

Building Indiana BUSINESS

JULY + AUGUST 2025

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Precision in Progress

Progress can be the result of moves that are bold, and oftentimes, disruptive for a company or even an entire industry. In that push forward, speed and risk have their places – gaining the competitive edge means companies must get to the finish line faster than the other guy, and with something bigger and better.

It's a fast-moving, complex world that can lead to impulsive decision-making. But speed and risk are only parts of a winning strategy. Real, sustainable progress means there must be a healthy dose of precision involved.

In this issue, we explore a diverse range of articles – from advancing industries with artificial intelligence to economic development in rural areas. We look at growing talent pipelines, overcoming obstacles that prevent us from being our best selves, and keeping employees, equipment and the environment safer. They are articles that appeal to different industries, yet they all have a common theme – each is about transforming businesses and communities with careful thought. What we are learning as we read the content is that the edge is coming from a place of intent.

Technology is changing the way we can be precise. Data allows us to analyze situations and make more informed business decisions. It helps us reduce errors before they happen and assist in future planning that is guided by insight rather than assumption or hope. It slows us down, makes us think, and forces us to choose more wisely.

Culturally, precision appears in how we train teams, measure impact, support employees and design our

policies. When it comes to the emotional, physical and mental well-being of those in our workplaces, it is imperative that we take the time to do it right.

Don't confuse slowing down with slowing progress. Taking the time to be more precise accelerates progress. As we reduce waste, strengthen security and processes, minimize errors and rework, and foster confidence in our teams, we are actually doing more – and doing it better.

What it all means is that mindsets are shifting in how we reach success. These days, it's less about who gets there first and more about who got there first because they more effectively thought things through. It's about who gets it right, not in search of perfectionism, but rather, for purpose.

It's a great lesson in how powerful our tools can be when we apply them with strategy and care.



A handwritten signature of Andrea M. Pearman in black ink.

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Public Powered

Fishers Autonomous Delivery Company Makes Nasdaq Debut

A Fishers-based logistics software and automation company that leverages the power of technology and artificial intelligence (AI) for delivery is now trading publicly on the Nasdaq Stock Exchange.

Arrive AI, (NASDAQ: ARAI), operates under a patented Autonomous Last Mile (ALM) platform that uses people, robots and drones to deliver items to an AI-powered mailbox. Integrated with smart devices such as doorbells and security systems, the company's AI-powered system provides real-time tracking, alerts and end-to-end security controls.

Dan O'Toole
CEO and founder
of Arrive AI

PHOTO CREDIT:
ARRIVE AI

"It took a long time to realize, but it was worth every second that we put into it. It's been the journey of a lifetime, and I'll never forget our first trading day

when we had hundreds of our initial investors join us - most virtually as they're across the world - but dozens in person," said Dan O'Toole, CEO and founder. "It was a great day and a tribute to the faith our original investors have in our idea and our commitment to realizing the full potential of Arrive AI. So, being on the Nasdaq means a lot. But even more important is that we continue to execute on the mission."

Originally Dronedek, the company rebranded in 2023 to Arrive Technology in a shift from drone delivery to a smart Mailbox-As-A-Service for autonomous and robotic delivery. In 2024, the company rebranded a second time to Arrive AI with the integration of artificial intelligence into its last-mile logistics solutions.

The company is pioneering the autonomous delivery industry in Indiana with nearly \$11 million in funding and over 5,000 investors.

Since going public, the company has announced several developments, including its first revenue. Hancock Regional Health is installing Arrive Points, or the mailboxes, throughout the facility's hallways for autonomous deliveries from a ground robot. On the East Coast, a Virginia pharmacy courier has enlisted the help of the Arrive AI platform for specialized medicine deliveries. Curiosity Labs in Peachtree Corners is currently testing Arrive Points in their smart city environment.

In personnel moves, the company has since added Laurie Tucker, a former FedEx executive, to its board of directors.

"A lot is happening, and there's more to come," said O'Toole. "Using a \$40 million financing commitment that followed our Nasdaq debut, we plan to significantly add staff, increase production, continue refining our Arrive Points and platform, and forge more partnerships with companies around the world."





"It took a long time to realize, but it was worth every second that we put into it. It's been the journey of a lifetime... Being on the Nasdaq means a lot. But even more important is that we continue to execute on the mission."

DAN O'TOOLE
CEO AND FOUNDER OF ARRIVE AI

In June, the company announced a new patent for a climate-control feature for its Arrive Points.

Later that month, Arrive AI announced an international partnership with India's Skye Air Mobility.

O'Toole said that while becoming a publicly traded company is an exciting development and will open

up opportunities for the company, Arrive AI has always had a mission to operate as a listed company. He said the Arrive AI team has been very strategic in how they continue to secure patents that refine the company's products and better position it for growth. In addition, he noted that another priority has been being selective in with whom the company partners -- strategically

positioning Arrive AI to where its services can be used most effectively.

"We'll continue to operate in this fashion," he said. "I want this company to be the company that I'd want to invest in. We will be opportunistic, aggressive, ambitious, thoughtful, strategic, and dominant in our space. The future is now, and we are just getting started!"

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International Union of Operating Engineers Local 150 Donates \$10,000 to United Way



David Fagan Financial Secretary for International Union of Operating Engineers Local 150 presents a \$10,000 check to United Way Northwest Indiana's Pete Smith, Labor Liaison, and Shannon Buck, Regional Account Executive.

PHOTO CREDIT: UNITED WAY NORTHWEST INDIANA

THE INTERNATIONAL UNION of Operating Engineers Local 150 made a \$10,000 donation to the United Way Northwest during a special check presentation ceremony at their local Merrillville office. The \$10,000 donation will help support programs that strengthen communities and provide resources for individuals and families working toward a better future.

CENTRAL

ARCHITECTURE, ENGINEERING AND CONSTRUCTION

NOBLESVILLE PROMENADE TRAILS COMMUNITY BUILDING OPENS

The Justus Companies announced the official opening of the Promenade Trails Community Building, a signature addition to its 55 & Better lifestyle community in Noblesville. The building features 151 designed one- and two-bedroom apartment homes.

The Community Building is now open to both apartment and cottage residents and serves as the heart of

the community's wellness, social, and recreational lifestyle.

The Vista Club Room is an event space that residents can reserve for family celebrations and gatherings. Complete with a kitchen, large island for food service, and a built-in screen for presentations, the room opens onto a covered veranda strung with market lights. The veranda overlooks the courtyard, allowing indoor-outdoor entertaining in a picturesque setting.

JLL INDY TEAM WINS TRANSACTION OF THE YEAR AWARD

The Indianapolis-based team from Jones Lang LaSalle (JLL) won Transaction of the Year during the 17th

Annual NAIOP Real Estate Awards. The event recognizes outstanding development projects and brokerage professionals for industrial, office, multifamily and mixed-use properties in Indiana completed in 2024. The Indianapolis JLL team received the award for their complex deal with Kats, Sapper & Miller (KSM) to move to a new, 81-thousand square foot space within the newly rebranded office park, Carmel Gateway. The JLL team included Traci Kapsalis, Executive Vice President; Meghan James, Senior Vice President, Workplace Strategy; Matt Waggoner, Senior Managing Director; Mike Gresham, Senior Project Manager; John Robinson, Managing Director; Graham Summers, Managing Director; Alicia Kurtz, Client Experiences; and Mike Gresham, Senior Project Manager.

OFFICIALS BREAK GROUND ON CARMEL GATEWAY EAST LAWN

A groundbreaking event was recently held for the 1.25-acre Carmel Gateway East Lawn at the newly rebranded campus of Carmel Gateway. The nearly \$2.2 million dollar project is part of a major investment into the office park for Rubenstein Partners LP.

Carmel Gateway boasts a strong occupancy rate of 76% as the office park continues to create new amenities like the Carmel Gateway East Lawn. The lawn will create an attractive park-like area with outdoor seating, lush landscaping and the opportunity to host community events, such as musical performances.

The groundbreaking included remarks from Patrick Moyers, Carmel Gateway Property Manager, Brian Simel, VP of Rubenstein Partners LP, and Carmel Mayor Sue Finkam. The groundbreaking event represented both the East and West Lawns on the Carmel Gateway property. More details will be shared about the West Lawn at a later date.

BUSINESS SERVICES

MARCUS & MILLICHAP CLOSES \$28 MILLION SALE OF CARMEL TECH CENTER

Commercial real estate brokerage firm Marcus & Millichap announced the sale of the \$28 million Carmel Tech Center, a three-building, 209,056-square-foot industrial flex portfolio in Carmel.

The center offers excellent accessibility via Interstate 465 and U.S. 31, which carry approximately 145,000 and 83,000 vehicles per day, respectively. It's about 40 minutes from Indianapolis International Airport, with Indianapolis Executive and Indianapolis Metropolitan Airports also nearby.

The properties include 833-887 Carmel Drive, a 58,430-square-foot building constructed in 1988 and renovated in 2022; 12302-12388 Hancock Street, a 74,074-square-foot completed in 1988 and renovated in 2016; and 12202-12292 Hancock Street, a 76,552-square-foot building constructed in 1988 and renovated in 2004. Anchor tenants across the portfolio include Vantiva, Stryker Orthopaedics, Live Nation, Option Care Health, Securitas Technology, Snap One Partner Store, and T2 Systems.

ICE MILLER TO OPEN NEW HEADQUARTERS AT BOTTLEWORKS DISTRICT

Ice Miller, a leading national law firm first founded in Indianapolis, will relocate its flagship presence to the Bottleworks District as part of Phase III of the development. Located in a state-of-the-art, 85,000-square-foot, build-to-suit office building, Ice Miller will occupy the entire building, solidifying Bottleworks District as a hub for business and community engagement. Scheduled for completion in 2028, the new building will replace the "Bottleworks Lot 2 Parking" at the northeast corner of the district at 10th and Bellefontaine Street. The

11-story building will feature six floors of public/private parking (335 stalls), with at least 100 spaces reserved for public use, ensuring no displacement of existing parking. The remaining five floors will be dedicated entirely to office space for Ice Miller, providing a modern, innovative workspace in the heart of the district.

COMCAST KICKS OFF CONSTRUCTION OF HIGH-SPEED INTERNET NETWORK

Across Indiana Comcast announced the kickoff of construction of its next-generation network in Fayette, Rush, Delaware, Boone, Shelby, Morgan and Miami counties. Upon completion, more than 10,000 residents



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and businesses will have access to the full suite of Xfinity and Comcast Business services, including built-in cybersecurity, affordable Internet plans, and a robust video offering spanning TV and streaming. The multi-million-dollar joint investment is the latest from Comcast in partnership with the State of Indiana's Next Level Connections Broadband Grant Program, which has invested \$350 million toward improving broadband access and adoption in the state.

Overall, Comcast has invested more than \$80 billion in the last 10 years to grow and evolve its expansive fiber-rich network across the company's service footprint nationwide, including nearly \$600 million the company has invested in its network in Indiana over the last three years.

ECONOMIC DEVELOPMENT

STATE COMMERCE OFFICE AWARDS GRANTS TO SUPPORT ENTREPRENEURIAL ACTIVITY

Indiana's Commerce Office awarded \$925,107 in grant awards to accelerate entrepreneurial activity and resources statewide through its Community Collaboration Fund (CCF). These awards will help fuel 28 community-led projects focused on entrepreneurial education, connection and acceleration across Indiana.

CCF provides matching grants to support new community collaborations, services and programming that will serve Indiana's entrepreneurial ecosystem with a focus on education, connection and acceleration.



After receiving a large number of applications, the state's Commerce Office selected 28 projects for

matching grants based on their potential to fill critical gaps across the entrepreneurial ecosystem, support underserved markets and collaborate across boundaries.

The projects selected will result in a variety of new programs and resources for aspiring entrepreneurs and current small business owners, such as AI education, business planning, financial literacy, online visibility and prototyping design, for businesses across a variety of industries such as the creative economy, childcare, food and beverage, defense and in rural communities.

HISTORICAL SOCIETY PROVIDES MORE THAN \$49,000 TO LOCAL HISTORICAL ORGANIZATIONS

Through its Heritage Support Grants program, the Indiana Historical Society (IHS) awarded more than \$49,000 to 16 local history orga-



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nizations representing 14 Indiana counties.

The program provides funding for high-priority projects in the areas of collections stewardship, capacity building, sustainability, and planning at local, county, and regional historical societies, museums, and sites across Indiana.

Heritage Support Grants are provided by the Indiana Historical Society and made possible by Lilly Endowment Inc.

STATE REPORTS OVER \$38 MILLION IN FINANCIAL ASSISTANCE FOR WATER INFRASTRUCTURE

The Indiana Finance Authority (IFA) announced it has closed nearly \$38 million in low-interest loans in the month of May to help the Towns of Milton, Milford, and Citizens Water

Authority to finance drinking and/or waste-water infrastructure projects. The State's financial assistance will save the utilities an estimated \$27 million in principal and interest costs, compared to open-market financing.

The Citizens Water Authority (CWA) received a \$27 million low-interest loan through the SRF program to help fund improvements to the city's drinking-water systems. The Town of Milford received a \$6.9 million low-interest loan through the SRF program to fund improvements to the town's drinking-water systems. The Town of Milton received nearly \$4 million in low-interest financing through the SRF program to fund improvements to the town's drinking-water systems.

The IFA administers the SRF loan

program with joint funding from the U.S. Environmental Protection Agency and the State of Indiana. SRF loan programs operate in all states to provide resources necessary to maintain and improve the infrastructure that protects our valuable water resources.

EDUCATION

PURDUE TRUSTEES ENDORSE MASTER PLAN FOR GROWTH IN INDIANAPOLIS

The Purdue University Board of Trustees endorsed a comprehensive conceptual campus master plan for Indianapolis, detailing a blueprint designed to transform Purdue's urban expansion of its main campus that supports industry partnership, research and experiential learning eventually for up to 15,000 students.

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ARE STILL AVAILABLE

Coinciding with the first anniversary of the launch of Purdue University in Indianapolis, the master plan outlines the 50-year picture for Purdue's presence in the capital city, envisioning 16 new buildings on 28 acres with 4.5 million gross square feet to support up to 5,320 total university residence beds and an enrollment of 15,000 students.

Purdue has established 10 physical locations across the capital city to date. These include strategic partnerships and shared spaces with industry leaders such as Elanco, Dallara, SpectronRx and others. In addition, the university has cultivated relationships with 55 companies to provide students with internship, co-op, research and career opportunities. These collaborations span sectors such as biosciences, tech innovation, pharmaceuticals and engineering, aligning student preparation with employer needs.

IVY TECH BLOOMINGTON WINS THREE STATE AWARDS FOR EXCELLENCE IN CAREER EDUCATION

Ivy Tech Community College Bloomington is the recipient of three 2025 Indiana Awards for Excellence in Career and Technical Education (CTE). The awards were presented by the Indiana Commission for Higher Education.

Ivy Tech Bloomington, the City of Bloomington Fire Department, and the Monroe Fire Protection District won an Award for Outstanding Postsecondary Partnership for their collaborative new Fire Sciences Academy program.

The Culinary Arts and Hospitality Management program won an Award for Outstanding Postsecondary Program of Study. Students get hands-on experience in the campus student-run restaurant by hosting coffee shops, lunch service, and through internships at French Lick Resort.

Anthony Shields, recent graduate, received an Award for Excellence in the Postsecondary Student category. He graduated with an associate degree in Cloud Technologies.

Recognition awards for excellence highlight the achievements of CTE students, programs, partners, and counselors across the state who exemplify the qualities of and opportunities of Career and Technical Education.

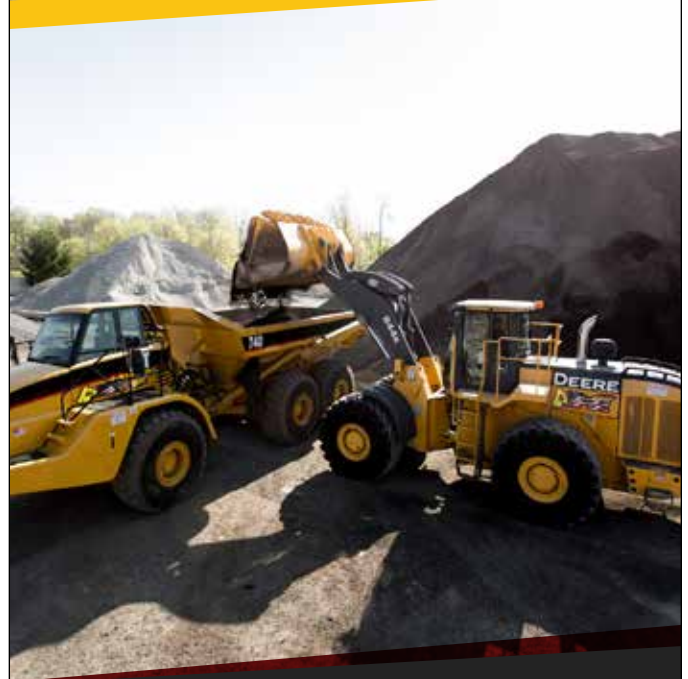
FINANCE

3 INDIANA BANKS WIN STATEWIDE AWARD FOR COMMITMENT TO COMMUNITY

Home Bank, Martinsville; Community First Bank of Indiana, Kokomo; and 1st Source Bank, South Bend, have been honored with the Indiana Bankers Association C2C (Commitment to Community) Awards for



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outstanding community service performed during 2024.

Home Bank won the category of banks with assets below \$750 million. "Making lives better" is in the bank's vision statement.

1st Source Bank, South Bend, was the winner in the Large Banks category. Community First Bank of Indiana, Kokomo, was honored in the Mid-sized Banks category. Community improvement has been one of its primary motivators since its founding and continues to be one of the four pillars of its strategic plan. Winners were chosen out of 22 entrants across the three categories. The Association created the C2C Awards in 2018 to celebrate exceptional bank outreach and raise public awareness of the diverse ways that banks support the communities they serve.

OLD NATIONAL PROVIDES 0% INTEREST LOAN FOR INDIANAPOLIS NEIGHBORHOOD HOUSING PARTNERSHIP

Old National Bancorp, in partnership with the Federal Home Loan Bank of Indianapolis (FHLBI), has provided a \$1.2 million 0% interest loan to the Indianapolis Neighborhood Housing Partnership, Inc. (INHP). This was made possible through Old National's participation in the FHLBI's CDFI Rate Buydown Advance program.

INHP's mission is to create affordable housing solutions for people with low and moderate incomes, and to collaborate to enhance the quality of life in Indianapolis neighborhoods.

Community Development Financial Institutions such as the INHP are lenders with a mission to provide fair, responsible financing to rural, urban, Native, and other communities that mainstream finance doesn't traditionally reach. The CDFI Rate Buydown Advance program is

creating a new lending pipeline to address the housing and community development needs of Michigan and Indiana.

The FHLBI launched the CDFI (Community Development Financial Institution) Rate Buydown Advance program in 2024 with a \$5 million allocation. CDFI Rate Buydown Advances allow non-depository CDFI member institutions to borrow directly from the bank while also encouraging other member financial institutions to lend to non-depository CDFIs, regardless of bank membership.

GREEN AND SUSTAINABLE

GOVERNOR BRAUN FORMS STRATEGIC ENERGY GROWTH TASK FORCE

To meet the increasing energy demands of the modern economy, Gov. Mike Braun announced he is creating a Strategic Energy Growth Task Force to create an energy growth plan for Indiana to meet the state's accelerating demand for reliable, affordable energy.

The Strategic Energy Growth Task Force will create an energy growth plan for Indiana, focused on several priorities. The plan created by the Task Force will provide a short-term 5-year vision as well as a 20-year outlook, focused on four key objectives, including development, affordability, diversification, and collaboration.

The Strategic Energy Growth Task Force will engage utilities and other stakeholders to foster cooperation and align strategic plans to meet the state's electricity growth targets. The Task Force will also analyze the drivers of electricity price and propose actionable solutions to ensure future energy costs are affordable for Hoosiers.

HEALTH CARE

GOV. BRAUN HOLDS CEREMONIAL SIGNING FOR 10 HEALTH CARE BILLS

Gov. Mike Braun held a ceremony to sign 10 health care bills that will bring substantial reform to health care in Indiana: lowering prices, leading the nation in health care price transparency, and eliminating the anti-competitive practices and misaligned incentives that drive up hospital prices, among many other notable health care solutions. The bills address systemic problems with the health care industry with solutions like full hospital price transparency so patients know what something costs upfront, ending anticompetitive practices in physician non-compete agreements to increase market competition, reforming how pharmacy benefit managers operate to drive down prescription drug prices, establishing that health plan administrators have a fiduciary duty to act in the best interest of the patients they act on behalf of, and ensuring that nonprofit hospitals actually act like nonprofits with new accountability measures.

ROCK STEADY BOXING TRANSFERS OWNERSHIP THROUGH COMMUNITY PARTNERSHIP

Rock Steady Boxing (RSB) Connersville has found a new home, ensuring the non-contact rehabilitation program will continue serving local residents with Parkinson's disease. Reid Health finalized an agreement to transfer the Connersville program's affiliation to local resident Nancy Hinds. Now named Punching Out Parkinson's Connersville, the classes are held at Crosspointe Biker Church, 1130 Baseline Road. RSB helps to slow the progression of Parkinson's disease (PD) through exercise.

Hinds, a licensed nurse practitioner, is a Connersville native and business

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Michigan City Celebrates Opening of 11th Street Station, Parking Garage



Michigan City Mayor Angie Nelson Deutch cuts the ribbon during the grand opening of the 11th Street Station and garage.

PHOTO CREDIT: ECONOMIC DEVELOPMENT CORPORATION OF MICHIGAN CITY

THE 11TH STREET STATION building and parking structure in Michigan City has officially opened to South Shore Line riders. The station building offers seating, restrooms, an historic exhibit tracing the South Shore Line's milestones, model train display and vendor spaces. The parking garage includes 542 parking spaces, with 437 priority spots for NICTD passengers to use weekdays.

owner. Her father was diagnosed with Parkinson's in 2022, and she saw firsthand how RSB helps individuals manage symptoms and improve quality of life. When she learned the Connersville program was in jeopardy of closing, she stepped in to help.

As part of the transition, Reid is providing financial support and exercise equipment to help establish Punching Out Parkinson's Connersville and carry the program forward. A portion of that funding will originate from the Reid Foundation's Pro's Players FORE Parkinson's fund. The fund was established by the late Doug Kuntz who championed the RSB program and worked tirelessly to raise funds and awareness for PD.

ORTHOWORX PRESENTS 2025 PEACE BUILDER AWARDS AT WARSAW COMMUNITY SCHOOLS

OrthoWorx announced the sponsorship of the 2025 Peace Builder Award at Warsaw Community Schools. This award was presented to one student at each of the Warsaw Community Schools and acknowledges their empathy builder characteristics, aligning with Warsaw Community Schools' values and furthers the OrthoWorx diversity initiatives. The Peace Builder Award recognizes students that have shown outstanding citizenship and modeled the value of diversity through the willingness to accept and include fellow students and school staff. They have created a culture of helping other students thrive in value, self-es-

teem, self-worth, purpose, healthy relationships, and leadership qualities. Embracing diversity increases creativity and productivity, providing a welcoming environment for all people. Those receiving awards this year are: Mason Weaver, Leesburg Elementary; Tanner Streasick, Jefferson Elementary; Sam Weaver, Madison Elementary; Natalie Schuman, Eisenhower Elementary; Charlee Gardner, Lincoln Elementary; Michael Haverstock, Washington Elementary; Trevor Maynard, Claypool Elementary; Paisley Dotson, Harrison Elementary; Anya Puthucode, Lakeview Middle School; Audrey Green, Edgewood Middle School; Kameron Kauffman, WCHS/WACC; and Chase Dixon, Lakeland Christian Academy.

LOGISTICS

ARRIVE AI FORGES INTERNATIONAL PARTNERSHIP WITH INDIA'S SKYE AIR

Arrive AI (NASDAQ: ARAI) — a pioneering autonomous delivery network anchored by Arrive Points™ — announced a new global customer: Skye Air, India's dominant and rapidly expanding hyperlocal delivery platform. This expected partnership marks a pivotal moment, scaling secure, automated delivery solutions across one of the world's most dynamic markets. Skye Air currently offers 7-minute drone delivery to customers in Gurugram, part of NCR (National Capital Region) of Delhi and Bengaluru (Karnataka), making about 6,000 deliveries per day. The partnership entails co-developing mailboxes and installing across the country. Arrive AI will begin from the initial 60 units being placed in Gurugram followed by other cities as per Skye Air's expansion plan. Both companies expect to have 500 Arrive Points across Skye Air's service areas in the

future, serving a New Delhi population exceeding 33 million. Arrive AI expects Arrive Points to be delivered to Skye Air within calendar year 2025.

MANUFACTURING

SONY DADC, D&D AUTOMATION ENTER THE CHIP WORLD WITH SEMICONDUCTORS

Sony DADC - US today announced an agreement with D&D Automation, a Terre Haute-based CNC machine shop and design firm. D&D Automation is a vendor for the KLA Corporation of Milpitas, CA. Located in the heart of Silicon Valley, KLA designs and manufactures critical components for the inspection of semiconductor chips during manufacturing. These components routinely travel worldwide and require extreme care

during transportation. D&D Automation fits that need by manufacturing specialized "shipping canisters" for KLA, each of them custom-built for the many types of components KLA needs to ship. The canisters are machined from solid blocks of stainless steel and are precision-cleaned before assembly. Due to the sensitive nature of the components made by KLA, no particles, oils, or any other type of contaminant can be present on the canister.

Through their partnership with D&D Automation, KLA will, utilize clean-room space at Sony DADC to assemble these shipping canisters.

KNAUF NORTH AMERICA EXPANDING BLOWING WOOL CAPACITY

Knauf Insulation, Inc., a leading North American manufacturer of fiberglass insulation, announced the

addition of a new, dedicated blowing wool line at its Shelbyville fiberglass insulation manufacturing facility. The new line is expected to be commissioned in Q2 of 2026.

According to ICF Research, 89% of U.S. homes are under-insulated. Insulating a single home can lead to significant energy savings as well as money in the pocket for contractors and homeowners by taking advantage of currently available tax credits.

TECHNOLOGY

TECHPOINT ANNOUNCES 2025-2026 EXECUTIVE COMMITTEE LEADERSHIP

TechPoint, the industry-led growth initiative for Indiana's tech ecosystem, announced its executive committee members for the 2025-2026 term.

Building Stronger Communities in Indiana

Scan to learn how Goodwill is expanding to meet the needs of the Elkhart community.

BUILDINGINDIANA.COM | BUILDING INDIANA BUSINESS | 17

AI Enhances Neurological Care at Franciscan Health Hospitals



The Ceribell System, which is now being used by medical professionals at Franciscan Health, helps quickly detect, treat potentially life-threatening seizures, reducing hospital transfers.

PHOTO CREDIT: FRANCISCAN HEALTH

FRANCISCAN HEALTH has adopted the Ceribell System, an FDA-cleared electroencephalography (EEG) device powered by artificial intelligence (AI). Franciscan Health Crown Point, Dyer, Michigan City, Munster and Olympia Fields all employ the device in their hospitals. Designed for rapid seizure detection and continuous monitoring, the technology enables local hospital teams to quickly make critical treatment decisions and potentially provide better outcomes for patients at risk of non-convulsive seizures.

After distinguished service since 2019, Sherry Aaholm, former chief digital officer of Cummins Inc., is stepping down as Board Chair. Richard Cardwell, former vice president and head of U.S. operations at Infosys, will succeed Aaholm as Board Chair. Cardwell brings extensive experience in global technology operations and public-private collaboration. Andy White, senior vice president at Salesforce, will serve as Vice Chair, leveraging his experience in enterprise technology and digital transformation. TechPoint also welcomes Timothy F. Coleman, chief technology officer and senior vice president at Eli Lilly and Company, to the Executive Committee.

CLOUD SERVICE PROVIDER OTAVA MOVES HEADQUARTERS TO INDIANAPOLIS

OTAVA®, a leader in secure and compliant multi-cloud solutions, announced that it has relocated its headquarters from Ann Arbor, Michigan to Indianapolis. The move reflects OTAVA's commitment to innovation and growth in a region that's quickly becoming a national tech hub. With operations across the U.S. and Europe, the decision to relocate its headquarters to Indianapolis was driven by key business partnerships, the skilled IT talent pool, and the city's strong technology community. OTAVA currently partners with several local business organizations, associations, and technology corpo-

rations including Scale Computing, TechPoint, the Indiana Chamber, and the Indiana Hospital Association. Additionally, OTAVA's downtown Indianapolis Tier 3 data center serves a robust local customer base. OTAVA's CEO and several members of the company's data center operations, technical, business development, and marketing teams are already based in Indianapolis, and the company anticipates further growth at its headquarters office.

REELEMENT TECHNOLOGIES JOINS IVY TECH AS WORKFORCE DEVELOPMENT PARTNER

American Resources Corporation with its portfolio company, ReElement Technologies Corporation, a leading provider of high-performance refining capacity of rare earth and critical battery and defense elements, announced its partnership with Ivy Tech Community College of Indiana as part of a workforce development initiative supported by the U.S. Department of Labor's Apprenticeship Building America (ABA) Grant Program.

The initiative, funded by a grant from the U.S. Department of Labor's Employment and Training Administration, is designed to strengthen the talent pipeline for emerging industries by expanding access to registered apprenticeship programs, particularly in underserved communities. This strategic collaboration will support ReElement's cutting-edge refining processes for producing ultra-pure critical mineral products used in next-generation technologies. The program will also help meet the growing workforce demand at ReElement's Indiana-based refining facilities, which serve both the commercial and national defense markets. This new grant award builds upon ReElement's previously announced

partnership with Ivy Tech, further solidifying their joint commitment to training the next generation of high-tech manufacturing talent.

PIERCE AEROSPACE AND MITRE PARTNER TO ADVANCE REMOTE ID RESEARCH AND DEVELOPMENT

Pierce Aerospace announced that it has executed a memorandum of understanding with MITRE to advance research and the state of the art of unmanned aircraft system (UAS) remote identification. The new collaboration between Pierce Aerospace and MITRE will see Pierce Aerospace's Remote ID sensors installed at the MITRE National Range for remote identification and UAS-related research purposes. The two organizations also will collaborate to advance airspace detection, UAS/autonomy operations, and homeland security capabilities.

The new collaboration between Pierce Aerospace and MITRE focuses on using scientific research and experimentation to address real-world challenges from the increased use of unmanned systems. Allowing academia, government, and industry to collaborate on advancing mission priorities through prototyping and experimentation, the MITRE National Range provides an ideal location to learn, develop, and test capabilities to enhance homeland and national security measures that serve the public interest.

TOURISM AND HOSPITALITY

BOTTLEWORKS HOTEL NAMED ONE OF TRIPADVISOR'S TOP 25 HOTELS IN THE U.S. FOR 2025

Bottleworks Hotel announced its inclusion in TripAdvisor's 2025 Travelers' Choice Best of the Best Awards, ranking among the Top 25 Hotels in the United States. This prestigious honor places Bottleworks Hotel in the top 1% of all listings on TripAdvisor, reflecting consistently

exceptional reviews from travelers worldwide.

Located in the heart of Indianapolis' vibrant Bottleworks District, the 139-room boutique hotel seamlessly blends historic Art Deco architecture with modern luxury. Housed in the former Coca-Cola bottling plant, Bottleworks Hotel offers guests a unique experience that celebrates the city's rich history while providing contemporary amenities. TripAdvisor's Travelers' Choice Best of the Best Awards are based on the quality and quantity of traveler reviews and ratings over a 12-month period. Fewer than 1% of the 8 million listings on TripAdvisor receive this distinction.

In addition to this recognition, Bottleworks Hotel was awarded the inaugural One MICHELIN Key distinction in 2024.

NORTH

ARCHITECTURE, ENGINEERING AND CONSTRUCTION

LARSON-DANIELSON BREAKS GROUND ON TOWN HALL, FIRE STATION REMODEL

Larson-Danielson Construction has broken ground on the remodel of the Town of Chesterton's town hall and fire station.

The town hall will feature advanced audio and visual technology, expanded seating for 100, new restrooms, and a community room for gatherings and events. The fire station will include a 1,730 square foot addition with bunk rooms, new bathrooms, a training room, dedicated office spaces, upgraded living quarters, and an enhanced exercise area.

Larson-Danielson has worked on several projects for the Town of Chesterton and has also been involved in the construction and renovations of multiple first responder

facilities throughout Northwest Indiana.

Construction for the remodel of Chesterton's town hall and fire station is expected to wrap up in December.

AUTOCAM MEDICAL PLANS \$70 MILLION MANUFACTURING EXPANSION IN WARSAW

Autocam Medical, a manufacturer of precision-machined medical devices, announced plans to construct a 100,000 square foot, state-of-the-art manufacturing facility in Warsaw, Kosciusko County.

Construction is expected to begin in 2025 and be complete within 18 months of groundbreaking. The facility, which will be built on a 15-acre parcel at the Northeast corner of N 200W and US-30, represents a capital investment of over \$70 million in building and advanced manufacturing equipment.

The company currently employs 10 people at the Medtronic building in Warsaw but is expected to create up to 300 high-skill jobs with the expansion. This includes CNC machinists, engineers, and a wide range of technical and manufacturing roles. At Autocam Medical's Michigan location, the average machinist's salary exceeds \$74,000 annually, and the company is looking at similar wage levels in Warsaw.

Autocam Medical selected Warsaw for its renowned expertise in orthopedic manufacturing, proximity to key customers and suppliers, and vibrant workforce culture.

BUSINESS SERVICES

SURF INTERNET DOUBLES FIBER REACH, SURPASSES 200,000 INTERNET PASSINGS ACROSS THE GREAT LAKES REGION

Surf Internet has reached a major milestone with the completion of its 200,000th fiber-optic internet passing — referring to homes and

businesses where service is now available — across Indiana, Illinois, and Michigan.

The milestone marks a doubling of the company's reach since November 2023 and underscores Surf's rapid expansion in delivering high-speed, reliable internet to communities throughout the Great Lakes region, particularly in rural and underserved areas.

As part of its growth, Surf recently introduced two new speed tiers—300 Mbps and 5 Gig—in select markets. These options join the company's existing lineup of 1, 2, and 8 Gig fiber plans, offering a broader range of solutions to meet evolving digital demands at home and at work. With over 200,000 locations now serviceable, Surf continues to differentiate itself by removing many of the barriers that typically prevent people from switching providers. The company plans to reach an additional 75,000 addresses across its growing footprint in the Great Lakes region by the end of 2025.

ECONOMIC DEVELOPMENT

NOTRE DAME ANNOUNCES NEXT STEP FOR TECH AND TALENT DISTRICT IN DOWNTOWN SOUTH BEND

The Tech and Talent District, a keystone of the city of South Bend's Downtown South Bend 2045 plan, has advanced a step closer to implementation via a partnership between the University of Notre Dame and Ancora to pursue the development of the first phase of the district. Ancora is an investment management firm dedicated to supporting the mission and long-term goals of colleges and universities. Rising from the northeast corner of Colfax Avenue and Lafayette Boulevard, the district will sit at the intersection of research, industry and community, revitalizing a once vibrant corner of downtown while catalyzing job growth and advancing

entrepreneurship in South Bend and the surrounding area.

The first phase of the project will revolve around the reimagining of the vacant former South Bend Tribune building, which, through adaptive reuse, will anchor the district along with a new research and office building at the northwest corner of Colfax and Main Street.

WABASH COUNTY MUSEUM RECEIVES GRANT FROM DUKE ENERGY FOUNDATION

The Wabash County Museum has been awarded a \$5,000 grant from the Duke Energy Foundation. The Duke Energy Foundation is focused on strengthening and uplifting communities through grant funding. The grant awarded to the museum will support the Family Access Membership program. The Family Access Membership Program provides free annual membership to families who could not otherwise afford to visit the museum. It was created as part of the museum's initiative to be accessible to all. Qualifications include participation in programs for those with lower incomes, foster families, and families with children with disabilities.

The Wabash County Museum houses 100 permanent exhibits, a large children's indoor play area, a hands-on STEM exhibit, and a sensory friendly space. The museum's archives hold thousands of records on area history. In addition to the exhibits and educational spaces, the museum also provides about 50 community events annually, many of which are free of charge.

EVERWISE FOUNDATION INVESTS \$7,500 IN UNITED WAY NORTHWEST INDIANA'S LEVEL UP PROGRAM

United Way Northwest Indiana accepted a \$7,500 contribution from the Everwise Foundation in support of Level Up, a transformative initia-

tive designed to guide Northwest Indiana residents on a path toward lasting financial stability and upward mobility.

Level Up provides personalized, one-on-one support that connects individuals with financial counseling, employment coaching, and essential local resources. The program meets ALICE individuals where they are and walks alongside them to where they want to be — financially and personally. With support from the Everwise Foundation, United Way will be able to reach more residents, expand the program's impact, and continue building a network of support that creates real, measurable change across the region. The Level Up program is specifically designed to support ALICE families, those who are working hard but still struggling to make ends meet. These individuals often earn too much to qualify for traditional assistance, yet not enough to achieve financial stability.

CITY OF GARY, NOTRE DAME INTRODUCE DOWNTOWN INITIATIVE

The City of Gary and the University of Notre Dame School of Architecture's Housing and Community Regeneration Initiative announced a "Vision and Action Plan" for downtown Gary during a recent news conference.

The final report serves as a roadmap for Gary's leadership to follow to reestablish the city's building culture. The plan builds upon a charrette conducted in August 2024. It presents a strategy for physical, economic and place-based regeneration in response to community members' input, and it unfolded in four stages.

ECONOMIC UPDATE SPOTLIGHTS MICHIGAN CITY PROGRESS

The path of projects and city's prosperity, stemming from downtown development and the South Shore Train Station, were at the core of the

conversation during the Michigan City Chamber of Commerce's Economic Update.

Panelists Economic Development Corporation Michigan City Executive Director Clarence L. Hulse and Michigan City Director of Redevelopment Skyler York centered on updates, momentum and what is next for the city.

The newly constructed South Shore Train Station - Double Track Project continues to spark inquiries and new projects. This development includes a new parking garage and renovated train station along with the adjacent The Franklin at 11th Street – a 12-story, mixed-use multi-family development.

The first Designated Alcohol Refreshment Area in the city runs from the beach to 11th Street and is a component of the downtown changes. Key projects are in various stages of the development process, including plans for over 1,000 apartments and a grocery store at 5th and Pine streets, the State Prison feasibility study and redevelopment, SoLa and new housing city wide.

The Tryon Meadows housing development is moving through the stages of the development process, with the first phase being the largest to include townhomes and single-family units. "Singing Sands Suites" is a workforce housing initiative with 300 family styled apartments planned. This is in the initial stages for modular structure units on what was once a Brownfields site.

GARY SECURES LANDMARK CONVENTION CENTER BID

The City of Gary has been selected by the Lake County Board of Commissioners to be the home of the new Lake County Convention Center.

The newly greenlit 145,000-square-foot convention center will be located near Hard Rock Casino Northern Indiana and is designed to strengthen

the area's position as a vibrant, world-class entertainment destination. Situated at the crossroads of America along I-80, between I-294 and I-65, the facility will be ideally located to attract large-scale conferences, trade shows, and premier events from across the nation. The project will be funded entirely

through gaming taxes, state matching funds established by Senate Bill 434, and a \$30 million commitment over 20 years from Hard Rock — with no new proposed increase in the innkeeper's tax. The convention center represents the fruition of Senate Bill 434, authored by then-State Senator Eddie Melton and signed

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into law by Governor Holcomb in May 2023.

Construction on the project is expected to begin later this year.

HEALTH CARE

FRANCISCAN HEALTH WORKINGWELL CELEBRATES 20TH ANNIVERSARY

Franciscan Health WorkingWell is celebrating its 20th anniversary this year. The program offers comprehensive occupational health services to businesses and industry.

Franciscan first introduced WorkingWell in June 2005 as a regional initiative. Since then, the program has grown to encompass 18 WorkingWell offices in northwest Indiana, central Indiana, western Indiana and the south Chicago suburbs. Growth and innovation have been key components of the program.

Franciscan WorkingWell strives to provide a more efficient continuum of care, better case management, a unified team of healthcare professionals and a customized approach to the company's healthcare needs. Among the numerous services offered by Franciscan WorkingWell are physicals, drug and alcohol screening, vaccinations and immunizations, injury treatment, injury prevention programs and fitness for duty evaluations.

Franciscan WorkingWell provides a comprehensive occupational health network for employers with job-related health needs, while helping control medical costs and keeping employees healthy.

Many WorkingWell and HEALTHe-ACCESS locations have added Franciscan ExpressCare services as well. ExpressCare provides treatment for common illnesses and minor urgent care injuries for adults and children. Appointments are not required at Franciscan ExpressCare.

MEMORIAL HOSPITAL USES TECHNOLOGY FOR BLOOD COLLECTION

Memorial Hospital of South Bend is the first hospital in Indiana to transform the patient experience by providing comprehensive needle-free blood draws that offer patients significant relief from repeated needle sticks during their hospital stay. Memorial Hospital's pioneering use of PIVO™ Pro technology from BD (Becton, Dickinson and Company) delivers on the vision of a "One-Stick Patient Experience." The hospital has expanded this technology beyond standard blood draws to include blood culture collections in the emergency room, making Memorial the second hospital in the nation to offer this comprehensive implementation. This means most blood draws at Memorial Hospital are now performed through this needle-free system.

The technology allows Memorial Hospital to use a patient's existing IV line for high-quality blood draws and blood culture collections. While patients still require an initial IV placement, this eliminates most additional needle sticks during their stay. The system also benefits healthcare staff by reducing blood exposure and needlestick injuries, with nurses, nursing assistants and mental health technicians trained to use it across patient care areas.

BOWL FOR THE CURE RAISES OVER \$17K FOR BREAST CANCER PATIENTS

The Michigan City United States Bowling Congress Bowling Association raised \$17,251 at its Bowl for the Cure fundraiser at Olympia Lanes II in Michigan City to support local breast cancer patients through the Franciscan Health Foundation's Michigan City Mammography Department/Breast Cancer Fund. This year's total set a record for the event,

and the organization has raised more than \$134,500 for Franciscan Health Michigan City since 2008. Olympia Lanes II owner Nick Loxas donated the use of the bowling alley for the 2025 Bowl For the Cure event at the request of employee Cheryl Hale, who serves as chairwoman of the Bowl for the Cure committee. Donations to the Franciscan Health Breast Care Center Michigan City assist breast cancer patients in need with educational materials, comfort bags, gas cards, grocery cards, utility bills and more.

POWERS HEALTH, PROFOUND RESEARCH PARTNER TO EXPAND CLINICAL TRIAL ACCESS

Powers Health announced a strategic partnership with Profound Research to launch a clinical research center.

The partnership will embed clinical research operations at select Powers Health locations, with an initial focus on cardiology, gastroenterology and neurology. This model allows patients to participate in clinical research directly through their trusted physicians – removing barriers and accelerating care options for the community.

Through this collaboration, Powers Health will gain access to Profound's operational expertise in trial activation, patient recruitment and regulatory compliance, helping bring new treatment opportunities to Northwest Indiana.

Profound Research, a leading integrated clinical research site network, combines scalable operations with a patient-first philosophy rooted in compassion, responsiveness and practical problem-solving. The partnership with Powers Health reflects both organizations' shared goal of improving lives by expanding access to advanced treatment options. The first studies at Powers Health

are expected to begin enrolling patients this summer, with plans to expand into additional specialties and locations in the months ahead.

COMMUNITY HOSPITAL EARNS ACCREDITATION AS A LEVEL 3 EPILEPSY CENTER

Community Hospital recently received accreditation as a Level 3 Epilepsy Center by the National Association of Epilepsy Centers (NAEC). Level 3 Epilepsy Centers have the professional expertise and facilities to provide the highest level of medical evaluation and treatment for patients with complex epilepsy.

Community Hospital provides care to patients with epilepsy and other seizure disorders by focusing on comprehensive diagnostic and therapeutic management. It is one of only three hospitals in Indiana – and the only one in Northwest Indiana – to earn this accreditation.

Level 3 Epilepsy Centers must meet NAEC guidelines that encompass a wide range of services essential to high-quality epilepsy care, including inpatient evaluations, a broad array of EEG services, therapeutic options and outpatient chronic disease management. The guidelines recognize the importance of multi-disciplinary care teams in coordinating different specialists working together to diagnose and treat patients.

FRANCISCAN HEALTH LAFAYETTE TO BUILD FREE-STANDING EMERGENCY DEPARTMENT IN WEST LAFAYETTE

Franciscan Health Lafayette announced plans to build a freestanding Emergency Department (ED) in West Lafayette.

The new facility will be located on Franciscan Health's property at the corner of US 52/231 and Cumberland Ave. A team of nearly 40 full-time co-workers are expected to staff the ED. Construction is expected to begin later this year and be completed within two years.

The full-service Emergency Department will offer 24/7 access to high-quality emergency care in a convenient, community-based location. Staffed by board-certified emergency physicians and equipped with advanced imaging such as CT scans, X-rays, and lab services.

The ED will be located just south of the currently under construction Franciscan OrthoIndy Surgery Center that will feature an orthopedic clinic and surgery center as well as provide orthopedic urgent care, physical therapy and imaging services.

ST. MARY MEDICAL CENTER MARKS MILESTONE FOR CAROTID ARTERY DISEASE PROCEDURE

The Cardiovascular team at St. Mary Medical Center



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marked a significant milestone with the completion of their 100th TransCarotid Artery Revascularization (TCAR) procedure. TCAR is a clinically proven and minimally invasive approach for treatment of carotid artery disease and prevention of stroke.

St. Mary Medical Center was the first hospital in Northwest Indiana to perform TCAR.

TCAR is unique in that blood flow is temporarily reversed during the procedure so that any small bits of plaque that may break off are diverted away from the brain, preventing a stroke from happening. A stent is then placed inside the artery to stabilize the plaque, minimizing the risk of a future stroke.

Prior to TCAR, the main treatment option for severe carotid artery disease was an open surgical procedure called carotid endarterectomy (CEA). CEA removes plaque from inside the carotid artery to restore normal blood flow to the brain. Now patients can be evaluated to determine the best option for them based on their clinical presentation.

OPPORTUNITY ENTERPRISES AND HEALTHLINC ANNOUNCE COLLABORATION FOR ALL ABILITIES HEALTH CLINIC IN VALPARAISO

HealthLinc, in collaboration with Opportunity Enterprises (OE), announced their plan to open a health clinic at OE's 7,500-square-foot facility located at 3101 Evans Avenue in Valparaiso. This initiative represents an innovative step toward improving healthcare accessibility and affordability for individuals with disabilities and the broader community. The HealthLinc clinic at Opportunity Enterprises will operate as an on-demand care model, providing primary and immediate care services to the public while prioritizing the unique needs of individuals with intellectual/developmental (IDD)

and physical disabilities. Designed with accessibility at its core, the clinic will feature mobility-friendly exam rooms, a sensory room, an adult changing table, accessible equipment and staff specially trained to support individuals with sensory and mobility needs. In addition to primary care, the facility will house physical and occupational therapy services, creating an integrated care environment. HealthLinc, a Federally Qualified Health Center (FQHC), will equip and operate the clinic, ensuring affordability through sliding-scale fees and access to the 340B discounted medication program.

MANUFACTURING

VALBRUNA SLATER STAINLESS TO INVEST \$28 MILLION IN FORT WAYNE PLANT EXPANSION

Valbruna Slater Stainless, Inc. (VSSI), a subsidiary of Acciaierie Valbruna of Italy, announced it will invest approximately \$28 Million in expanding its stainless steel and nickel alloys bars manufacturing capabilities in its Fort Wayne, Indiana, plant.

The company will install a new Remelting Furnace and new Peeling and Straightening lines, complemented by state-of-the-art Testing equipment. This expansion will strengthen VSSI's position on the North American market with particular emphasis on the supply of high-quality stainless steel and nickel alloys bars to the Defense and Aerospace sector and is expected to add 15 to 20 new full-time manufacturing jobs.

NONPROFIT

CWI HIGHLIGHTS FIRST-YEAR SUCCESS OF CAREER READINESS PROGRAM

The Center of Workforce Innovations announced the early achievements of Bridging the Gap

to Student Success, a transformative program helping high school students across Northwest Indiana prepare for meaningful careers. The program is powered by CWI's READY NWI initiative and supported by a \$1 million grant from the Indiana Commission for Higher Education. During the 2024–25 school year, READY NWI:

- Empowered 5,000+ students through career coaching and exploration
 - Focused on high school juniors and seniors across 43 school districts
 - Achieved an 86% positive impact rating from participating students
- CWI remains the only workforce intermediary serving all seven counties and 43 school districts in Northwest Indiana, providing direct, high-quality career guidance that eases the burden on school counselors. Through READY NWI, the program continues to connect educators and employers to align education with real workforce needs — ensuring students are not only prepared but inspired.

NORTHWEST INDIANA LITERACY COUNCIL DONATES MOBILE LIBRARY

Families with infants in the neonatal intensive care unit (NICU) at Franciscan Health Crown Point now have a variety of children's books to read to their little ones thanks to a generous donation of a new mobile lending library from the Northwest Indiana Literacy Council.

Dr. Sharon Pratt, associate professor of elementary and literacy education at Indiana University Northwest and treasurer of the Northwest Indiana Literacy Council, helped spearhead the project.

The new mobile library was made possible in part through a \$2,500 Transforming Lake County grant

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from the Legacy Foundation, funded by Legacy Foundation Grant Committee member Bob Spajer of Crown Point.

Franciscan Health Crown Point and Ann & Robert H. Lurie Children's Hospital of Chicago launched a partnership in the fall of 2022, bringing one of the nation's top neonatology programs to the hospital's NICU. Lurie Children's neonatologists now staff the 20-bed Level III NICU at Franciscan Health Crown Point, caring for the most vulnerable babies and their families close to home.

SOUTH

BUSINESS SERVICES

SURF INTERNET TO BRING HIGH-SPEED FIBER-OPTIC INTERNET TO MUNCIE, YORKTOWN

Surf Internet® announced plans to bring high-speed fiber-optic internet to Muncie and Yorktown.

The project represents a total investment of more than \$25 million, with \$21.1 million committed to bringing service to over 18,000 locations in Muncie and \$3.9 million to connect approximately 3,000 addresses in Yorktown.

Construction is expected to begin later this year and continue in phases into 2026.

Muncie and nearby Yorktown — both located in Delaware County

— are growing communities where high-speed connectivity is critical for education, business, and daily life. Local officials welcomed the announcement, citing the impact the infrastructure investment will have on the region's future.

Surf Internet will share construction updates directly with the community as the project moves forward, including information on neighborhood timelines and when service becomes available in each area.

ECONOMIC DEVELOPMENT

OFFICIALS BREAK GROUND ON \$35 MILLION HOUSING PROJECT IN VINCENNES

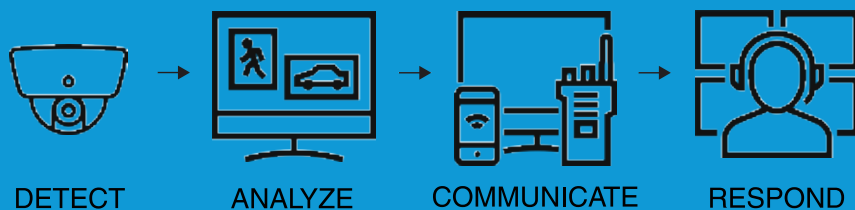
Construction is now underway for 240 new apartment units in Vincennes, which will now be built in one continuous phase instead of the original three-phase plan.

Pre-leasing for the new apartments is expected to begin in the third quarter of 2025, with first move-ins available during the first quarter of 2026, according to Phil Reinbrecht, president of Simplified Developments.

The new market rate apartments, located on Bierhaus Boulevard in Vincennes, will offer one-, two-, and three-bedroom options and were designed by Simplified Developments, LLC. Elite Construction Services, a Simplified Developments sister company, will provide construction services. The firms have designed and built multiple new housing units in Gibson, Vanderburgh, and Daviess counties.

The \$35 million project will include five market rate apartment buildings offering 890 apartments in 1-3-bedroom configurations on the southeast side of Vincennes. The new apartments will be located near existing amenities, with easy access

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to the dual-lane U.S. 41 roadway. The project received TIF-funded infrastructure support and a tax abatement by the Vincennes City Council.

GREEN AND SUSTAINABLE

AREVON SECURES \$98 MILLION TAX EQUITY COMMITMENT FOR PIKE COUNTY SOLAR PROJECTS

Arevon Energy, Inc., a leading American energy developer, owner, and operator, announced a \$98 million tax equity commitment from Fifth Third Bank for the company's Ratts 1 and Heirloom Solar Projects. These projects, which are currently under construction, will add 265 megawatts (MWdc) of new domestic energy to Pike County, and will expand Arevon's portfolio in the Midwest/Midcontinent Independent System Operator (MISO) territories. Arevon's aggregate project financings over the last 18 months total more than \$3.8 billion for new solar and energy storage projects across the U.S. Together, the two Pike County projects represent an investment of almost \$400 million and will disburse more than \$86 million to local governments over their lifespans, supporting schools, infrastructure, and other public services. The projects have employed approximately 200 full-time equivalent personnel to build the facilities and have also brought about an increase in spending at local stores, hotels, and restaurants. The 192 MWdc Ratts 1 Solar and the 73 MWdc Heirloom Solar Projects are both expected to be fully operational later this year.

TOURISM AND HOSPITALITY

Spring Mill Inn Wins Restoration Prize from Indiana Landmarks
The \$30 million renovation of Spring Mill Inn in Mitchell has won Indiana Landmarks' Renaissance Award, recognizing the State of Indiana's ex-

traordinary commitment to preserving the 1939 limestone inn in Spring Mill State Park.

The project marked the inn's first full-scale renovation since it opened more than 80 years ago, funded from \$100 million allocated by the State to the Department of Natural

Resources to address deferred state park maintenance.

The Spring Mill Inn in Mitchell reopened in December 2024 following a two-year rehabilitation to modernize the building and make it more accessible.



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AtWork Indianapolis Northwest owners Adam Turner and Patrick Bugbee cut the ribbon to their new staffing agency located along Lafayette Road.

PHOTO CREDIT: ATWORK INDIANAPOLIS

New Staffing Agency Opens in Indianapolis

KNOXVILLE-HEADQUARTERED STAFFING

franchise AtWork has opened its first location in Indiana with its newest office in northwest Indianapolis at 4150 Lafayette Road in the shopping center next to the Royal Motors Group. AtWork Indianapolis Northwest is locally owned by longtime family friends Adam Turner and Patrick Bugbee.

Fort Wayne's Electric Works Wins State's Top Restoration Prize



Since Phase 1's opening in 2023, Electric Works has brought 1,000 jobs to the former industrial site and annually draws hundreds of thousands of visitors who patronize its businesses, shop and eat in the food hall, and attend classes, programs, and performances.

PHOTO CREDIT: INDIANA LANDMARKS

ANCORA PARTNERS LLC HAS WON INDIANA LANDMARKS'

2025 Cook Cup for Outstanding Restoration for its \$286 million revitalization of Fort Wayne's former General Electric plant as a mixed-use downtown campus. Phase 1 invested \$286 million, drawing on local, state, and federal sources for financing, as well as private equity and debt to restore and redevelop the site.

Bowen Health Breaks Ground on New Wabash Facility



BOWEN HEALTH BROKE

ground on its fourth new integrated healthcare facility, this time in Wabash. Services at the new building, which is expected to open at the end of 2026, will include dental care, primary health care, mental health care, addiction recovery treatment, and life skills coaching. Bowen Health launched new buildings in Whitley County in January 2024 and in Marshall County in November 2024. The third will serve Kosciusko County and is expected to open in 2025.

Participating in the ceremonial groundbreaking of Bowen Health's new Wabash building are (from left) Eddie Gomez, VP Facilities, Bowen Health; Rich Hoffman, Facilities Director, Bowen Health; Shane Waters, Executive Director, Downtown Wabash; Jay Baumgartner, CFO, Bowen Health; Dr. Rob Ryan, President/CEO, Bowen Health; Lori Augustus, Executive Director, Bowen Health; Angie Beauchamp, Business Owner; Mayor Scott Long, City of Wabash; Shannon Hannon, COO, Bowen Health; Wabash County.

PHOTO CREDIT: BOWEN HEALTH

FORUM Celebrates Scholarship, Grant Recipients



FORUM Credit Union recently held its eleventh annual Foundation Summer Reception at the FORUM Events Center in Fishers. The reception honors the Foundation's educator grant and collegiate scholarship recipients. This year, the Foundation awarded 13 educators, seven new scholarship students, and 19 prior year recipients who are renewing their scholarships. A full list of this year's grant recipients can be found at www.forumcu.com/foundation.

Sapna Srinivasan (right), a student at Zionsville Community High School, is the recipient of the Jenny Budreau Commitment to Community Scholarship. The scholarship honors Jenny Budreau (left), retired COO and Chief People Officer for FORUM.

PHOTO CREDIT: FORUM CREDIT UNION



The Town of Chesterton and the Duneland Chamber of Commerce hosted a ribbon cutting ceremony to celebrate the opening of two new public parking lots in the downtown district.

PHOTO CREDIT: DUNELAND CHAMBER OF COMMERCE

New Public Parking Opens in Downtown Chesterton

TWO NEW PUBLIC PARKING LOTS HAVE opened in the downtown district of Chesterton. The project includes a 60-space lot in the 100 block of Grant Avenue and a 51-space lot in the 100 block of East Indiana Avenue. The additional parking is designed to increase accessibility and support continued business growth in downtown Chesterton.

\$20M Gift Establishes the Tobias-Lechleiter Institute for Clinical Innovation at IU Health



Celebrating the \$20 million gift commitment to establish the Institute for Clinical Innovation at Indiana University Health are (from left): IU School of Medicine Dean Jay Hess, John Lechleiter, Sarah Lechleiter, Deborah Tobias, Randall Tobias, and IU Health President & CEO Dennis Murphy.

PHOTO CREDIT: IU HEALTH

INDIANAPOLIS RESIDENTS Sarah and John Lechleiter and Deborah and Randall Tobias have partnered on a \$20 million gift commitment to establish the Institute for Clinical Innovation at Indiana University Health. Working within the new IU Health downtown Indianapolis hospital and across the state, the institute will serve as a hub for groundbreaking disease detection and treatment. IU Health will match the gift, bringing the total impact of the commitment to \$40 million.

People News

ARCHITECTURE, ENGINEERING AND CONSTRUCTION

Edy Galarowski Joins Premier Brick as Architectural Sales Rep



Premier Brick, a provider of masonry products, has appointed Edy Galarowski as Architectural Sales Representative for the Indiana region.

She has a background in architectural sales and a deep understanding of design and construction trends. In her role with Premier Brick, Galarowski will work closely with design professionals to provide product guidance, technical support, and collaborative solutions.

Justin DeFields Earns Architect Licensure at Elevatus



Elevatus Architecture's Justin DeFields has earned his license in the industry. DeFields completed the rigorous six-exam Architect Registration

Examination (ARE) in a focused five-month timeframe. Justin holds both undergraduate and graduate degrees from the University of Nebraska, where he specialized in parametric design and virtual reality applications in architecture. Before joining Elevatus, he worked on healthcare, high-density housing, and National Guard projects across Nebraska and Colorado.

Nathan Witte joins Larson-Danielson's Architectural Division

Larson-Danielson Construction, a design-build commercial general



contractor based in LaPorte, has announced that Nathan Witte has joined the company's architectural division, Facet Architecture, as a project architect.

Witte previously worked with Larson-Danielson/Facet from 2016 to 2022, contributing to notable projects such as La Lumiere's new chapel building, Bosak Honda, and the GAF distribution center in Michigan City.

He is a licensed architect with over 20 years of experience.

Sterling Industrial Promotion of Ambrose, Higbie to Co-Presidents



Energy, industrial, and infrastructure construction contractor Sterling Industrial, headquartered in Evansville, announced the promotion of

Scott Ambrose and Ryan Higbie to co-presidents of the organization. As co-presidents, Ambrose and Higbie will continue to oversee Sterling



Industrial's day-to-day operations across all departments as the team looks to grow the organization in the Midwest. Additionally, the two

will continue as co-presidents of the newest member of Traylor Construction Group, Traylor Building, also based in Evansville. The building contractor, specializing in construction management and Design-Build projects is working to expand its reach.

BUSINESS SERVICES

Mid-City Supply Announces New Division Managers



Mid-City Supply Co., Inc., a wholesale distributor of plumbing and HVAC products based in Elkhart, announced the hiring of two Division Managers.

Loren Dalrymple has joined Mid-City Supply as HVAC Division Manager. He previously



served as the owner and president of Elliott's Heating and Air Conditioning in Warsaw.

Luke Lefever is Mid-City's new Plumbing Division Manager. Lefever previously served as deputy director of crisis services at Kenneth Young Center in Elk Grove Village, Illinois.

CCHA Law Welcomes Kendra Key to School Law Practice



Church Church Hittle + Antrim (CCHA Law) welcomed Kendra Key to its School Law Practice Section.

Key recently served as General Counsel and Chief Compliance Officer for the South Bend Community School Corporation. She also served as a Staff Attorney for the Indiana Supreme Court's Office of Court Services.

Key is a member of the Indiana State Bar Association and the Robert A. Grant Inn of Court.

FINANCE

Indiana Trust Wealth Management Announces New CFO, COO



Indiana Trust Wealth Management announced the addition Jennifer Sailor, CPA, as Chief Financial and Operating Officer. She has over 23 years of experience in accounting and finance, including 12 years in executive roles. Sailor will oversee all financial and operational functions. She holds dual degrees in Accounting and Computer Information Systems Management from Indiana University Bloomington and obtained her CPA license in 2005.

Yvonne Baird Named First Farmers Branch Manager



First Farmers Bank & Trust announced the promotion of Yvonne Baird to branch manager of its new Lebanon office.

In her new role, Baird, who has over 35 years of experience in the industry, will oversee daily branch operations, lead the local team, ensure regulatory compliance, and maintain a strong focus on customer service. She will also play a key role in driving growth and fostering community engagement.

Centier Bank Promotes Two to Leadership Roles

Centier Bank has announced that Simon Coleman has been promoted to Vice President. Based in the Crown Point office, Coleman will continue to work with clients to



identify financial goals, build tailored savings and investment plans, and determine opportunities for successful retirements.

In addition, Centier Bank promoted Michelle Maravilla to Senior Vice President, Chief Human Resources Officer. In her new role, Maravilla will oversee the entire HR function, from compensation and benefits to employment and succession planning and overall organizational development, ultimately driving the bank's overall performance and engagement.

Merchants Bank Welcomes Ronald Brown as Mortgage Loan Originator



Ronald Brown has joined the Merchant Bank lending team as a Mortgage Loan Originator at the Bank's headquarters in Carmel.

Prior to joining Merchants, Brown served as a mortgage loan officer with BMO Harris Bank, and most recently, with Indiana Members Credit Union. As a Mortgage Loan Originator with Merchants Bank, Brown will support a range of customers through each of their unique home financing needs.

Two Appointed to Lakeland Financial Corp. and Lake City Bank Boards
Bank Holding Company Lakeland Financial Corporation and Lake



City Bank announced that Dan Starr and Mindy Creighton Truex have been appointed to their respective Boards of Directors. Starr is CEO of Do it Best Corp. He has been with Do it Best Corp. for two decades and held several leadership roles prior to becoming President and CEO in 2016. Before joining Do it Best Corp., Starr was a partner with Barnes & Thornburg LLP and served as the firm's Business, Tax & Real Estate departmental administrator in Fort Wayne.



Mindy Creighton Truex is President of Creighton Brothers Farms LLC, a Warsaw-based family-owned farm founded in 1925. She has served in leadership roles with national and local agricultural advocacy organizations.

HEALTH CARE

OrthoWorx Appoints Ryan Christner as President, CEO



OrthoWorx announced the appointment of Ryan Christner as President and Chief Executive Officer. Previously, Christner served as Executive Director of the Orthopedic Industry Retention Initiative (OIRI). Christner has over 15 years of experience in the orthopedic industry. In his new role, Christner will focus on growing and sustaining OrthoWorx's impact as a catalyst for talent attrac-

tion, retention, community engagement, and industry relations.

Kraft named Indiana EMS Association's Leader of the Year



Reid Health emergency physician Dr. Emily Kraft, who has served as the EMS Medical Director for several local first responder agencies for nearly a

decade, was awarded the Leader of the Year Award by the Indiana EMS Association.

Dr. Kraft has been with Reid since 2017 in her role as EMS Medical Director. She helped create Reid Health's EMS Training Institute.

Beacon Health System Announces Two Leadership Roles



Beacon Health System has appointed Carl Risk, President of Elkhart General Hospital since 2016, as President of Borgess Hospital and Integration Executive for the Ascension Southwest Michigan facilities.

Kari Snyder will become Vice President of Nursing of Borgess Hospital.



Kari has served as Executive Director of Nursing at Elkhart General Hospital since 2024 and previously served as Executive Director of the Beacon

Franciscan Hospital Joint Venture in La Porte.

BioCrossroads Appoints Two to Board



Richard Church, Chief Growth & Strategy Officer at Parkview Health, has joined the BioCrossroads Board of Directors. His legal and regulatory exper-

tise, paired with his leadership of Parkview Health's innovation initiatives, will be instrumental as Bio-



Crossroads continues its mission to advance Indiana's leadership in life sciences.

Also joining the Board is Dr. David Umulis, Senior Vice Provost at

Purdue University in Indianapolis. His deep scientific expertise and commitment to interdisciplinary collaboration align with BioCrossroads' focus on translational research and workforce development.

NONPROFIT

Teri Wallace Named Treasurer of NWI Influential Women Board



The Northwest Indiana Influential Women Association (NWIWA) has announced the appointment of Teresa (Teri) Wallace as treasurer to the

board. Wallace is a managing partner with Merrillville-based Wallace Consulting LLC. She holds degrees in business administration, human services and psychology. Wallace became involved with NWIWA as a professional member and served on the board for two years before accepting the role as treasurer.

TECHNOLOGY

eimage Promotes Brian O'Neal to VP of Client Success



Technology consulting company eimage announced the promotion of Brian O'Neal to Vice President of Client Success. O'Neal has over

25 years of experience in consulting and client engagement. In his new role, O'Neal will lead eimage's client success efforts — guiding partnerships, aligning solutions with business goals, and ensuring long-term value for customers across a variety of industries.

TOURISM & HOSPITALITY

Tap Brewery Welcomes New Head Brewer Christian Paumi



Christian "Chris" Paumi is the new head brewer for Finney Hospitality Group's The Tap. Based in Bloomington, he will oversee the full production

process for the brand's core and seasonal beers while showcasing his own style through future specialty brews. He was formerly an assistant chemistry professor and held industry positions with Samuel Adams Pennsylvania Brewery, Iron Heart Canning Company, Maumee Bay Brewing, and Lourdes University's craft beverage program.



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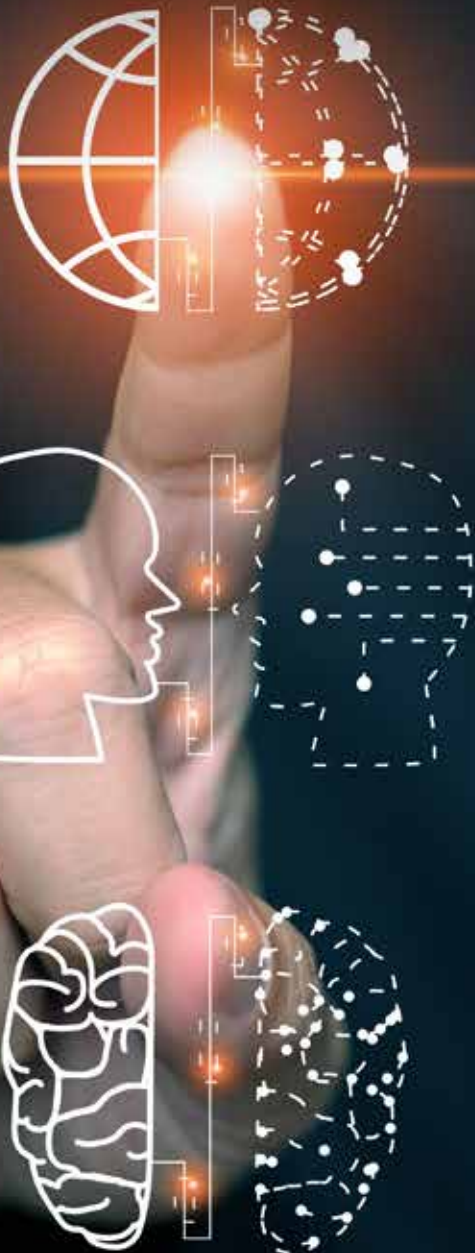
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REPLICA RE

How Digital Twin Technology is Reshaping Industries



Of all the uses that come from advancing technology, perhaps the most interesting is the way it can be used as a tool to turn something that was once impossible to know into something more certain. Digital Twin Technology is a perfect example of that.

Digital twins are a key component to what is known as digital transformation, said subject matter expert **Douglas Kiehl**, who has held related positions with some of Indiana's most forward-thinking biotech companies and organizations, including Eli Lilly and BioCrossroads. Digital transformation is a process that companies implement to work and serve their clientele more efficiently.

Digital Twin is one of those processes. It generates not just a digital copy of a physical object, but also helps automate the data and workflows of the object. Digital twins are virtual replicas of real-life objects and systems that can be monitored, studied and simulated in real-time

to solve challenges and improve products and services.

TRANSCENDING INDUSTRIES

A digital twin pioneer in the pharmaceutical sector, Kiehl established and led Eli Lilly's Disruptive/Transformative Technologies Team (DT3) and Digital Twin Center of Excellence. In addition, he serves as Chair for the Digital Twin Consortium Pharma Industry/Regulatory Working Group in addition to several other national and international associations. He said that as conversations about digital twin technology progressed, members from all industries were struck by its ability to provide value across the board.

EVOLUTION

“Digital twins transcends silos,” he said. “And as we discussed it, we realized, ‘Oh my gosh, we are in an area that transcends any of our verticals.’”

From pharmaceuticals to cancer research and treatment, from architectural design to steel manufacturing, digital twin technology is leading innovation in every corner of Indiana’s business community.

PERSONALIZING MEDICINE

At Indiana University’s Luddy School of Informatics, Computing and Engineering in Bloomington, **Paul Macklin**, Ph.D., and associates are applying digital twins to one of medicine’s most complicated subjects – cancer treatment. In an area where therapy and treatment were guided by patient past data, the technology can now be used to replicate the patient, creating individualized digital twins to more accurately assess and determine treatments.

“In weather forecasting, accurate computer models

help farmers, prepare us for hot summer days, and save lives with severe weather warnings. When a computer model is paired with real-time data, they form a digital twin: a digital replica of a real-world counterpart, which enables not just forecasting, but also virtual experiments: how would that prediction change with an increase in temperature or humidity?” said Macklin. “We don’t have cancer forecasting. Prior clinical trials and sophisticated diagnostics can help clinicians choose a treatment that worked for similar patients in the past, but they can’t simulate the individual patient’s response. We are working to change this.”

Macklin said they are developing physics-based models of cancer and immune cells and treatments. The medical experts can then match the models to individual patient data, which is a crucial step in creating cancer patient digital twins, he noted.

“And we’re running thousands of simulations on supercomputers to virtually test and compare

many possible treatment options: chemotherapy, immunotherapy, combinations and more,” he said. “We are building a future of cancer forecasting, where oncologists study a patient’s digital twin to choose the best treatment, monitor its effect, and look for ways to improve in real time.”

BLUEPRINTS FOR THE FUTURE

In the architecture and construction industries, digital twin technology is revolutionizing the way buildings are designed and how they are managed after construction is finished.

“One of the most compelling applications of digital twins in buildings is the ability to access live data that reveals true building performance,” said **Adam James**, CEO of architectural and engineering firm Design Collaborative. “While this data takes different forms for different users, it offers immense value, especially



Doug Kiehl
Digital Twin Expert



Paul Macklin,
Ph.D. Indiana
University’s
Luddy School
of Informatics,
Computing and
Engineering



Adam James, CEO
of architectural
and engineering
firm Design
Collaborative

for the people actively using the space.

For facilities teams, James said digital twins provide real-time insights from a wide range of sensors — not just temperature, but also CO2 levels, lighting conditions, and occupancy. He said a bigger benefit of digital twins is its ability to help facilities teams predict future usage trends and proactively adjust environmental settings to optimize both energy efficiency and occupant comfort. Facility teams also have access to predictive maintenance capabilities, providing quicker access to equipment manuals

through an integrated dashboard and the ability to troubleshoot issues before they become problems.

“From a designer’s perspective, digital twins offer an exciting opportunity to compare actual building performance against design intent. Rather than a project ending when construction is complete, digital twins extend the lifecycle of design thinking into the building’s ongoing use,” he said. “They provide insights into how spaces are truly utilized, enabling design teams to collaborate with owners on data-informed decisions about space planning and resource allocation.”

TOUGH TECH TRANSFORMATION

Steel manufacturing has been through several industrial revolutions, where transformation has changed the landscape of the industry. A new technological age brought change once again. **Robert J. Joseph**, operations manager for ArcelorMittal – Global Research and Development, said that as a world leader in steel production, his company was prepared for the change.

“ArcelorMittal Global R&D has been using digital twin applications for longer than the term has existed. We are in a fairly unique position of using digital applications to develop, assist, and

optimize both product designs and production processes for facilities that are located around the world, sometimes thousands of miles away from our own backyard in Northwest Indiana,” said Joseph.

Currently, the company is using advanced digital applications to model and fine-tune operations in facilities and using process optimization modeling software and associated hardware to simulate different scenarios and anticipate roadblocks before a production run begins.

“Product development has also greatly benefited from utilizing this technology to gauge the response of applied high-strength

steel in vehicle designs to improve safety and performance. We’ve focused on developing self-training digital systems that will logically adapt to various scenarios and gauge different materials’ reactions and performances accordingly,” he said. “This use of digital twinning enables us to simulate vehicle crash scenarios and use the findings to help customers produce safer, lighter and more fuel-efficient vehicles.”

THE ROAD AHEAD

Kiehl notes that Indiana is on par with most of the states in the industrial use of digital twins. He noted there have been significant strides in the use of digital twin technologies in

industries like automotive and aerospace. However, the adoption of digital twins in the pharmaceutical industry has been slower due to more rigid regulations, he noted. Despite the slower growth, he said it is gaining momentum, greatly enhanced by academic partnerships and cross-industry collaborations.

“We will continue to build the presence of digital twins in all industries here in Indiana. We need to develop this as a sector in Indiana,” said Kiehl. “I would love to see Indiana become the San Jose of the Midwest for this technology.”



Robert J. Joseph,
operations
manager for
ArcelorMittal –
Global Research
and Development

CLEAN FLEETS



Transition to CNG is Driving Change in Hoosier State

Those managing heavy-duty transportation fleets in Indiana are putting the brakes on diesel fuel and transitioning to more sustainable alternatives. There has been a significant increase in the use of compressed natural gas (CNG) to power trucks, particularly those with high daily mileage such as garbage trucks, delivery vehicles, buses and service trucks. According to the Indiana Office of Energy Development, there were 340 CNG vehicles registered in the state by the end of 2024.

With those numbers expected to continue an upward trend, from legislative mandates and incentives to renewed commitments to environmental stewardship, the use of alternative fuels like CNG for commercial vehicles continues to make sound economic and environmental sense for companies.

SMARTER SOLUTIONS

CNG comes from the same natural gas that is used to operate gas appliances such as stoves or furnaces to heat homes. For vehicle use, the

natural gas is compacted under pressure to reduce volume and allow it to be stored underground in tanks. The result is fuel that burns cleaner than diesel, which means less wear and tear on the vehicle's engine.

CNG has also been found to be more cost-effective, as the fuel is less expensive than gasoline per gallon. In one case study about CNG-powered refuse fleets released by the U.S. Department of Energy, researchers found that those companies reduced fuel costs by about 50%, resulting in

savings of nearly 90 cents per mile. Those savings can have major financial impacts for companies managing fleets that run daily.

Alternative fuels like CNG also emit significantly fewer greenhouse gas emissions into the atmosphere, making it an environmentally friendly option. In April 2025, Gov. Mike Braun acknowledged natural gas as clean energy with the signage of a bill that makes some green and clean energy projects using the alternative fuel eligible for federal funding and incentives.

INDIANA IN HIGH GEAR

State agencies and nonprofit organizations such as Drive Clean Indiana (DCI) have been championing decarbonized transportation in Indiana through several initiatives. In 2024, DCI awarded \$5.27 million in grants to the nonprofit's partners for green fleet initiatives through

the Indiana Volkswagen Environmental Mitigation Trust Fund. The awards included funding for three CNG garbage trucks for the City of Gary and 10 CNG trucks for UPS services in the state.

The year before, the Volkswagen grants helped the City of Portage transition their refuse trucks to CNG power. Officials there also received additional funding from the Northwestern Indiana Regional Planning Commission. The city plans to use the funding to implement new trucks and CNG infrastructure through 2028.

Indiana's larger waste refuse companies, including Republic Services and

Waste Management, are also transitioning to CNG. Republic has had a significant CNG truck transition process in place over the last decade. Over the last two years, Waste Management has invested about \$97 million in CNG trucks and associated infrastructure in Indiana.

"This investment includes 178 CNG trucks that help provide critical waste and recycling collection across the state. Additionally, approximately \$8.1 million was invested in infrastructure, such as CNG fueling stations, at six WM Indiana hauling facilities," said Mia Jankowiak, director of communications & public affairs for Waste Management's Great Lakes Area. "As part of this transition, WM has

worked to remove over 1,000 older diesel vehicles from our collection fleet."

ECONOMIC BENEFITS

As fleet management companies continue to draw on the advantages of CNG-powered vehicles, the benefits are also seen in the business and economic development communities.

In addition to improving public health and the environment, the introduction of alternative fuels like CNG can continue to stimulate the economy through job growth in areas such as the manufacturing and renewable energy sectors, as well as increased fuel security for the state.

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The AI Paradox

How AI Helps & Hinders Cybersecurity in the Modern Workplace

It's hard to imagine a time when artificial intelligence wasn't a part of the average workday. Technology at work is streamlining time management tasks, refining content creation, enhancing transcription needs, and even improving training and recruitment programs. Tools like Microsoft Copilot, ChatGPT and embedded AI in platforms like email and customer relationship management systems are being used in companies across all industries.

AI is also a part of cybersecurity software that provides defense against digital attacks that threaten a company's computer, network and data assets. Chris Kotul, general manager of IT solutions company Trust Tech, said that the upside of AI and cybersecurity is significant.

"AI helps detect threats faster – like spotting unusual behavior, identifying phishing emails more reliably, and analyzing network traffic in real-time. It's like having a cybersecurity expert that never sleeps," he said.

For small and midsize businesses, managed service providers use AI-driven tools as part of a layered cybersecurity defense, Kotul noted, so that clients get enterprise-level protection even with the absence of a larger internal IT team.

HELP AND HINDER

With those rewards come risks, he warned. Those same AI tools that guard against cyber criminals could be making it easier for them to access and steal sensitive information.

"The bad guys are now using AI to craft more convincing phishing emails or even

deepfake voice messages," he said. "It's also very easy for employees to overshare sensitive data with AI tools without even realizing it. Like pasting client info or internal documents into a chatbot, thinking it's private when it almost certainly isn't. ChatGPT doesn't understand your company's privacy rules, and it won't stop someone from doing something risky."

According to an article published by McKinsey & Company, there has been a 1,200 percent increase in phishing attacks since 2022.

MULTILEVEL APPROACH

Kotul said there are some best practices company leaders can put into place to ensure that their operations are getting the most out of advancing technology while also keeping devices, systems and data safe.

Start with a good training program that ensures employees know how to use the tools safely, he suggests, noting that AI literacy and cybersecurity awareness go hand in hand.

Kotul also encourages company officials to update policies to include AI-specific guidelines concerning information handling and acceptable use. In addition, companies should also use reputable platforms that are from well-known vendors that take security seriously in the development of their tools and work with information technology professionals who can help implement AI tools into business practices safely.

For optimal security protection, organizations should take a layered approach to defense, he recommends. AI isn't a replacement for good cybersecurity practices but rather a support system. It is crucial to still implement a cybersecurity training program for staff, endpoint detection and response (EDR), backups, monitoring, and a response plan, he said.

Above all, Kotul said that AI and cybersecurity work together best when companies are using the tools as they are intended. He said this is especially important to keep in mind when working with Agentic AI systems, or AI that is more autonomous and

performs with limited human supervision.

"AI isn't magic. It's a powerful tool, but it's only as good as the people using it and the data going into it," he said. "For most organizations, the goal should be to use AI to speed up response time, and help your team make smarter decisions - not to replace people. We advise our clients to go in with their eyes open. The risks are real, but manageable if you're intentional."



The poster features a red background with a white diamond pattern. In the center is a white circular logo containing a silhouette of a golfer in mid-swing, wearing a hard hat. To the right of the logo, a black diagonal banner contains the text "NOW TWO DAYS" in white. Below the logo, the text "NWIBRT HARD HAT" is written in large, bold, black capital letters, and "CHARITY GOLF OUTING" is written in smaller, white capital letters. At the bottom, a white banner contains the text "THURSDAY, SEPTEMBER 18TH" and "FRIDAY, SEPTEMBER 19TH" in large, bold, red capital letters. To the right of this text is a QR code.

NOW TWO DAYS

NWIBRT HARD HAT
CHARITY GOLF OUTING

THURSDAY, SEPTEMBER 18TH
FRIDAY, SEPTEMBER 19TH





Protect Your Profits

Cutting the Cost of Human Error with These 5 Strategies

Mistakes happen. Even the most well-trained, experienced employees slip up at work. From the CEO to the new hire, no one is immune to error. It is just part of being human.

A misplaced decimal. An extra zero. A miscalculated order. A forgotten invoice. In the rush of a busy workday, those things happen in every workplace in every industry and at every level of the organizational chart.

In the world of business, those errors can be incredibly costly. A lack of awareness,

for example, clicking on a phishing email or using an unsecured network, can cause major upset to the company's bottom line. According to one study, human error was responsible for 95 percent of data breaches in 2024. The global average cost of a data breach that year was \$4.9 million, IBM reports.

However, even smaller, recurring mistakes can add up over time and affect the bottom line.

People are at the heart of American business and industry. Nothing happens without the innovation and

drive they bring. And while they will also bring those sometimes costly errors, there are ways employers can mitigate the effects so that they don't turn into larger problems.

Here are five ways company leaders can reduce the financial impact of errors:

1 Keep Things Simple
A complicated process opens the door for more errors. Evaluate your workflow to find ways to streamline it without losing productivity. Start in areas where previous errors have occurred to identify any changes that can be made. Branch out from there in a

proactive move to ward off errors in other processes before they happen.

2 Maintain Consistent Training

When everyone has a clear understanding of the “why” and “how” of operations, there is much less of a chance that an error will slip by unnoticed. Invest in thorough training programs to ensure all employees remain on the same page.

3 Take Advantage of Technology

Artificial Intelligence was never meant to replace people, but it can be a crucial support tool, especially when keeping errors at bay. Consider automation for tasks like data entry and invoicing, where technology, although not foolproof, leaves less room for error in those tasks.

4 Create a No Judgement Zone

As already stated, mistakes happen, even when the most reliable employees are using the best practices. So, unless an employee is consistently responsible for errors and needs more training, foster a company culture where employees feel comfortable fact-checking others’ work – even the boss’ work. Creating an atmosphere where everyone takes ownership of the company will reflect in the bottom line.

5 Avoid Overloading Employees

Rushing to hit deadlines and high-stress projects are two ways errors can occur more frequently. Ensure that employees’ workloads are manageable and that they have ample time to double-

check their work. Encourage teamwork whenever possible and a smooth relationship between departments as projects move through operations.

While there is no way to completely eliminate human error in the workplace, strategies that place importance on accuracy will go a long way in helping to mitigate mistakes and protect the financial health of the company.

A well-planned proactive strategy can help get things right the first time.

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Naloxone in the Workplace

Local Organizations Are Working to Provide Easier Access for Employers



The nation's overdose crisis has found its way into every corner of society – including the workplace. But, thanks to local organizations leading the charge, community members and employers have easier access to lifesaving medication, helping to turn the tide on the epidemic.

The latest data from the Centers for Disease Control (CDC) reports that drug overdose deaths dropped 25% nationwide in the 12 months preceding October 2024. Indiana also saw a drop in reported overdose deaths during that time, declining nearly 22% from 2,318 by October 2023 to 1,782 one year later, the data indicates.

One of the leading factors the CDC attributes to the decline in overdose deaths is an increase in the widespread distribution of overdose reversal

medication like Naloxone, also known by the brand name Narcan. Distribution efforts of Naloxone have expanded nationwide in both community outreach and in the workplace, where overdose deaths have increased by over 600% since 2011, according to the National Safety Council. Data collected by the Census of Fatal Occupational Injuries (CFOI), part of the Bureau of Labor Statistics (BLS) Injuries, Illnesses, and Fatalities (IIF) program, shows that unintentional overdose from nonmedical use of drugs or alcohol on the job has increased greatly over the last decade, totaling 512 in the workplace in 2023.

EASIER ACCESS

Making the distribution of Naloxone easier in Indiana was the passage of Aaron's Law, passed in Indiana in 2015 and allowing individuals to

obtain the medication with a prescription and administer the drug with civil and criminal protections. The law was amended in 2016 to remove the standing order of needing a prescription, opening up opportunities for more access to Naloxone.

The law was created in partnership with former state Sen. Jim Merritt and Justin Phillips, the mother of 20-year-old Aaron Sims who died from a heroin overdose in 2013. Phillips is the founder and executive director of Overdose Lifeline, Inc., a nonprofit that provides education, support and advocacy to those affected by substance abuse disorder.

As part of the outreach, Overdose Lifeline has provided over 20,000 Naloxone kits to first responders and members of the public in over 70 counties. Phillips said the organization has distributed

about 650 NaloxBoxes, made Naloxone available to the public in 17 repurposed vending machines, and works with about 175 grassroots distributors to further the lifesaving medicine's reach.

Phillips said her organization has been working with business leaders, in part through a partnership with the Indiana Chamber of Commerce and their wellness council, to address opioid use disorder and overdose in the workplace through education and Naloxone distribution efforts. She said establishments like bars and restaurants have been receptive to receiving Naloxone for emergency use. She noted that the organization has been adjusting training programs in a variety of ways to tailor those programs to specific audiences. She said a larger focus has been placed on the construction industry, where there is an increased instance of overdose.

"Those partnerships in the construction industry have gone well because there is quite a bit of instance in that field for obvious reasons, like the use of opioids for pain management," she said. "But we work with businesses in other industries, too. Naloxone on any job site is so important."

NORTHWEST FOCUS

The Link4Life Naloxone program, operating under the Sounds of Sarah, Inc. nonprofit organization, is one of the distributors that works with Overdose Lifeline in increasing education about and access to Naloxone in areas throughout Northwest Indiana. Patty Stovall launched the organization after her daughter, Sarah, unknowingly received something laced

with fentanyl and died from fentanyl poisoning in 2021. Through the organization, Stovall works to provide education, public services and prevention assistance through public speaking, training, and distribution efforts. The organization has been responsible for the distribution of over 14,000 units of Naloxone over the last two years. The organization has funding to place Naloxone boxes in public spaces, organizations and businesses throughout Lake County and additional funding resources to extend distribution to other areas.

"We can provide the Naloxone boxes through Sounds of Sarah in all of the counties in the area, including Porter, Jasper, La Porte, wherever anyone needs it in this service area," she said.

Sounds of Sarah was one of the organizations to receive one of the vending machines in 2022. It is located at the fire station in Griffith, Lake County. Stovall said the machine can hold over 300 Naloxone kits, and on average, she fills the machine with 175 to 200 kits every month.

"I also provide Naloxone at events that I attend every month," she said. "We have Naloxone boxes available to businesses for whoever would like to have them in their establishment. They have access to them 24/7. I can go through over 500 a month distributing them."

BREAKING THE STIGMA

Phillips and Stovall said a large part of their outreach to the business community is education for employers



to help break the stigma and normalize the addition of Naloxone in their first aid kits.

**Patty Stovall,
founder of Sounds
of Sarah.**

"If we want to retain employees, we want to provide them with support. Sometimes that support is about harm reduction and emergency medication," said Phillips. "In a similar way that we put AEDs in workplaces to react to a situation or we have EpiPens in public places, we should Naloxone in those places as well."

Stovall said the stigma remains around drug use, and who the substance user is. Oftentimes, the victim of an overdose isn't someone with an addiction, she said.

"We must note that it can happen, knowingly or unknowingly, on a construction site, in an office, or in an establishment. Someone could take one thing and have an overdose," she said. "It can happen to anyone at any time in any place. Providing that training can break down that stigma and help save a life."

Digital Diligence

What Employers Should Know About AI and the Wiretap Law

Technology has made it easier to tackle meeting management. Popular artificial intelligence productivity software like READ AI streamlines video conferencing by recording, transcribing and summarizing the event. Apple recently launched a new feature on the iPhone that will record and store a phone call with just a single tap of the button.

These advancements bring convenience to a fast-paced world. But with convenience, there must be compliance. And regarding wiretapping laws, compliance is consent.

Consent can be the difference between compliance and legal troubles. Indiana is a “one-party consent” state, which means, according to the state’s wiretapping law, conversations, conducted virtually, by phone or in person, can be recorded as long as one party consents to the recording. Additional parties do not need to be informed of or consent to the recording.

According to the law, the unauthorized use of recording communications in Indiana carries with it both civil and criminal penalties, including a felony classification that could lead to prison time and hefty fines.

COVERING ALL BASES

Business professionals who elect to use recording software or devices, for both internal and external communications, must do so cautiously, according to Kallee M. Sears, an attorney with Burke, Costanza & Carberry law firm in northwest Indiana. Sears notes that even if one party consents and is aware he or she is being recorded, it’s important that the consent is documented in the event it is questioned at a later time.

Best practices include asking for consent before the recording starts and then following up with

acknowledgment on the recording that consent has been made before continuing the conversation.

Sears also said business professionals must be mindful that wiretapping laws differ from state to state, and those laws must be considered while communicated beyond Indiana's state lines. For instance, Pennsylvania is a two-party consent state. That means that all parties involved must give consent to be recorded. If the meeting organizer in Indiana begins a video conferencing call and adds READ AI to the call without the consent of the Pennsylvania attendee(s), there could be legal consequences.

"Additionally, if you're on a call with parties in an all-consent state, it's important to note that consent can be revoked, and to be prepared if that happens," said Sears.

As technology continues to advance rapidly, lawmakers in all states are working to adjust wiretapping laws to accommodate arising situations. Sears said it is not entirely clear yet how matters are handled when an issue arises regarding a conversation that is recorded between an Indiana person and someone else who is in an all-party consent state.

"While such a case has not yet been brought in Indiana, courts in other jurisdictions have taken different approaches," she said.

Sears referenced the legal case of *State v. Fowler*, 139 P.3d 342 (Wash. 2006), where the Supreme Court of Washington chose to apply the law of the

state where the recording took place. However, the California Supreme Court, in *Kearney v. Salomon Smith Barney, Inc.*, 137 P.3d 914 (Cal. 2006), applied a balancing test in which they weighed which party would be more impaired if the opposing state's law were applied. The court applied the all-party consent standard as opposed to the one-party standard, holding that the one-party consent standard would cause more harm to the party residing in the all-party consent state than vice versa, she noted.

TRANSPARENCY IS THE BEST POLICY

It's more likely that company officials will turn to meeting management AI tools and recordings for internal purposes. Having a summary or automated follow-up checklist from staff meetings or one-on-one conferences is useful and streamlines operations. However, especially in the era of remote and other flexible working arrangements, communicating between states with differing laws, even with employees, could present challenges, Sears warned.

"Consent of all parties is going to become more crucial as remote work becomes more common. For example, say a business manager who resides in Indiana travels to Washington, an all-party consent state, and conducts a remote meeting with colleagues back in Indiana. Knowing that Indiana law only would require her own consent, she fails to obtain her colleague's consent to record the meeting. Should an issue regarding this recording ever

"Consent of all parties is going to become more crucial as remote work becomes more common."

arise, a court may very well decide to determine the case just as the Supreme Court of Washington did in *State v. Fowler*: the location of the recording controls," she said.

Sears said business owners can implement policies in which internal staff meetings will be recorded; however, consent is still required, especially in situations where out-of-state employees are working. She said company officials can still take advantage of advancing recording technology but being as transparent as possible is a smart move.

"Make it explicit in employee handbooks that meetings may be recorded. Remind employees at the start of every meeting that they're being recorded and educate employees about why the technology is being used. Businesses can use these technologies; however, it's crucial, in a non-legal sense, that employees understand why this technology is used," she said. "Just because a business complies with the law in obtaining consent does not mean there will not be non-legal ramifications of using the technology such as employees who are hesitant to participate in meetings or not attend at all. Transparency is key here."

DID YOU KNOW?

More than two-thirds of 2024 graduating seniors engaged in an internship experience during their college career, up from around 61% of 2023 graduates and outpacing pre-pandemic 2019 graduates.

Source: National Association of Colleges and Employers



The Early Edge

Internships Provide Head Start for Long-Term Success

The final years of high school or college are often filled with some anticipation of what life will be like upon entering the workforce. For many students, internships are a glimpse into that future.

Typically taken during junior and senior years of college, internships become a bridge that connects classroom theory with real-world work experience. Today's internships serve a twofold purpose. For students, they offer a chance to become immersed in a chosen field, gain valuable experience, offset college expenses, reaffirm career goals, and possibly secure employment after graduation. For employers, internship programs provide short-term staffing support and play a strategic role as a tool in pipeline development, strengthening the future workforce for years to come.

Each July in the United States, National Intern Day serves as a reminder – to both students and employers -- of the value of work-based learning opportunities. The National Association of Colleges and Employers (NACE) reported that 70% of employers who responded to a study plan to maintain or increase their intern hiring in 2025 from the previous year. While this may seem like promising news, the report also projects a 3% decline nationwide in intern hiring across larger companies. Respondents cited economic uncertainty and less organizational need as reasons why.

FUTURE TALENT STRATEGY

While some companies may be scaling back from intern hiring, others remain committed to growing young talent and securing a future workforce. Northwest Indiana accounting

firm CLH, CPAs & Associates has long advocated for a strong pipeline development system that attracts young talent to the profession. A key part of that strategy is a comprehensive, hands-on internship program. CLH interns get experience in software programs, interviewing, tax preparation, client relations, and more.

Stephanie Russell, Director of Operations for CLH, said that a significant portion of the firm's staff members began their careers there as interns. One of them, Gretchen Kalk-Castro, is now a partner with CLH. Kalk-Castro interned with CLH in 2000. Over the last 25 years, she was promoted to several roles, eventually reaching senior leadership status before becoming a partner. She credits much of her success to those early years as an intern and now has an opportunity to draw from that experience to help prepare a new generation

of interns for a future in the industry.

"I take them out with me on jobs as much as possible because when I was an intern, I didn't realize how much interaction with clients you would have. This helps them see that," she said. "In class, you don't realize all of the things you will run into in this field. It is great exposure to the different areas of work in accounting and to working with the public."

Russell noted that firms that invest in early talent can benefit from those efforts over the long run. "The interns of today will create a significant portion of tomorrow's workforce," she said in a recent press release. "Continuing to build a future workforce in the

accounting industry is a top priority for us."

COMMUNITY INVOLVEMENT

Indiana leaders recognize the critical role internships play for both students and employers. Several programs have been developed to support educational and financial efforts aimed at keeping intern hiring strong in the state.

For high school students, the Center for Workforce Innovations has launched a program that provides support in college and career readiness. The "Bridging the Gap to Student Success" initiative helps students explore opportunities through a comprehensive package of services, including work-based learning support

such as internships and apprenticeships.

The Employment Aid Readiness Network (EARN) is another program that provides internship assistance to college students and employers through a partnership between the Indiana Commission for Higher Education (CHE) and work-study resource Work and Learn Indiana. The program provides funding to help employers offset the costs associated with hiring interns. Employers with approved internship opportunities in place are eligible to apply for the funding. The program, launched in 2013, has recently been expanded to offer some opportunities for high school students as well.



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Closing the Divide

Tackling Economic Development in Rural Areas

Imagine being in the thick of a major U.S. city. There's a certain rush that can only come from the metropolis. The movements are swift. The sounds are everywhere. It's busy, and it's thriving.

Yet, a short drive, perhaps 40 minutes or so, outside of the city, the landscape changes. In rural America, the movements are slower. The sounds are more peaceful. It is a calm that, on the surface, seems soothing.

But while the exposed horizon views and lush fields of undisturbed ground are appealing to the eye, they are concerning signs of an uncertain future. Rural and underserved areas have long struggled to gain an economic foothold for a number of reasons, all of which affect the financial means to help it keep pace with the city down the road.

LESS ISN'T ALWAYS MORE
Some of the biggest challenges rural areas face are limited infrastructure, a lack of educational and industrial opportunities, weakened populations, and the necessities that keep businesses and industries running – internet, transportation, and other public services.

“In rural areas, we have to punch above our weight class because we are not on the tip of anyone's tongue,” said Clarence Hulse, executive director of the Economic Development Corporation of Michigan City (EDCMC). “We're not Indianapolis. We're not New York City, so when we say our name, Michigan City, people ask, ‘Where?’”

Hulse said when he came to Michigan City 12 years ago, it was one of those characteristic

rural settings – an area he describes as being asleep for 50 years. There were efforts along the way, he noted, to revitalize and stir up economic development. But those endeavors fizzled as the community failed to rally behind the leadership, find momentum in the initiative, or pick up and dust off when failures came about.

SMALL WINS BIG CHANGES
It wasn't until 2015 that Michigan City found a foothold that would start an economic engine. After two failed attempts to get funding to implement an arts space in the city's inactive downtown area, the third was a success. Michigan City had a win, and Hulse said that's all it took to spark hope again.

All of the economic disadvantages remained in

Michigan City. There was still poverty. There was still a lack of funding and infrastructure. But now there was hope and a renewed interest. Properties were changing hands. New investments were being made. An economic transformation was starting from a small development and a large dose of commitment to not give up.

NATIONAL REACH

By 2022, the economic development efforts of Michigan City were gaining attention on a national level. Hulse said the Local Initiatives Support Corporation, a national nonprofit that invests in underserved communities, and Brookings Institution, a think tank for solutions, approached the EDCMC about working together for an initiative. While the two organizations typically work with larger cities such as Indianapolis, Hulse said they were interested in working with a collaboration between Michigan City, Seymour and Warsaw, cities under 50,000 in population, to implement the same Community-Centered Economic Inclusive model they use in bigger cities. The goal was to identify issues in economic inactivity, unemployment, inequality and public safety issues in rural areas.

Through the collaboration, the Vibrant Michigan City initiative and playbook were developed. The platform is a three-year plan focusing on the West Side, Midtown and East Side areas of the city. The comprehensive playbook addresses economic opportunities, quality of life and quality of place. The book includes short-term and long-term strategies that can be adapted in other similar cities across the nation working towards positive economic change.

Insights from the Indiana playbook were included in the national playbook, “Advancing Inclusive Development in Rural Towns,” co-authored by the two national organizations and unveiled in Washington D.C. in late 2024.

FORWARD MOMENTUM

Since starting the initiative three years ago, Vibrant Michigan City estimates over \$582 million of capital investment and an additional \$3 million in private capital has been pumped into the city through the development of residential housing and business space expansion and redevelopment. On the horizon is a proposed business park with a total projected investment of \$31 million.

Karaline Edwards, Economic Development Manager for EDCMC, said one of the things that contributed to Michigan City’s growing success is the importance placed on effective communication and collaboration.

“I just think it’s good to make sure that you are also keeping your locals informed of what’s going on and involving them in the process. I think that’s something that we did really well and will continue to do well with Vibrant Michigan City,” she said.

Hulse said those long-term relationships – with community members, and partners at the federal, state, regional and local levels – are crucial in keeping the momentum going and the goals in clear view.

“You just can’t stay home and expect things to happen. You’ve got to go to conferences. You have to be telling your story,” he said. “In a small community, we don’t have the deep pockets. We don’t have the resources. So, we have to be more strategic. We have to be smarter. And we have to be more focused. And that’s where the hard work comes in.”



LIFE SCIENCE LEADER

Hoosier State Continues Forward Movement in Industry

Indiana has moved into the number one spot for life sciences exports in the country, the result of heavy strategic investments and collaboration that spans industry, education and government.

According to the 2024 BioCrossroads Annual Report, which was released in the spring of 2025, Indiana exported \$27 billion in life sciences product last year, surpassing California to take the top spot. The achievement stems from a commitment to building a world-class life sciences sector in the state, with BioCrossroads serving as a facilitator for forward movement.

In a press release about the report, BioCrossroads President and CEO Vince Wong noted that officials drew on the state's strong capabilities in

innovation, manufacturing and logistics to form "partnerships and programs that catalyze economic growth, spark innovation, and ultimately improve health all around the world."

KEY MOVES

Momentum was boosted in late 2023 when the federal government announced a tech hub designation for the state from the Economic Development Administration (EDA). The initiative, led by the Applied Research Institute (ARI), provides funding to advance the capabilities that

drive economic and job growth. Following the designation, BioCrossroads initiated a roadmap that carved the path for growth in the sector.

In 2024, the organization helped secure Heartland BioWorks as a tech hub with \$51 million in EDA funding to support programming from the Bloomington-based hub at the 16 Tech Innovation District.

Meanwhile, pharmaceutical industry giant Eli Lilly continued to build on its success of moving the needle forward in the life sciences sector and contributing billions in capital commitment to research and the production of medicines for obesity, cancer, diabetes and other health challenges. In the fall of 2024, the company announced another move forward in

advanced manufacturing and drug development – the creation of the Lilly Medicine Foundry in Lebanon. Expected to be completed in 2027, the facility will strengthen the company’s investment at the LEAP Research and Innovation District to \$13 billion, officials report.

Collaboration among government agencies, including the Indiana Economic Development Corporation, and renowned research universities -- Purdue and Indiana University -- was instrumental in attracting new companies and implementing training and education that would support a growing life sciences sector.

A major step forward in those efforts was the announcement

of the new IU Launch Accelerator for Biosciences, designed to support existing and attract new human health companies in the state. The incubator will host two programs, the first being a pre-accelerator, a seven-week business operations program for existing industry companies. The second program, LifeTech Accelerator, expected to have its first cohorts in the fall of 2025, will focus on collaboration among life sciences startups and driving additional entrepreneurial activity for the industry in the Hoosier state.

POWERHOUSE INDUSTRY

In just a few short years, the life sciences industry surged in Indiana, becoming an economic engine for the

state, contributing over \$99 billion, reports BioCrossroads. According to the organization, by 2025, the industry is supporting over 70,000 jobs that span across over 3,200 companies working in areas including pharmaceutical manufacturing, biotechnology, medical device advancements, and advanced health diagnostics.

The \$27 billion in life sciences exports from Indiana and the current initiatives in place that promise to drive that number further over the next several years are more than just another trade statistic. It reflects the state’s manufacturing and innovation capabilities that signal an even more impressive life sciences industry in the future.

BY THE NUMBERS:
\$27 Billion in Life Sciences Exports

\$21 Billion in Pharmaceutical Exports

\$99 Billion in Economic Activity

\$223 Million Raised Through Public Offerings

70K+ Employed by Life Sciences Companies

3,250 Life Sciences Companies in IN

\$148K Average Wage

100 New FDA Approvals

*FIGURES REFLECT STATISTICS FROM 2024.

SOURCE: 2024 BIOCROSSROADS ANNUAL REPORT

Forbes

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BUILT *for* BOOM

New Noblesville Facility Changes the Game on Event Venues

The Arena at Innovation Mile is more than just a place for games on the court – it’s a game-changing venue built in Noblesville that brings together business, entertainment, civic life and community under one roof while also fueling economic development.

The state-of-the-art facility will serve as the new home of the Noblesville Boom -- the NBA G League affiliate of the Indiana Pacers. Formerly known as the Indiana Mad Ants, the minor league team was recently rebranded and relocated to Noblesville. But beyond basketball, the 125,000-square-foot space is designed to accommodate much more, including other sporting events, concerts, corporate trade shows, black-tie occasions, meetings,

professional development and educational programming, and more.

“Hamilton County as a whole is one of the fastest growing counties in the country, and because of that, this community was looking for additional entertainment options,” said Justin Jordan, general manager of The Arena at Innovation Mile. “The city saw the opportunity to put in a high-end, multipurpose facility. With the boom in

sports tourism coming to Hamilton County, there was a need for this type of building. The finishes are really first rate and the design is thoughtful. It can be a basketball arena, but also a place for weddings, and then built out for concerts and comedy shows.”

The City of Noblesville announced its partnership with Pacers Sports & Entertainment in the summer of 2023. The move came two years after city officials developed a plan to establish Innovation Mile as a business and technology hub to encourage economic sustainability and development through job creation and tax revenue. To further that mission, construction on the \$80 million arena and parking

The Arena at Innovation Mile is a multi-purpose venue space for sports, entertainment, meetings and more.

PHOTO CREDIT:
MATTHEW DOUBT
PHOTOGRAPHY



The Arena at Innovation Mile, home to the Noblesville Boom NBA minor league, features four locker rooms.

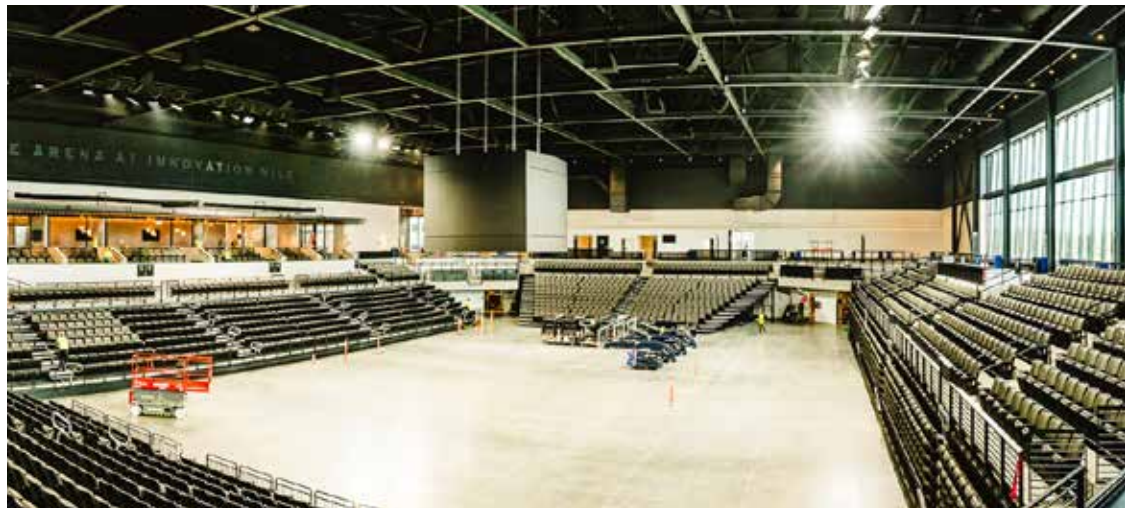
PHOTO CREDIT:
MATTHEW DOUBT
PHOTOGRAPHY

garage began late in 2023 on a section of the 600-acre stretch of Innovation Mile along Interstate 69.

The completed facility includes four locker rooms, 3,400 fixed seats and a concert capacity of up to 4,000. It also features a full catering kitchen, 1,800 square feet of club space, and six premium suites. For banquet space, the building can accommodate about 840 people.

The building design is both contemporary and timeless, featuring floor-to-ceiling glass panels at the entrance and an unobstructed 360-degree view of the main vent floor. Modern technology has been incorporated into the design with LED displays and high-end finishes.

Jordan credited city officials with helping to shape the building's identity to reflect the history and atmosphere of the community. (continued)

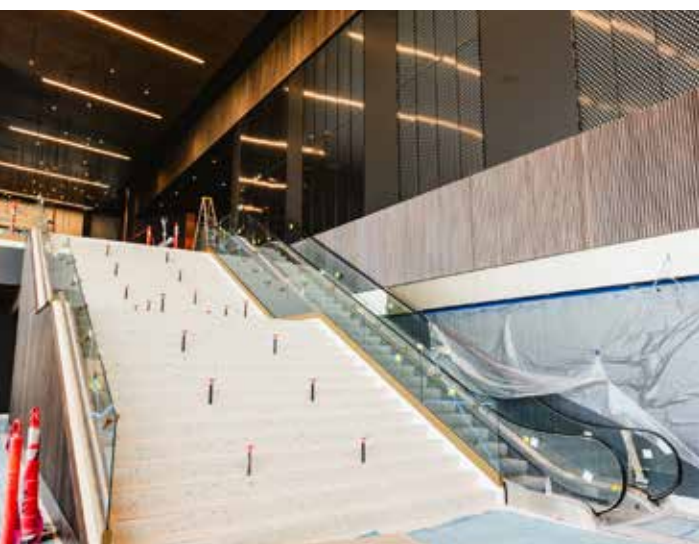


(Above) Construction crews continue work on The Arena at Innovation Mile. (Left) The early stages of construction for The Arena at Innovation Mile in Noblesville.

PHOTO CREDIT:
MATTHEW DOUBT
PHOTOGRAPHY

Clean lines, high-end features and natural light are highlights of the design of The Arena at Innovation Mile.

PHOTO CREDIT:
MATTHEW DOUBT
PHOTOGRAPHY



(Above) Work continues on the staircase in this photo during construction of The Arena at Innovation Mile. (Right) Ground-to-ceiling glass panels greet visitors at the entrance of the new Arena at Innovation Mile. (Below) Construction for The Arena began in 2023.

PHOTO CREDIT:
MATTHEW DOUBT
PHOTOGRAPHY



“This has been a very hands-on project for the city administrators. They were active by diving into the weeds and having their hands on this project from the minutia of the smallest details to the high-end finishes,” he said. “They had their finger on the pulse of creating a lasting image with this building. Yet, they were very deliberate and mindful of gaining public trust and the use of tax money in creating this world-class event space.”

The Arena held a soft opening in July 2025, with basketball camps, civic gatherings and concerts in the starting lineup of events. REV Entertainment, a Texas-based sports and entertainment industry leader, serves as the operator of The Arena.

Jordan said the success of the construction of The Arena stems from the combined efforts of Noblesville officials, dedication from the construction partners, community engagement, and the continuation of good work that was started by other communities. He said when basketball season is underway and the calendar fills with more events, the facility is strategically positioned to spur economic growth and further development in the region.

“We are looking at the possibility of hotel rooms, restaurants and other needs that will bring in dollars to the area,” he said. “This facility is something that will attract future development to the region.”

Construction Partners:

Owner: City of Noblesville

Construction Manager: F.A. Wilhelm Construction

Developer: Patch Development

Architect: Ratio Design

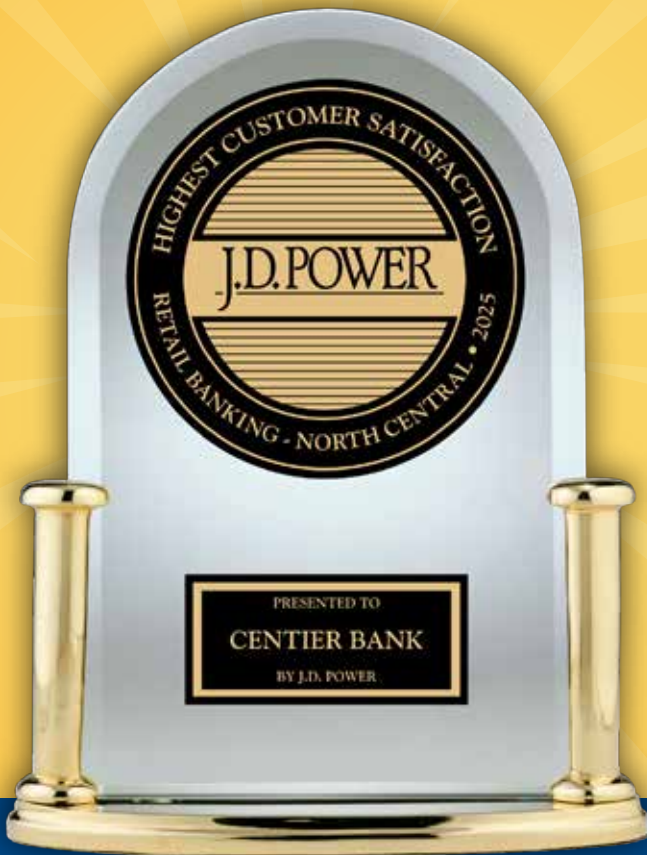
Technology Consultant: New Era Technology

Electrical Contractor and Engineer: Gaylor Electric

Venue Operator: Rev Entertainment



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Temperature Rising

Hoosier Cold Storage Growth Heating Up

The COVID-19 pandemic disrupted nearly every aspect of commerce, including the food supply chain sector where bottlenecks caused prices to spike and, in many cases, prevented businesses from obtaining goods to maintain operations.

It was a wake-up call, especially for those responsible for moving temperature-sensitive goods, that there were significant global vulnerabilities in cold storage infrastructure and cold chain logistics. In a 2023 article that announced the opening of the first phase of a cold storage facility in Lebanon, Boone County, Jonas Swarttouw, EVP and chairman of NewCold in North America, referred to the global COVID-19 pandemic as a period that “underlined the importance of building resilience into the supply chain of leading food companies in the US.”

In the five years since the initial shutdowns, NewCold and other industry leaders

have been working to strengthen the cold storage and logistics sector’s position in the Midwest through strategic expansion and modernization.

NEW FACILITIES

Netherlands-based NewCold started operations in Lebanon in 2022 with an initial investment of \$150 million for a cold storage facility. With another \$150 million investment, the company announced the completion of Phase 2 of the project in early 2025, doubling the facility’s capacity to over 380,000 square feet, making it among the largest in the world. The facility is operational 24 hours a day and capitalizes on technological automation and renewable energy to run more efficiently and boost sustainability.

PL Cold and Ambrose Property Group partnered to construct a 300,000-square-foot deep-freeze warehouse in Greenfield, Hancock County. The large facility, which opened in December 2023, also uses the

latest in advanced technology to streamline operations.

To the north, significant cold storage development has also taken place over the last several years. In the fall of 2023, United States Cold Storage broke ground on a \$124 million facility in Hebron, Porter County. The company’s 13.5 million cubic-square-foot refrigerated warehouse stretches across 70 acres, with room for trailers and dock areas. A few miles west in Lake County, work is finishing up on an expansion of Lineage’s site along Northwind Parkway in Hobart. The company announced last year plans to expand to include a fully automated 188,000-square-foot warehouse, which is expected to be completed this year.

Another Lake County cold storage facility was opened at the end of 2024. CORE X CROWN is a state-of-the-art, 215,000-square-foot cold storage and logistics facility. The project is the first of three phases. At completion, CORE



CORE X CROWN in Crown Point, is a state-of-the-art, 215,000-square-foot cold storage and logistics facility. At completion, CORE X Partners said the facility will span 450,000 square feet in a \$200 million investment to the Northwest Indiana community.

PHOTO CREDIT: CORE X CROWN

X Partners said the facility will span 450,000 square feet in a \$200 million investment to the Northwest Indiana community.

While cold storage development has been slower in the southern counties of Indiana, planned projects, like the news of a possible King's Hawaiian manufacturing facility in Bartholomew County, could bring additional need for temperature-controlled facilities in those regions.

ECONOMIC WIN

The cold chain logistics global market size is expected to grow at a compound annual growth rate of 15.3%, with industry analysts projecting a value of \$1.19 trillion by 2034. Aside from the lessons learned through inadequacies discovered during the pandemic, there are other driving factors to the growth. One is supply for projected demand. Development in cold chain logistics is currently keeping pace with a rapidly advancing e-commerce

market. The demand for cold storage will continue to drive additional development as needs increase.

Technology that automates processes and improves efficiency for cold chain logistics is also advancing the market, allowing industry leaders to turn to cleaner and more efficient energy sources and operations that save money and time.

Indiana and the Midwest region appeal to developers due to strong existing infrastructure, including major highways and rail service, as well as the proximity to major cities like Chicago and Detroit. Strong local and state support has been given for cold storage operations and associated infrastructure needs in Indiana, including some funding from the state's Regional Economic Acceleration and Development Initiative.

As a result, hundreds of new jobs in warehousing and logistics have been



created from cold storage developments and new revenue is helping to strengthen the economy with local, state and regional impact.

The United States Cold Storage facility in Lebanon, IN boasts of 11.5 million cubic feet of space, 41,440 racked pallet positions and temperatures ranging from -20°F to 65°F

PHOTO CREDIT: UNITED STATES COLD STORAGE

MAXIMIZING BENEFITS

Why August Planning Pays Off

During the summer months, savvy employers are already preparing for their January 1 employee benefits renewal. August is a critical checkpoint — far enough ahead of Q4 to allow for informed decision-making, yet close enough that analysis and planning need to move quickly. Whether you're a small business or a mid-size employer, the stakes are high: the right benefits strategy not only controls costs but also helps attract and retain talent.

Here are four key areas every employer should evaluate before renewal season hits full swing:



SELF-FUNDING FEASIBILITY ANALYSIS

With rising premiums and increased flexibility in the benefits marketplace, more employers — especially those with 50+ employees — are exploring self-funded or level-funded health plans. Unlike traditional fully insured plans, self-funding lets you pay for actual claims rather than projected risk, often delivering long-term savings and improved plan transparency.

By August, employers should be working with a trusted advisor or consultant to:

- Analyze prior claims data (if available)
- Run feasibility studies comparing projected fully insured vs. self-funded costs
- Evaluate stop-loss options and third-party administrators (TPAs)
- Identify hidden commissions and fees buried in contracts

If done properly, self-funding can offer more control, tailored plan designs, and potentially lower costs — but only if risks are well understood and managed.

LOCAL PARTNERSHIP PROGRAM EVALUATION

Many major insurance carriers are partnering with local Chamber of Commerce organizations to pool resources, provide discounts to members, and support the local chamber.

Partnering locally not only supports the community but may also offer employees better access to care. Evaluate these options now while there's still time to negotiate participation before open enrollment.

ICHRA STRATEGY CONSIDERATION

The Individual Coverage Health Reimbursement Arrangement (ICHRA) continues to gain momentum as a viable alternative to group health plans, especially as the cost of group coverage continues to rise.

An ICHRA allows employers to reimburse employees tax-free for individual health insurance they purchase on their own. Benefits include cost predictability, less administrative burden, and customizable reimbursement strategies. By August, employers considering ICHRA should:

- Analyze whether individual market premiums in their area make ICHRA financially viable
- Segment employees into appropriate classes (full-time, part-time, remote, etc.)
- Review ICHRA plan administration tools and compliance support

ICHRA isn't a fit for every group, but for the right organization, it can deliver long-term sustainability without sacrificing employee choice.

BENEFITS ADMINISTRATION & TECHNOLOGY PLATFORMS

As plan design complexity increases, so does the need for resourceful benefits administration tools. Paper forms and manual workflows are increasingly risky and inefficient — especially with self-funded or ICHRA models that require extra compliance diligence. Key questions to address now:

"Unlike traditional fully insured plans, self-funding lets you pay for actual claims rather than projected risk, often delivering long-term savings and improved plan transparency."

- Does your current broker provide a platform for managing Open enrollment or changes throughout the year?
- Can employees easily enroll and manage their benefits online or via mobile?
- Does the platform integrate with payroll and HRIS systems?
- Are ACA reporting, COBRA, and compliance features automated?

Evaluating platforms in August gives you time to implement, test, and train your team before the open enrollment rush begins.

FINAL THOUGHTS

Employee benefits have become one of the largest line items on an employer's budget — but also one of the most strategic. Waiting until fall to begin evaluating options limits your choices and bargaining power. Use August as a planning window to analyze your current performance, engage with advisors, and explore new models like self-funding, ICHRA, and local care partnerships. The earlier you start, the more options you'll have — and the stronger your renewal outcome will be.



Eric Gibson
Employee Benefits
Advisor
Highstreet
Insurance

Don't Let Imposter Syndrome Flounder You

Here are three steps to put Imposter Syndrome in its place. To do this, let's take a page from the NLP world (NLP is short for Neuro Linguistic Programming). We'll come back to NLP at the end. First, it's important to recognize that Imposter Syndrome isn't a problem of logic. Quite the contrary, it's an illogical feeling or response going on in your mind. Oftentimes, this is your subconscious mind just trying to keep you safe from something it perceives as a potential threat.

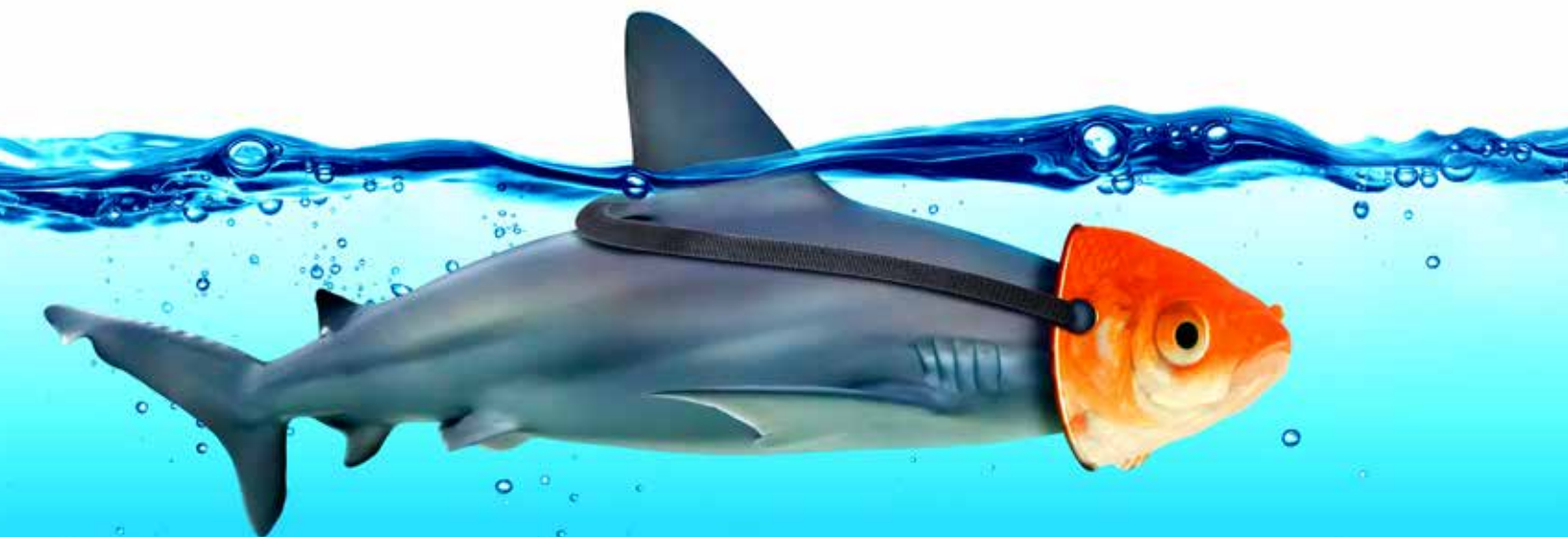
Recognizing Imposter Syndrome as something illogical is an important first step. You may think, logically, that you shouldn't be having these sorts of thoughts. After all, you know in your head that you belong. You might even have the pedigree and the training to prove it – all highly

logical. However, this seldom helps when those feelings of being a fraud or a phony are ringing like an alarm bell in your head. This is because using logic is often the wrong tool for the job.

The reason for this is because the "feeling" part of the brain is part of the Limbic

system, sometimes called the mid-brain. The cognitive, logical part of the brain is the neocortical part. It's this upper part of the brain which handles executive functions like thinking and calculating. The logical "thinking" brain and the Limbic "feeling" brain are two different systems.

Understanding these two systems leads us to the second step in the process. By acknowledging this isn't a problem of "logic" you can address these feelings in the way they need to be addressed. To do this, we need to address this subconscious part of your brain to put these thoughts in the rear-view mirror.



"I am highly competent, and my perspective is valued."

Let's say you're about to get up and speak in front of 500 people at a conference, and here comes "Imposter Syndrome" unpacking her bags in your hotel room like an unwelcome in-law. As a public speaker, I know this feeling all too well.

Thoughts of "who am I to be speaking to these people" or "they're going to find out I'm a phony" fill my head. It's important to acknowledge these thoughts and write them down. By writing them down, I'm now able to address them and write down their opposites.

In writing their opposites, "Who am I to be speaking to these people" becomes "I am highly competent in my field, and these people are eager to

hear the important things I have to say."

Similarly, "They're going to find out I'm a phony" becomes "I belong in this crowd, I am authentic and bring a unique perspective to solving problems and they will very much appreciate my perspective."

I know this is a bit on the squishy side, but stay with me. This works, but you have to follow through. This sets us up for the most important part, Step 3.

In this last step, you record those "opposite" responses in your own powerful voice on a digital recorder app on your phone and play them in a loop. Put in your earphones and go for a walk or better yet, close

your eyes and meditate or take a short nap. It's powerful and best of all, it really works. Many times in just one or two 20-minute sessions.

There is a lot of brain science that backs up this practice. Do your own research on NLP if you like. Just know this can be a powerful tool in your toolbox when you're ready to evict Imposter Syndrome from your Life.



Mark Dolfini is a Life and Business Strategist, speaker, and author of The Time-Wealthy Advantage. He can be found at StrategicBoardroom.com, and on LinkedIn and Facebook.

contact us at sehinc.com or 800.325.2055

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Facts & Stats

THAT'S A LOT OF QUESTIONS

Google

There are **5.8 million Google searches** per minute and most searches are **three to four words** long.

Source: Semrush

A series of **Green Robots** are being used to **help the environment** for things like turning slugs into biogas and **harvesting submerged trees** from man-made lakes.



Source: HowStuffWorks



Applications such as Chat-GPT use about **10 times more electricity** for a user query (2.9 watt-hours) than a regular **Google search** (0.3 watt-hours).

Source: Electric Power Research Institute

A NUDGE IN THE RIGHT DIRECTION

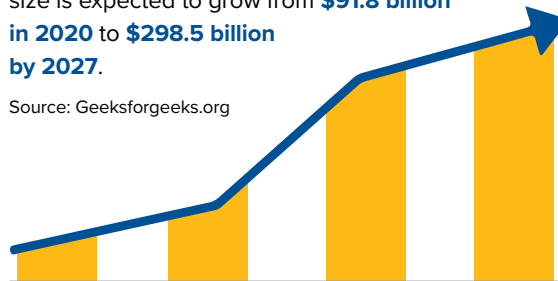


A new emerging trend for businesses is **nudgetech**, AI-powered tools to improve **communication** and **collaboration** in the workplace.

Source: Gartner

The human **augmentation technologies** market size is expected to grow from **\$91.8 billion in 2020 to \$298.5 billion by 2027**.

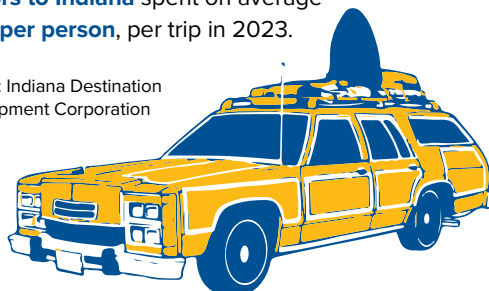
Source: Geeksforgeeks.org



HOLIDAY ROADS...

Visitors to Indiana spent on average **\$198 per person**, per trip in 2023.

Source: Indiana Destination Development Corporation



HE SOLD APPLE FOR PEANUTS



Ronald Wayne, **co-founder of Apple Computers**, sold his 10% stake in the company for **\$800 in 1976**, giving up the **\$270 billion** it would be worth today.

Source: Entrepreneur

Allen County reached a **record-breaking** permitted construction value of over **\$3.6 billion** in 2024.


Source: Allen County Board of Commissioners



Data-driven companies are **23% more likely to outperform** the competition.

Source: McKinsey & Company

"I'M SORRY, DAVE.
I'M AFRAID I CAN'T DO THAT."

☐
I'm not a robot


Did you Know? **CAPTCHA** stands for **C**ompletely **A**utomated **P**ublic **T**esting to tell **C**omputers and **H**umans **A**part.

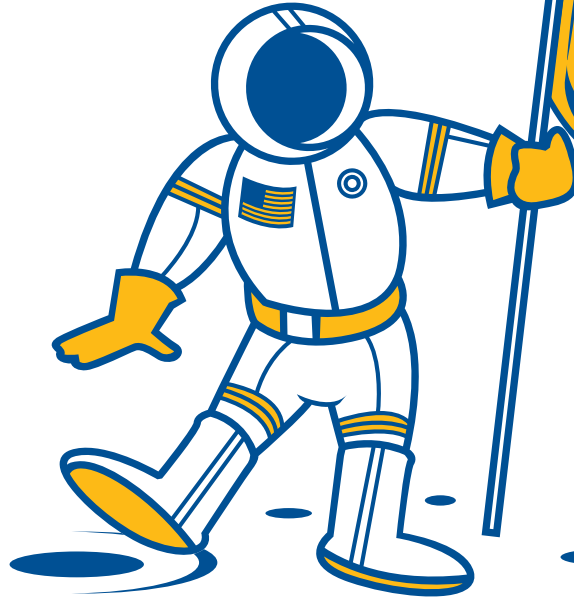
Source: IBM

In 2024, medical professionals in the U.S. performed the **highest number** of **organ transplants** in one year – **48,149** or an **average of 132** per day.

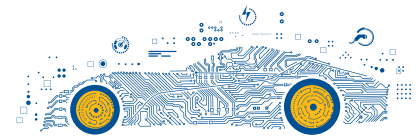
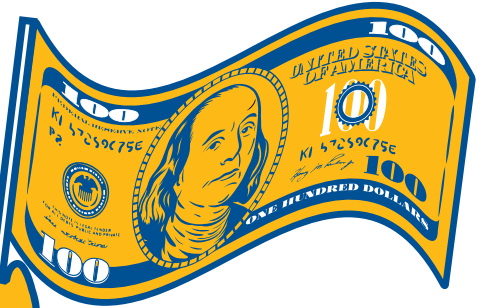


Source: United Network for Organ Sharing

The **U.S. space economy** accounted for **\$142.5 billion**, or 0.5 percent, of total gross domestic product in 2023.




Source: Bureau of Economic Analysis



The number of **autonomous vehicles** worldwide is anticipated to reach **125,660 units in 2030**.


Source: News.Market.Us

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Hoosier Wins & What's Next

Building an Efficient, Accountable State Government to Deliver More for Hoosiers

We've had a busy first six months of the Freedom and Opportunity agenda.

I'd like to share some of those wins with you and give you an idea of what I see in Indiana's bright future.

I'm often asked how my experience building a business in my hometown comes into play as Governor. To me, that experience is the foundation of everything I do. My mission is to make Indiana the best place in America to build a business and raise a family, and being able to speak with Indiana's job creators as a peer rather than a politician is a big advantage.

This legislative session was full of wins, with the biggest one being our balanced budget that trims 5% across the board for most agencies while increasing investment in education and public safety and maintaining two scheduled income tax cuts. We're building a leaner, more efficient state government that works better for Hoosier taxpayers.

Our property tax relief solution will also bring nearly \$1.5 billion in savings to Hoosier homeowners and businesses, further establishing Indiana as a destination for efficient, accountable government.

My first act as Governor was to reorganize our Cabinet structure to work more like a business, with clear chains of command for accountability. Now, we're applying that efficiency-first mindset across the state government with a new initiative to deliver more for Hoosiers. I'm excited to share more about this initiative.

We're taking a new approach to economic development, one focused on two metrics we're calling our 'North Stars' — wage growth and new job opportunities for Hoosiers. We're also taking steps to spread economic development investment to all four corners of our state. There is so much potential in all 92 counties of our great state, and we want to unleash it.

One way we're doing that is by encouraging entrepreneurship. I'm proud to be creating our first

ever Office of Entrepreneurship and Innovation, tasked with supporting Main Street entrepreneurs backed by their friends and family - not just entrepreneurs backed by venture capital.

By investing in public safety and expanding universal school choice so that parents are in the driver's seat, the Freedom and Opportunity agenda is all about making Indiana a better place to raise a family, and a more attractive place for companies to build and grow.

I'm proud to have all of you as partners in this initiative to take our state to new horizons, and I hope you will reach out to share your perspective on how our state government can help build Indiana business.



Mike Braun,
Governor of
Indiana



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