attacks to begin with.”

Are you protected? Are you sure?

Security is coveted but a false sense of security can be devastating.

“Nobody can stop it 100% but all it takes is one weak link,” Mackey surmises. “A problem we see is that a business may have taken great steps toward security and computer hygiene but their vendor hasn’t. Those people have access to their systems so that’s indirect access through the weakest link. It’s good to talk to your vendors before you hire them and ask what they’ve done for cybersecurity.”

Bose concurs that risk evaluation is critical.

“It’s really important to be able to understand your risk exposure and how you want to mitigate that,” he says. “What level of risk are you willing to accept? Just because you have a type of risk, maybe implementing something to address that is cost prohibitive. Some small companies can’t do what the big guys are doing – or they can’t do the industry best. I was talking to a company (whose representative) said, ‘I don’t have to be in the front of the pack; I just don’t want to be in the back of the pack.’”

Cyber risk insurance has grown in popularity in the last couple of years, according to Bose. He touts its benefits but cautions businesses to be fully aware of what they’re buying.

“I’ve seen situations where companies thought they were covered for a certain type of event and they weren’t at all,” he advises. “It’s important to make sure the coverage they have contorts to their specific type of risk.”

While hospitals or financial institutions are obvious targets, many sectors are at risk.

“Ransomware has impacted a lot of different industries across the board,” Bose offers. “In other areas, you have specific problems affecting specific industries. In financials, you have things like business email compromise and sophisticated phishing attacks. In the energy utilities sectors, you have nation-state threats as well.”

Unknown resource

Cohen reinforces that the IIFC exists to help the citizenry and businesses. The first step in prevention, however, begins with cultivating that relationship.

“The vast majority of businesses don’t reach out to us or know we’re there as a resource,” he imparts. “Giving them (examples of) IP addresses that distribute malicious code, for example, is something we can do. We want to be giving bulletins out to as many organizations as possible, but I can’t be putting it out in the media. So we need that relationship.”

However, if hacking occurs, Cohen says the attack should be treated as a crime and a company’s first response should be to contact police.

RESOURCES: Sid Bose, Ice Miller, at www.icemiller.com | Chuck Cohen, Indiana Intelligence Fusion Center, at www.in.gov/iifc | Bill Mackey, Indiana State University, at www.indstate.edu

Air Connections

Detroit

Major airlines: 13
Daily flights: 537
Nonstop destinations: 140
Avg. fare: \$207

Pittsburgh

Major airlines: 14
Daily Flights: 171
Nonstop destinations: 64
Avg. fare: \$202

Cleveland

Major airlines: 9
Daily Flights: 153
Nonstop destinations: 47
Avg. fare: \$187

Columbus

Major airlines: 6
Daily Flights: 138
Nonstop destinations: 33
Avg. fare: \$200

Cincinnati/Northern Kentucky

Major airlines: 6
Daily Flights: 195
Nonstop destinations: 56
Avg. fare: \$200

Louisville

Major airlines: 5
Daily Flights: 80
Nonstop destinations: 28
Avg. fare: \$214

Nashville

Major airlines: 12
Daily flights: 204
Nonstop destinations: 55
Avg. fare: \$176

St. Louis

Major airlines: 9
Daily flights: 235
Nonstop destinations: 50
Avg. fare: \$186

Indianapolis

Major airlines: 9
Daily Flights: 144
Nonstop destinations: 46
Avg. fare: \$195

Milwaukee

Major airlines: 9
Daily flights: 102
Nonstop destinations: 41
Avg. fare: \$164

Quick fact

Detroit Metropolitan Airport has seven transatlantic nonstop destinations, including Paris (Charles de Gaulle), Amsterdam, London (Heathrow), Rome (Fiumicino), Amman (Queen Alia), Frankfurt and Munich. Greater Cincinnati has nonstop transatlantic service to Paris (Charles de Gaulle).

Monthly Available Seat Miles

One measure of an airline's traffic is Available Seat Miles (ASM). The number is calculated by multiplying the number of passenger seats available for purchase by the numbers of miles flown. Detroit leads the pack of the airports included above with almost two billion monthly ASM. St. Louis and Nashville both have over five hundred million ASM. Cleveland is next at over 414 million ASM, and Indianapolis International Airport has over 344 million ASM. The smallest of these markets is Louisville with just over one hundred million ASM.

South Bend

Major airlines: 3

Daily Flights: 16 | Nonstop destinations: 10 | Avg. fare: \$195

Destinations served: Atlanta, Chicago-O'Hare, Detroit, Las Vegas, Minneapolis/St. Paul, Newark, Orlando/Sanford, Phoenix/Mesa, Punta Gorda, St. Petersburg/Clearwater

Fort Wayne

Major airlines: 4

Daily Flights: 21 | Nonstop destinations: 12 | Avg. fare: \$217

Destinations served: Atlanta, Charlotte, Chicago-O'Hare, Dallas/Fort Worth, Detroit, Minneapolis/St. Paul, Myrtle Beach (seasonal), Newark, Orlando/Sanford, Phoenix/Mesa, Punta Gorda (FL), St. Petersburg/Clearwater

Indianapolis

Major airlines: 9

Daily Flights: 144 | Nonstop destinations: 46 | Avg. fare: \$195

Destinations served: Atlanta, Austin, Baltimore, Boston, Charlotte, Chicago-Midway, Chicago-O'Hare, Dallas/Fort Worth, Dallas-Love, Denver, Detroit, Fort Lauderdale, Fort Myers, Houston-Hobby, Houston-International, Jacksonville, Kansas City, Las Vegas, Los Angeles, Miami, Minneapolis/St. Paul, Newark, New York-JFK, New York-LaGuardia, Orlando, Orlando-Sanford, Philadelphia, Phoenix, Pittsburgh, Punta Gorda (FL), Raleigh/Durham, San Francisco, Seattle, St. Petersburg, Tampa, Toronto, Washington-Dulles, Washington-National

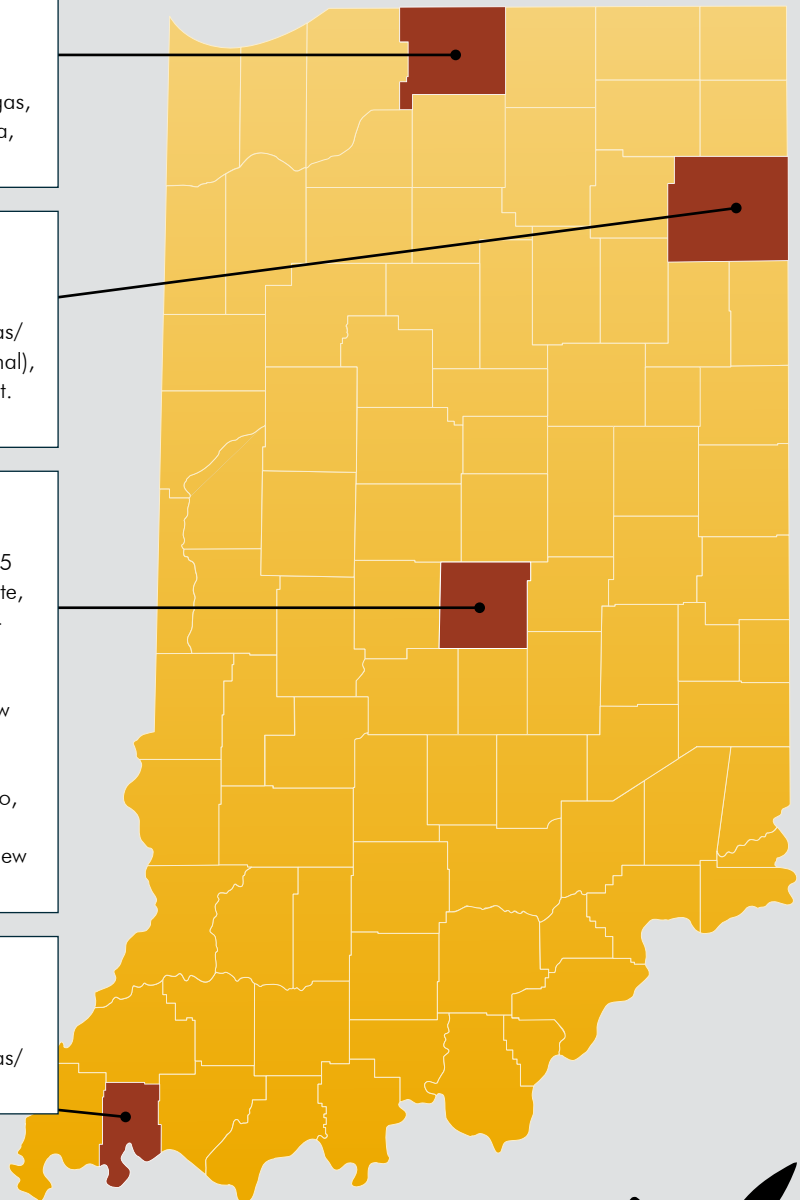
Seasonal: Cancun, Destin/Fort Walton Beach, Myrtle Beach, New Orleans, Punta Cana, Salt Lake City, San Diego, Savannah

Evansville

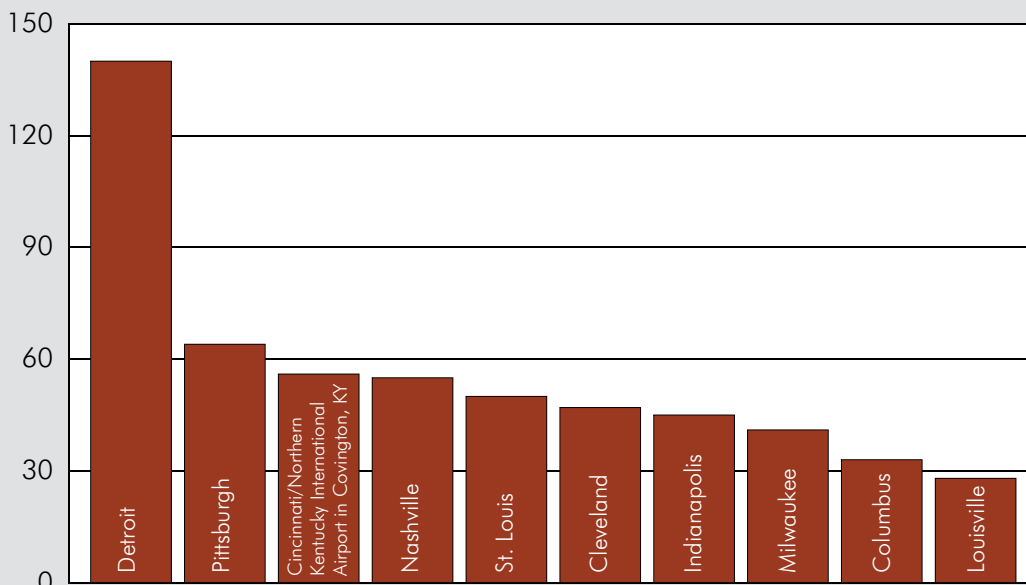
Major airlines: 4

Daily Flights: 15 | Nonstop destinations: 6 | Avg. fare: \$261

Destinations served: Atlanta, Charlotte, Chicago-O'Hare, Dallas/Fort Worth, Detroit, Orlando/Sanford



Number of Nonstop Destinations



As of June 15, 2017

Source: Indianapolis Airport Authority



HOOSIER SECURITY

Making It Personal

By Symone C. Skrzycki

Like a camera soaking up everything in its line of vision, one's eyes scan the room upon entering Hoosier Security.

Donning his trademark flat cap, Armando Perez chats with a colleague.

Across the room, a design studio serves as a build area to test camera placement, bandwidth calculations, storage, infrastructure and cybersecurity.

A metallic sculpture displaying "dead" security equipment adorns the wall.

Perez founded Hoosier Security in 2009. Soft spoken and sociable, he's passionate about security. It hits close to home.

"(Hoosier Security) started out, for me, as a response to some events in my personal life and me having to satisfy that need to protect people, protect things, protect property. Mostly, it was individuals at that time ..."

About four years ago, the organization began specializing in commercial security.

"I had to come to terms with a couple things," Perez recalls. "One was that people deserve to be safe at work as much as they deserve to be safe at home. But also that I had a commitment to my employees that was equally important to my commitment to myself to solve problems."

"Once I came to terms with that, the team became much more

cohesive. The mission became much more cohesive and we've been growing at a rate that is not common in this industry."

Special home

The historic Circle City Industrial Complex (CCIC), which houses Hoosier Security, is a repository of innovation.

Perez dubs the building (a former manufacturing facility currently under redevelopment) as "at the intersection of artistry and craftsmanship."

Tenants include manufacturers, businesses and more. Examples are a brewery, ice cream parlor, distillery and fabrication company. In addition, the CCIC boasts more than 40 in-house artists.

"This is our third office (it's always operated out of the CCIC)," Perez marvels. "This building is something really neat. If you haven't had the chance to walk through here, I would. There's all kinds of really good stories in here."

Hoosier Security initially occupied a 600-square-foot office. Less than a year later, the company tripled its space.

Growth continued when the team of 12 moved into its new headquarters in 2016.

"We had this space built," Perez comments. "And I decided that if I was going to have a space built, I was going to have it built to the way we operate."

The layout and technology allows clients to see different real-world scenarios as they consider what security equipment best fits their needs.

"Here's the real world," Perez shares. "Here's what you're going to see when you're looking past an open door in from a dark warehouse. Here's what you're going to see when you've got motion in the middle of the night. Here's why you want a PTZ (pan-tilt-zoom) (camera). Here's why you don't want a PTZ. And take that

power that the salesperson normally has in making those decisions for the client and put it in the client's hands."

Aesthetics and function are only two of CCIC's draws. Another is its proximity to where Perez (who earned a music degree from Indiana University) spent countless hours honing his saxophone skills and bonding with Indianapolis jazz musician and composer Frank Glover.

"I studied with him many years ago. He lived in the neighborhood across the street. Back then, I was trying to make a living playing music. I couldn't pay for the saxophone lessons, so I'd trade manual labor," he recalls, before breaking into laughter. "There's a lot of memories of going to The Chatterbox and listening to him play, and then going to his house, taking a lesson and digging up part of his crawl space."

Today, Glover travels to Hoosier Security every few weeks to mentor Perez, who took a break from the instrument and no longer plays professionally.

"It had been probably four or five years

since I'd picked up the horn and really played. It's been challenging, but I'm doing it again."

Cybersecurity concerns

The good news: Installing security devices can safeguard businesses from outside attacks. The bad news? If installed improperly, they can make them even more vulnerable to hackers.

"The ability to work with a client's IT department, the ability to properly secure devices – and still allow (the information) to be viewable by the people who are supposed to view it – is a major threat," Perez emphasizes. "And it's probably going to be the biggest thing for the next year or two as far as differentiating the security companies that are going to make it and the ones that are not."

Logistics and manufacturing operations comprise Hoosier Security's biggest customer base; however, it serves a variety of industries.

"We've been in everything from a bakery to a distillery and farms – you name it," reflects director of business development

Alex Uelk with a smile. "I've always found myself surprised at the wide variety of different customers we get to deal with and the ways they use our products to help them in whatever it is they're doing."

Things are as they appear

Want to know the latest security trends? Ask Perez.

"What we're most excited about is (video) analytics and machine learning," he pronounces. "We're a certified Avigilon partner and Avigilon is kind of leading the way in this."

Self-learning analytics enable software to detect specific people or vehicles automatically and generate alerts in real-time.

"For several years, we've been able to teach a system to identify a human being. Now we're getting to the point where in professional grade, but consumer-available systems, we can identify an individual," Perez differentiates.

"Whether that person is wearing a jacket in this screen shot ... and they take their jacket off, we can still identify that as the same person because of the way the appearance search catalogs facial features. Same thing with vehicles. We can identify a specific vehicle – not just a red vehicle or a blue vehicle, but *that* vehicle."

The next step, he asserts, is taking the data and applying it to abnormal motion, which involves technology that recognizes patterns of activity over time. It will be released this summer.

"It's (security technology) really moving from saving video so you can see what happened into an active solution to stop future events," Perez comments, before adding, "Really exciting stuff if you're a geek."

'Where the magic happens'

A soft buzz fills the build room, which is a collaborative work space for Hoosier Security's 3D designers and clients.

"We get equipment in through our shipping and receiving. It all gets processed, brought in here, assembled, tested (and) programmed. This is essentially where the magic happens – the stuff that turns it from a part into a solution."

In the shipping and receiving area, two covered sports cars await their next ride.

"Everybody's got their thing – I have a thing for '80s Toyotas!" Perez quips. "It could be worse, right?"

At press time, Hoosier Security was preparing to expand once again.

"In 30 days, we take another 2,500 square feet," Perez declares (adding to its current 4,800 square feet). "That will be our fourth add. We've been very lucky and we've worked very hard."



Technician Justin Dingo works on a mobile surveillance unit, which is used in settings such as construction sites and public events.



The build room features five camera systems (up to 256 ultra-high resolution cameras apiece) that run simultaneously. Pictured are president and general manager Armando Perez (right) and director of business development Alex Uelk.



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Easy-to-read text that includes everything employers need to know about their responsibilities with regard to wage and hour law. Updated topics include wages in the "gig" economy; independent contractors; working time in a world of wireless gadgetry; Common Construction Wage law repeal; Equal Pay Act update; wage garnishment changes; computer-related wage laws and a child labor law update. Authored by Ice Miller. Currently taking pre-orders. Price: \$95



Employment Law Handbook (Twelfth Edition)

This comprehensive handbook helps employers determine which Indiana and federal laws they are required to comply with and to understand their rights and responsibilities under these laws. Authored by Faegre Baker Daniels LLP. Price: \$149



Indiana Guide to Hiring and Firing (Sixth Edition)

A clearly written manual that outlines employers' legal responsibilities during the employment process, from interviewing to termination of employment. Authored by attorneys from Barnes & Thornburg LLP. Price: \$109



Here Is Your Indiana Government: 2017-18 Edition

A complete guide to Indiana's government, used by schools and companies since 1942. It provides descriptions and contact information for Indiana's government offices and agencies, responsibilities of all elected and appointed officials, historical timelines, interesting facts, and much more. Price: \$21.50 (bulk discounts available)



Model Employee Policies for Indiana Employers (Seventh Edition)

Designed to assist employers in creating an employee handbook. Contains numerous sample policies with legal commentary to assist employers in understanding what policies can increase employee morale and prevent employment lawsuits. Authored by Bose, McKinney and Evans LLP. Price: \$109



The Supervisor's Handbook (Second Edition)

Supervisory employees play a critical role in any business. *The Supervisor's Handbook* explains supervisors' rights and responsibilities under state and federal law and answers a variety of questions related to employee issues. Authored by Faegre Baker Daniels LLP. Price: \$99

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