

**Business Cares
 Diversity & Inclusion**

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Business Cares: Diversity & Inclusion, 25A-31A

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 - 27A** | RISE INDY's founder carries on a family tradition of seeking justice.
 - 27A** | Specific changes your organization can make to fight racism.
- Plus, a list of books, podcasts and other resources to learn about race and racism in America.

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Business Cares Diversity & Inclusion



Publisher's letter Greg J. Morris

Welcome to IBJ's third annual installment of Business Cares: Diversity & Inclusion. As we all know by now, this is a topic that deserves our ongoing attention and action all year long. That certainly will be the case in the pages of IBJ and at ibj.com in the weeks and months ahead.

Joining IBJ, 77 companies have taken a leadership role to support this special section of the paper, where you will find commentary on the importance of a diverse, inclusive community and the many benefits that flow to companies with diverse workplaces and work teams.

In our 2020 special Diversity & Inclusion section on page 25A, you will find the following features:

- On the occasion of Indiana Black Expo's 50th anniversary, we have an interview with IBE President and CEO Tanya Bell Mckinzie about race relations, economic equality and the important work her organization continues to do in Indianapolis and throughout the state.

- Jasmin Shaheed-Young, the founder of educational equality advocate RISE INDY, talks about her family's legacy of fighting for justice and her group's mission: seeing that all children have access to a quality public education.

- A year after Central Indiana Community Foundation rededicated itself to racial equality and economic justice, CICF's Vice President of Opportunity, Equity and Inclusion, Pamela Ross, offers a list of steps you and your organization can take to fight racism.

- David Barrett, chairman, president and CEO of the Gene B. Glick Co., discusses the role that safe housing and wrap-around services can play

in freeing our neighbors from racial discrimination and economic despair.

- You'll find other columns about the importance of diversity and inclusion from partners at the law firm Krieg DeVault LLP, IUPUI Chancellor Nasser Paydar, and the leaders of the Indiana Latino Institute, Child Advocates and the labor-management cooperative Quality Connection. And, courtesy of CICF, you'll find a list of books, podcasts and other resources you can use to educate yourself on issues of race and economic inequality.

Besides the special section in this printed edition of IBJ, you can find and share the same information at our Diversity & Inclusion microsite online at ibj.com. Just go to the homepage and click on the link provided.

Thanks to the 77 companies and organizations that sponsored this effort. Their investment helps provide for a diversity and inclusion awareness campaign throughout the month of July via print, digital and e-newsletter platforms.

This campaign will highlight the importance and benefits of providing a diverse workplace that allows all staff members to feel welcome, have equal opportunities to advance their careers and move up in the organization to "earn a seat at the table" and to prosper as a result of their efforts.

Please look for the next installments of IBJ's Business Cares series: Breast Cancer Awareness in the October 2 issue and Heart Health Awareness coming Jan. 29, 2021.

Thanks for supporting IBJ and the companies featured here as we all work together to take leadership roles in supporting diversity and inclusion in the workplace.

INDIANAPOLIS | JULY 3, 2020

BUSINESS JOURNAL

CENTRAL INDIANA'S BUSINESS AUTHORITY

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One factor that has the project focused on I-70 is the interstate's heavy semitruck traffic. (IBJ photo/Eric Learned)

I-70 to be autonomous test bed

Four-year project to help pave way for driverless trucks

By Susan Orr
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It might be many years before fully autonomous, no-driver-required vehicles are a common sight on public highways—but transportation officials in Indiana and Ohio are laying the groundwork now for that day.

In June, the Indiana Department of Transportation and the

Ohio Department of Transportation received a \$4.4 million federal grant to prepare for, and advance the use of, semi-autonomous and autonomous truck traffic on the states' highways.

The four-year project will put semi-autonomous commercial trucks—with drivers in them at all times—on Interstate 70, the Indiana Toll Road and the Ohio Turnpike. The project also will

involve gathering data about the vehicles' performance, sharing that data with project partners, and analyzing I-70 itself to determine the highway's readiness for autonomous vehicles.

Most of the work will focus on I-70 between Indianapolis and Columbus. Project organizers say the effort will be the first of its kind on I-70—which runs more than 2,100 miles from Utah

to Maryland—and could serve as a model for other states.

“There’s going to be a lot to learn,” said Luke Stedke, a spokesman for Drive Ohio, a division of the Ohio Department of Transportation. “Hopefully, some of the stuff



Stedke

we’re developing will be best practices for the U.S. through the [federal] Department of Transportation.”

Drive Ohio, the entity that applied for the I-70 grant, was formed in 2018 to focus on deployment of automated vehicles.

The federal grant will fund half of the project. The other half will come from the project’s partners—a group of 16 entities,

See **TRUCKS** page 36A

Businesses, already bruised, pursue virus legal immunity

By Samm Quinn
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In at least seven states, leaders have granted businesses protection from coronavirus-related lawsuits. In more than a dozen others, such legislation is under consideration.

But in Indiana, at least so far, there’s no immunity proposal on the table—not because of a lack of interest but because

the federal government can act much faster.

In fact, U.S. Senate Majority Leader Mitch McConnell, R-Kentucky, has made liability protection a key focus of what’s expected to be another coronavirus aid package yet this summer.

Nationwide, businesses and the organizations that represent them are fearful that a wave of coronavirus-related lawsuits is on the horizon as employees

return to work and customers return to stores, restaurants and other public places, even as COVID-19 continues to spread. They’re pushing Congress and their state representatives for protection from civil suits if customers or employees are exposed to or catch COVID-19 at their place of business.

But the idea is facing resistance from some Democratic lawmakers, labor unions and

other critics, who fear a liability shield could encourage reckless behavior from businesses.

Most states that have granted such protections, either through legislation or a governor’s executive order, have done so only for businesses that adhere to CDC and state guidelines for reopening safely.

Here, the Indiana Chamber of Commerce, Indy Chamber and the Indiana Restaurant and

Lodging Association are among organizations calling for liability immunity. But rather than asking state lawmakers to take up the issue, they’re calling on the federal government to act.

That’s largely because Indiana’s part-time Legislature isn’t scheduled to meet until November—and that’s only for one day. Lawmakers aren’t set to return to the Statehouse in

See **IMMUNITY** page 40A

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QA

Dr.
Manasa
Mantravadi
pediatrician,
Ahimsa founder



(IBJ photo/
Eric Learned)

Doctor dishes
on her new company

Dr. Manasa Mantravadi, a pediatrician at Riley Hospital for Children and mother of three, never stops thinking about children's safety.

That constant concern led the 38-year-old Terre Haute native and Indiana University graduate to launch a dishware company last year.

Ahimsa makes a line of stainless steel children's dishes that have been hyped by chef and television star Rachael Ray and the Juvenile Products Manufacturers Association. The colorful design has set the Ahimsa dishes—which sell for \$48 to \$65 for a five-piece set—apart from typical stainless steel products.

During the pandemic, Ahimsa's sales have doubled month-over-month.

What's the origin of Ahimsa?

It started out as a text message chain with my fellow pediatrician moms. American Academy of Pediatrics highlighted the harmful effects of plastic. Everybody was thinking, "Oh my gosh, what are we going to do with all this plastic?" I had always used stainless steel because it is the material of choice in India. My mom was always fearful of chemicals leaching in from plastic and, lo and behold, the AAP agreed. I started looking into it and noticed there weren't many companies offering stainless steel dishware for children.

Why stainless steel?

Because the American Academy of Pediatrics had specifically advised parents to avoid plastic. Glass is great, but children love to test the laws of gravity and glass shatters. Stainless steel is safe and durable. It's nonporous, so it's better for anti-bacterial growth.

Tell me more about the color pattern.

The color is not an additional layer of paint. It's made by changing the internal properties of the metal itself. So it's completely safe.

What's the origin of the firm's name?

Ahimsa is Sanskrit and means avoiding harm. Gandhi made it famous when he spoke of moving away from violence. We use it in the broader meaning of avoiding

harm. There is also a connection with the Hippocratic oath that physicians take ... where it says, "do no harm."

How did you find a manufacturer?

I honestly just started cold calling until somebody agreed to take a leap of faith with me. So I ended up finding a manufacturer in Delhi. I wasn't going to just do this over the internet or phone, so I went to India to visit the manufacturer before we got started.

How is the product sold?

It was 100% e-commerce, direct-to-consumer. Now we're venturing out to sell our product at retail outlets.

What's your long-term vision?

I want to completely change the American dining table. My long-term vision is to continue to grow a children's dishware line, but to expand to teens and adults and dishes children can take to school. Our bigger mission is a public health mission by encouraging healthy eating and portion control.

Will you continue your work as a physician?

I enjoy my job as a pediatrician. And continuing to practice—and helping sick children—keeps me so well grounded and gives me perspective on the bigger picture. I think I will always want that.

—Anthony Schoettle

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Locals on hook for State Road 37's cost overruns

Project's price tag could be \$47M more than expected

By Kurt Christian
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Work is underway on the first of five planned interchanges along State Road 37, and already, local officials are estimating the corridor improvements will run \$47 million over the project's original \$124 million budget.

Fishers and Hamilton County officials are blaming a bad drainage estimate, unexpected utility relocations and costly land acquisitions for why improvements to State Road 37 from 126th to 146th streets might cost

38% more than anticipated.

The joint city, county and state project is now expected to cost \$171 million, and the completion date has been pushed back two years—to late 2023.

"The drainage, the change orders, the inspections, the utility relocations, the right-of-way, the design—it all contributed to that higher number," said Hatem Mekky, Fishers' assistant director of engineering.

The Indiana Department of Transportation announced in 2015 that it would commit \$100 million to improvements

along State Road 37—including four at-grade interchanges—as long as the city of Fishers and Hamilton County each contributed \$12 million.

Those local contributions have been spent, according to Fishers Mayor Scott Fadness, and the local agencies are now each responsible for an additional estimated \$23.5 million.

"This has been a long journey. We've had several different twists and turns, but the good news is, we have about 75% of

See **STATE ROAD 37** page 38A



Workers begin raising the 126th Street intersection over State Road 37, an early step in creating a double roundabout there. (IBJ photo/ Eric Learned)

Playing his magnum opus



Scott Houston and his teaching tools: keyboards, his computer and the internet. (IBJ photo/ Eric Learned)

Houston's Piano in a Flash hits a high note

By Anthony Schoettle
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The pandemic has Indianapolis musician and businessman Scott Houston playing a new tune.

Since March, Houston has gone from singing—metaphorically—Frank Sinatra's "High Hopes" to belting out Louis Armstrong's "What a Wonderful World."

Of course, Houston knows there's nothing great about the pandemic itself—but what it's done for his business couldn't be better.

Houston's Indianapolis-based company, Piano in a Flash, teaches adults how to play the piano using a simplified version of sheet music. He said students using his online, interactive courses can learn to play songs in days, not years.

Houston founded Piano in a Flash in 2013 and saw steady—albeit

slow—growth. Then in March, lightning struck.

"If you want to be hit by lightning, it's best to be standing out in the middle of a field," he said. "We've been standing out in the middle of this field for seven years. This is not an overnight success."

Piano in a Flash now has about 18,000 students in more than 30 countries.

If Houston's name sounds familiar, it could be because his company is an active online advertiser. But you also might remember him for his starring role in "The Piano Guy," an instructional TV show that aired new episodes on PBS-affiliated channels across the country from 2003 to 2012.

For his work on the show, which he also co-produced, he earned six Emmy Awards. The show still airs in reruns.

These days, the keyboard that occupies Houston most days is attached to his

“It's been a fun, but harried, existence this year.” Scott Houston

computer, not to the grand piano he used on the PBS show.

Houston answers his students' emailed questions—complete with personalized video and audio demonstrations attached—within 24 hours, but thanks to the recent rapid growth, meeting that commitment is challenging. Houston said he's answering 30 questions a day, three times as many as before the pandemic.

"I sit at my computer all day answering questions," he said.

Piano in a Flash sales this year have

See **PIANO** page 34A

Sports Corp. takes over statewide association

By Mickey Shuey
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A revamped statewide cooperative that has been taken over by the Indiana Sports Corp. could go a long way in helping sports-focused groups around the state attract events to their respective cities.

Team Indiana is meant to give its members—about three dozen tourism and sports organizations across Indiana—better access to resources, expertise and marketing tools to get the attention of sports governing bodies that decide where to play events.

Indiana Sports Corp. leadership will be key to the group's success.

"This is about providing some of our infrastructure as a resource to these other communities," said Ryan Vaughn, president of the Indiana Sports Corp., which formed Team Indiana last month after absorbing its predecessor, Sports Indiana.



Vaughn

"This is a way for us to partner with [Indiana] communities ... to give them a platform to elevate their own brand within the state. Doing that could have great value when it comes to attracting events down the road."

Sports Indiana, founded in 2008, had a narrower focus than the new organization, in that it was intended to provide education, training and networking opportunities.

Team Indiana, instead, plans to blend training with new tools and marketing expertise specifically to help sports commissions identify, bid on and host major events.

Sports marketing experts say the shift

See **SPORTS** page 39A

FFA cancels convention as downtown reels from tourism drought

By Mickey Shuey
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In a huge blow for a downtown already reeling from a severe slowdown in tourism and convention business, the National FFA Organization has canceled its annual convention, which typically brings tens of thousands of people to Indianapolis' core.

Last year, FFA brought more than 68,000 people—mostly high school students—with an economic impact of \$38 million. This year's convention, scheduled for Oct. 28-31, was expected to generate \$40.3 million for the city.

The Indianapolis-based group devoted to agricultural education cited lingering concerns over the coronavirus as its reason for scuttling the event. It instead plans to host a virtual convention on the same dates.

Mark Poeschl, CEO of FFA, said the organization's board decided this week to halt planning for its in-person event and instead focus on online programming to "ensure that our members and guests [have] the full convention experience."

The decision to go virtual this year came after consulting school administrators and instructors, attendees and sponsors, Poeschl said.

"As we continued to plan for our national convention, it became clear that travel restrictions and public health concerns, among many other pandemic-related challenges, made hosting our

in-person event impossible in 2020," he said.

However, the group has extended its contract with the city for two years, keeping the convention in Indianapolis through 2033. It has been hosted in Indianapolis since 2006, with the exception of a three-year stint in Louisville from 2013-2015.

Mayor Joe Hogsett said he understood the group's decision and appreciated its concern for its members.

"In the coming years, we look forward to once again seeing Indianapolis streets filled with thousands of young leaders in blue and gold jackets and are excited to continue our city's relationship with the FFA convention through 2033," Hogsett said in a media release.

"We understand and appreciate the time and thoughtfulness that National FFA has invested in arriving at this difficult decision," said Chris Gahl, vice president of local tourism advocacy group Visit Indy. "As they convene here through 2033, we feel that's emblematic of our partnership and our relationship and their overall health. They've grown the meeting here in Indianapolis and it's welcome news they want to stay here in their home city."

Still, the loss of this year's FFA convention is a dire milestone for the Indianapolis tourism industry, which has struggled the past several months because of the pandemic.

Visit Indy estimates more than \$300 million in economic impact has



Indianapolis has hosted the FFA convention since 2006, with the exception of a three-year stint for the event in Louisville from 2013-2015. (IBJ file photo)

been lost from canceled conventions this year, across more than 225 events.

The FFA's decision comes just one month after Gen Con—the single-largest annual event hosted in the city, expected to bring about 70,000 people, decided to forgo its in-person August event and move to a virtual platform.

And while other major events, including the Indianapolis 500 and the Performance Racing Industry convention, are still planned for later this year, the cancellation of FFA could lead other events to hit the brakes.

Gahl said he expects FFA's decision "will have a ripple effect" similar to the one that happened when Gen Con announced its cancellation in May. Soon

after that announcement, several smaller events canceled, although others decided they would move forward.

"It could ultimately lead other meeting decision-makers to tip one way or the other," he said. "But what we have seen through the COVID-19 crisis is that each and every group is significantly different from one another, so the needs for one meeting are completely different than others. It's truly a case-by-case scenario."

FFA is still finalizing details for the virtual convention but plans to share registration and programming information on Aug. 12.

Greg Andrews' Behind the News will return next week.



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High Alpha portfolio company in hiring mode after raising \$2M

By Anthony Schoettle
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Pattern89 Inc., a High Alpha portfolio company launched in 2017, has raised \$2 million in growth capital, the Indianapolis-based tech company announced June 30.

The funding round included participation from Columbus, Ohio-based Break Trail Ventures, Indianapolis-based Elevate Ventures, Indianapolis-based High Alpha Capital, F&M Investments and Vitalize.

Pattern89, which uses an artificial-intelligence-driven platform to help customers improve results from paid social media programs, has raised a total of \$7.5 million in venture and growth capital since its launch.

The latest round of funding, company officials said, will be used to grow go-to-market, data science and engineering functions and expand its current product line, beginning with a software product, Predict, launched this month.

In the last two weeks, Pattern89 has hired five employees, bringing its total to 20 full time, and officials told IBJ the firm would hire at least 10 more by the end of the year. Pattern89 has recently added employees in data science, sales and customer service, and is looking to add more in software engineering, sales and customer service.

“This funding will allow us to continue improving our technology to gain more insights into the elements that drive advertising success—like colors, video dimensions, copy sentiment and more—and empower marketers to accurately predict what will work for their digital creative, rather than guessing at what might work,” said Pattern89 CEO and founder R.J. Talyor.

Pattern89 has previously made and marketed two software packages: Optimize, which gives marketers information on what is happening with their social media campaigns, and Analyze, which looks at past results. Talyor said the new software package, Predict, uses artificial intelligence to let marketers know if a campaign will work before it is launched.

“Pattern89 has seen tremendous growth and success over the past year, and High Alpha is excited to be doubling down on our investment in R.J., the Pattern89 team and the future of marketing AI,” High Alpha partner Eric Tobias said in a written statement. “Pattern89 is leading marketers into the future of AI-led creative performance, which is especially critical today as COVID-19 has disrupted online behaviors and existing social algorithms.”

Pattern89 measures more than 49,000 creative dimensions across 1,300 global brands to analyze and predict what drives the best ad performance with over 95% accuracy, company officials said.

The company’s social media advertising trend data has been featured in the New York Times, Adweek and Ad Age.

Pattern89 hasn’t been hurt by the pandemic, Talyor said. “We actually believe the pandemic is giving Pattern89 a tailwind.”

Since the pandemic has turned historical trend data upside down, Talyor said, marketers are looking for tools to help

them predict which types of ads and campaigns will work.

“It seems like the new normal changes every day,” he said. “Marketers are looking for accurate predictions from machine learning to make better decisions for their brands.”

Pattern89 started its fundraising round in January and was “in the midst of considering a few different options when the pandemic hit in early March,” Talyor said.

“We didn’t want to tie up the business in fundraising any further, so we decided to close on the insider round and go forward,” he added. “We’re in a great position for the



It seems like the new normal changes every day. Marketers are looking for accurate predictions from machine learning to make better decisions for their brands.

R.J. Talyor, Pattern89 CEO and founder



next two years and then some. We’ve got an aggressive runway to grow. We’re in good shape to pursue our goals.”

Talyor said the company—at this point—doesn’t have any future fundraising plans. •



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IN THE WORKPLACE

Three variables will make or break successful return to the office



MANDY HASKETT

There's an old "I Love Lucy" episode in which Ricky walks in to find Lucy crawling around on the living room floor. He asks what she's doing. She says she's looking for her lost earring. He wonders aloud if she lost the earring in the living room, to which she replies, "No, the bedroom. But the light is much better out here."

We laugh because it's so silly! Why look for something where you'll never find it?

Leadership consultants recall this episode as an analogy to business: Many leaders tend to look for answers where they're most comfortable, and where the light is better.

In "The Advantage," Patrick Lencioni details the difference between smart and healthy organizations. Smart organizations double down on the tangible strategic anchors of their businesses—finance, marketing, technology, he says. While important, these things don't make an organization healthy. Job fit, leader effectiveness, intentional culture and teams make companies healthy.

Culture, we all know, eats strategy for breakfast. And yet, leaders often focus on the tangible, more measurable elements

of their strategy they can comfortably see better—ignoring the softer, less visible aspects that make organizations truly healthy.

As businesses begin going back to the office, now's the time to be thinking about health.

New research has identified the three most critical variables that will determine how quickly we'll be able to rekindle productivity in our return to work: work environment, organizational culture and people.

Work environment is tactical and has to do with staying safe—encouraging basic safety behaviors like wiping down your work area, wearing a mask and washing hands to reduce germ spread.

Culture and people fall into Lencioni's healthy category. If you're not already collecting data on these two variables, they're less visible. That means your organization might tend not to prioritize these critical predictors of how well your company will restore productivity and confidence.

Here's how to start improving visibility:

Cultures are created through values lived out, and they're spread through the stories that are told. But cultures should also align with and support your business strategy. Many of our objectives have likely changed as a result of this pandemic. When objectives change, revisit the values that drive the type of culture you'll need to pursue your goals.

At Advisa, we find there to be four broad types of strategic culture:

► **Exploring:** visionary, innovating products and services that are unique to the market.

► **Producing:** competitive approach to driving market penetration and market share.

► **Stabilizing:** operational emphasis on process and efficiency to drive customer loyalty.

► **Cultivating:** cultural emphasis on engagement and teamwork to drive execution.

Foster an intentional culture by being explicit about the type you're trying to create, transparent about the changes you're introducing and why, and communicate often about your strategic intent and common future.

Leaders will need coaching to communicate and personify the culture's intent. For example, if your strategy is a "producing" one, leaders are driving, assertive and challenging—pushing for the win, with values like competition and goal-surpassing. If the strategy is "stabilizing," on the other hand, leaders are conservative, analytical and enjoying familiarity and accountability. They value stability, accuracy and clearly defined roles.

Culture change can begin with stories of people modeling what your company could become. So, recognize individuals whose behaviors support your new culture.

Rekindling the productivity of those people will rely on their engagement, which we define as a person's emotional commitment to the company and its goals.

Emotional commitment is driven by four elements of satisfaction: job fit (my job aligns with my motivating needs), team (my team shares common goals and opportunities to collaborate with psychological safety), culture (my personal values align with my organization's values), and manager (my manager leads with high technical and connection competence).

Think of the values in your organization. Now, think of your new objectives. Are your values catalytic—do they bring you closer to your desired state—or are they at odds? Think about your people. How confident are you in their emotional commitment across the four elements of engagement?

If you're not sure, you're not alone. Illuminate these predictors of success before you return to the office by collecting objective people and culture data. This clarity will show you where to focus.

Your culture will always trump your strategy. Don't wait and see. If, like Lucy, you've been searching for your high-engagement work culture by looking at your technology, marketing or finance metrics, you're in the wrong room.

You'll find your lost jewels when you flip on the light that lets you see and impact your organizational health. •

Haskett is a leadership consultant at Advisa, a Carmel-based leadership consultancy.

Cultures should align with and support your business strategy.

MEMORY BANK

1916

Livery demolished to make way for theater

The Wood Livery Stable had been a fixture in the southeast quadrant of Monument Circle from 1834—when it was opened by John Wood, who came to Indianapolis from Maysville, Kentucky—until it moved in 1915. In those years, the business was passed down from John Wood to his son, John M. Wood, and then to his son, Horace Wood, who moved the business to Meridian Street. The stable was demolished in 1915, and the site is shown in this 1916 photo, before construction of The Circle Theatre began. The movie house designed by Indianapolis architectural firm Rubush & Hunter opened in 1916 and remains today as the home of the Indianapolis Symphony Orchestra.



Source: Indiana Historical Society

Credit: The photo is courtesy of the Indiana Historical Society. More images are available at images.indianahistory.org.



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on the
record

“

My dad used to say, ‘If people put you down and curse you out, love them anyway. Love is its own reward.’”

Hallie Bryant,
former Harlem
Globetrotter

”

See Mark Montieth’s
column on Bryant on
page 42A.

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correction

Merchants Bancorp’s stock closed at \$16.55 on June 16. The closing price and other figures for Merchants were incorrect on the stock page of the June 19 issue.



The Indianapolis Museum of Art’s reopening will be paired with the summer debut of the Edward Hopper and the American Hotel exhibition. (Photo courtesy of Newfields)

Indianapolis museums to reopen but with reduced capacities

The Children’s Museum of Indianapolis is reopening to the general public on July 11, and Newfields is reopening the Indianapolis Museum of Art and the Lilly House July 19.

The Children’s Museum had been closed more than three months because of the pandemic. It reopened to donors only on June 24 and members and donors only on June 29.

Officials said capacity at the museum and the Sports Legend Experience will be limited to 3,000 guests. And every

visitor—including members and donors—will need to reserve an advance ticket. The museum is requiring everybody age 2 and older to wear face masks.

The museum said it is projecting a loss of \$4 million to \$7 million in 2020 because of the health crisis. It is accepting donations to the Rex Response Fund to help make up the shortfall.

Newfields reopened its outdoor spaces to members on June 23 and to the public on June 25, but the Indianapolis Museum

of Art, Lilly House and the Elder Greenhouse have remained closed. That will change on July 17 for members and two days later for the general public.

All guests and members will be required to reserve a timed ticket before they arrive. A face covering or mask will be required inside for all guests over the age of 2.

The reopening will be paired with the summer debut of the Edward Hopper and the American Hotel exhibition, presented by **Schahet Hotels**.

ENTERTAINMENT

Fairgrounds lands summer tenant

The Indiana State Fair has been called off this year, but the fairgrounds will still feature dozens of rides and vendors selling fair food this summer.

Farmland-based **North American Midway Entertainment**, or NAME, said June 30 that it will bring a summer carnival to the Indiana State Fairgrounds from July 31 to Sept. 7.

Fairgrounds Fun Park will feature more than 50 thrill and family rides and 40 food vendors, NAME said. The carnival will be open daily except Mondays and Tuesdays starting at noon. No admissions will be allowed after 9 p.m.

“We are excited to bring much-needed fun and excitement to Indiana for the summer,” NAME CEO Danny Huston said in written remarks. “We are uniquely positioned as an Indiana company to provide this experience for Hoosiers and we are so excited to bring back the sounds, smells and sights of summer during this challenging year.”

The company plans to implement pandemic safety procedures for guests and staff at the carnival, led by a full-time on-site COVID customer

and employee safety director. Tickets will range from \$25 to \$39. A general-admission ticket for non-riders is \$10.

NAME, founded in 2004, provides rides, games and food to fairs and festivals in 20 states and four Canadian provinces.

The Indiana State Fair had been scheduled for Aug. 7-23 but officials called it off this year because of the pandemic.

MARKETING

Ad campaign targets in-state tourists

Visit Indy relaunched its digital and social media advertising June 29 in hopes of enticing leisure travelers from around the state to visit Indianapolis as local attractions begin to reopen.

The tourism group’s new “You Have Earned It” campaign focuses on Indiana residents—specifically families—and relies heavily on Facebook and Google advertising platforms.

Visit Indy is spending about \$50,000 on the advertising campaign—the first buy since stopping 90% of its paid advertising March 16.

“We want to try to claw back some market share and fill up the hotels and restaurants and museums again now that they’ll

be open and able to have visitors,” said Chris Gahl, vice president of Visit Indy.

As part of the campaign, Visit Indy partnered with more than 25 hotels that are offering up to 50% off their nightly rates for Indiana residents from July 3 to Sept. 7. The partnership includes several downtown hotels—the **Conrad Indianapolis**, **Hyatt Regency**, **Hampton Inn**, **Courtyard by Marriott**, **Westin** and **Omni Severin** among them.

MEDIA

IBJ wins national awards

IBJ won 10 national journalism awards for news coverage and design in 2019—one gold, six silver and three bronze honors—in the Alliance of Area Business Publications’ annual Editorial Excellence competition.

The gold medal recognized IBJ’s team coverage of Roger Penske’s acquisition of the **Indianapolis Motor Speedway**. IBJ received the bronze award in the category of “best newspaper,” finishing behind silver winner Crain’s Detroit Business and gold winner Crain’s Chicago Business.

The judges commended IBJ’s “expansive content that reaches into the corners of transportation,

technology, sports, health, higher education, civic affairs, state government and more.” IBJ’s design team won bronze for IBJ’s overall design.

Other awards went to Mason King’s Eight@8 newsletter and IBJ Podcast; Lindsey Erdody’s weekly political email, The Rundown; coverage of **Ambrose Property Group’s** decision not to develop Waterside at the former GM stamping plant site; former IBJ reporter Hayleigh Colombo’s “One city, worlds apart” series on poverty and its effect on the city’s economy; and Mike Lopresti’s weekly sports column. Also honored was an IBJ editorial calling out a lack of transparency in negotiations between the Capital Improvement Board and **Pacers Sports & Entertainment**.

REAL ESTATE

Englewood proposes \$11M apartment project

Englewood Community Development Corp. is proposing an \$11 million, 39-unit apartment project on the eastern edge of downtown that could feature short-term rental units, housing for people with intellectual and developmental disabilities, and an art gallery and studio for tenants.

The development at 50 S. Shelby St. would be one block south of IndyGo’s planned Blue Line rapid-transit route.

The 1.1-acre parcel is owned by the **Indianapolis Neighborhood Housing Partnership**, through holding company **Blueline Holdings LLC**.

The five-story project, called The Passage, would offer one- to three-bedroom units, ranging from 575 to 1,225 square feet, and five 318-square-foot short-term rental suites.

From 20% to 25% of the apartment units would be reserved as independent housing for individuals with intellectual and developmental disabilities, through a partnership with Indianapolis-based **Noble**, an organization that serves children and adults with disabilities.

“What we’re trying to do ... is introduce a little bit of social enterprise within the building,” said Englewood Executive Director Joe Bowling.

The remainder of the units would be available to individuals and families making up to 80% of the area median income.

The project is being partially funded with \$8.5 million from the sale of tax credits by the Indiana Community Housing and Development Authority. •



Bowling

INVESTING

To understand stocks' wild swings, think of it as a 'Spock market'



MICKEY KIM

Stock market volatility was epic during the first half of 2020, six months that shook the world.

U.S. stocks hit an all-time high "way back" on Feb. 19, with the S&P 500 reaching 3,386. As the government effectively shut down the economy in an attempt to contain the pandemic, fears of a COVID-related apocalypse ignited. Panic selling ensued, with the S&P 500 plunging 34%, to 2,237, over the next five weeks, marking the market's fastest trip ever into bear territory and ending the 11-year bull run.

That low was reached on March 23, the day the Federal Reserve announced a major expansion of its effort to address the economic fallout and signaling it was prepared to use every monetary tool in its arsenal to the maximum extent. Four days later, the \$2 trillion Coronavirus Aid, Relief and Economic Security Act was enacted, demonstrating lawmakers' resolve to bring an unlimited amount of fiscal firepower to the fight.

Investors were optimistic that the Fed and Congress had learned the lessons from

the Great Recession a decade ago and were aggressively implementing many of the same policies that were developed "on the fly" back then.

This whatever-it-takes mentality led panic selling to quickly morph into fear of missing out, or FOMO, as the S&P 500 surged 17.6% March 24-26, the biggest three-day advance in more than 80 years. Stocks continued higher, with the S&P 500 posting its best 50-trading-day rally in more than 75 years.

On June 8, the National Bureau of Economic Research, the official arbiter of the start and end of recessions, declared the severity and breadth of the pandemic-induced plunge in economic activity had forced the U.S. economy into a recession in February, marking the end of the 128-month expansion that started in June 2009, the longest in records going back to 1854.

How can you explain the stock market's wild mood swings from the depths of despair to soaring optimism (both in the face of a dismal economic environment)? Financial columnist Barry Ritholtz suggests that, if you think of the "Spock market" instead of the stock market, the "raging disconnect between the economy and equity prices becomes easier to grasp."

For non-Trekkies, Mr. Spock was science officer and second-in-command aboard the starship USS Enterprise in the "Star Trek" media franchise. Spock's

mother (Amanda Grayson) was human and his father (Sarek) was Vulcan, a race known for "hyper-rationalism." Spock's human side was emotional and irrational and his Vulcan, logical side often struggled to keep it under control.

Much of the time, investors are rational and the stock market is understandable and makes intuitive sense, Ritholtz says. When the economy is expanding and

Was the market's surge from the March 23 low an illogical disconnect from a reeling economy or a logical look past the valley to a better, post-COVID world?

profits are growing, prices rise. If the economy tanks, prices plunge. However, there are times investors are clearly irrational. When fear or greed takes hold of the steering wheel, anything can happen. Ritholtz says this is apparent at major turning points in the market, such as the top of the dot-com bubble in March 2000 and the bottom of the Great Recession in March 2009.

Most recently, this was apparent in the wild, totally illogical trading in the worthless stocks of bankrupt companies

(like Hertz) as bored folks with stimulus money to burn flocked to the only open "casino" in town. This was not surprising in this brave new world of "commission-free" trades and stock trading apps like Robinhood (which opened a mind-blowing 3 million new accounts in the first quarter), whose user interface makes "investing" seem as easy and addictive as playing a video game.

What could go wrong?

According to Ritholtz, "Spock's mixed human-Vulcan heritage was a great plot device that allowed 'Star Trek' to subtly comment on the human condition, exploring the tension between logic and emotion, between our intellectual capabilities and baser drives. Investors who recognize and take account of the Spock market will better understand what's going on, and—one can hope—use it to guide their actions for better results."

Was the market's surge from the March 23 low an illogical disconnect from a reeling economy or a logical look past the valley to a better, post-COVID world? It seems likely the market's path will be determined by the ebb and flow in the war on COVID. Soothsayers claim to see the future, but nobody knows, no matter how confident they sound.

Until then, Spock would say there will never be a vaccine for human nature.♦

Kim is Kirr Marbach & Co.'s chief operating officer and chief compliance officer. He can be reached at 812-376-9444 or mickey@kirrmar.com.

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EA/EOU

Regulators: Utilities can't bill consumers for pandemic revenue hit

By John Russell
jrussell@ibj.com

Indiana regulators have shot down a controversial request from 10 utilities to charge customers for electricity they did not use during the pandemic.

The Indiana Utility Regulatory Commission voted unanimously June 29 to deny the request by utilities, who had said they needed to recover millions of dollars in lost revenue over the last few months as businesses closed their doors and factories cut hours and used less electricity.

"Asking customers to go beyond their obligation and pay for service they did not receive is beyond reasonable utility relief based on the facts before us," the commission said.

In a related matter, the commission prohibited Indiana utilities from disconnecting any customers—or collecting late fees, convenience fees, deposits and reconnection fees—through Aug. 14. The disconnection moratorium had been set to expire June 30. The commission also ordered utilities to offer payment plans of at least six months to all customers.

It was a rare setback for Indiana utilities, which often get much of what they request from state regulators. The ruling followed a huge uproar from ratepayers and elected officials, who called the utilities' request to charge customers for electricity they didn't use undeserved special treatment, and unfair to thousands of other businesses across the state that are dealing with a loss of revenue.

More than 2,300 people sent emails to the Indiana Utility Consumer Counselor in recent weeks, making it one of the largest number of complaints for any single case in at least a decade.

The outpouring of reaction underscored that Indiana utility customers are in no mood for another rate increase, especially as an untold number of businesses are reeling from revenue they lost after Gov. Eric Holcomb ordered non-essential businesses to close their doors for months and people to stay at home.

The utility consumer office said the utilities did not present evidence they were facing financial emergencies.

"The order is also an important first step in granting consumer protections," Consumer Counselor Bill Fine

said in a statement. "We recommended including commercial and industrial customers within the protections and are pleased with the Commission's decision to include them. The utilities will be filing monthly data going forward, and our team will be reviewing that data very closely."

Citizens Action Coalition of Indiana, a consumer group, applauded state regulators for rejecting the utilities' "absurd and self-serving request."

"It's [in] circumstances like these that consumers rely on regulators to protect them from the inherent greed of monopoly utilities," said Kerwin Olson, the group's executive director. "We're pleased that the IURC answered this call and put consumers first."

He also expressed appreciation to regulators for extending the shut-off moratorium, and pointed out that the state left the door open for a further extension after more data and evidence is collected over the next few months.

Indiana utilities have been fighting hard for the right to recover tens of millions of dollars in lost revenue at the same time they are facing higher expenses and escalating consumer debt as a result of a state moratorium of disconnecting utilities during the pandemic.

A group of 10 utilities that filed the petition—including Indianapolis Power & Light Co. and Duke Energy Indiana—say they are dealing with a challenge tougher than any storms.

The utilities asked the IURC for permission to implement something called "deferred recovery" of lost load and revenue reductions associated with the pandemic. In particular, they want assurances they can return to the commission in the future and recover the revenue through higher rates.

"COVID-19 is an unexpected occurrence, totally outside of the control of utilities," they said in a June 10 joint filing with the IURC. "In fact, it is more unexpected and unprecedented than other extreme costs which are typically afforded deferred accounting treatment, such as restoration costs after a hurricane or a severe ice storm, or cost associated with a major project, like generating plants."

The Indiana Energy Association, a trade group that represents investor-owned



Utilities say their request was justified at a time they are facing higher expenses and are not allowed to disconnect customers because of a state moratorium. (IBJ file photo)

electric utilities, said it is reviewing the IURC order.

"In the meantime, I would add that, throughout this pandemic, Indiana's utilities have provided continuous service and flexible bill arrangements for customers, including an early decision to voluntarily suspend service disconnections to ensure that families and businesses would not have to worry about having electric or gas service because they could not pay during this crisis," said Danielle McGrath, the association's president.

The other petitioners were Northern Indiana Public Service Co., Indiana Michigan Power Co., Indiana Gas Co., Indiana Natural Gas Corp., Midwest Natural Gas Corp., Ohio Valley Gas, Southern Indiana Gas & Electric Co., and Sycamore Gas Co. Two of them—Indiana Gas and Southern Indiana Gas & Electric—do business as Vectren Energy Delivery Indiana.

The IURC on June 29 dealt an additional blow to Duke Energy, slashing by 60% its request to raise rates on 840,000 customers across the state.

The commission ruled the utility could collect an additional \$146 million a year from customers. That's down sharply from Duke Energy's original request of \$395 million and its revised request of \$362 million.

A Duke Energy spokeswoman said it would take several weeks to calculate new monthly rates, based on the approved revenue requirement. Under the utility's original request, filed last summer, monthly household bills would have increased an average of 15%.

The increase, after it is calculated, will be implemented in two phases: the first later this year, and the second next year.

Duke Energy had said it needed to raise rates to offset the costs of generating cleaner electricity, improving the reliability of electric service and making "investments to serve a growing customer base."

Duke Energy said the next step is to file for implementation of rates, and it will take about a month for that to be compiled and reviewed by state utility regulators.

State regulators said they implemented various "rate mitigation measures" to reduce the impact of Duke Energy's proposed rate increase on customers. These included lowering the utility's authorized return on equity from the company's request of 10.4% to 9.7%.

The commission also denied the utility's request to implement an electric decoupling mechanism, which would have separated fixed costs from sales volume for residential and small commercial customers. •

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OPINION

“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the government for a redress of grievances.”

—First Amendment

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EDITORIAL

Mayor must step up to lead the rebuilding of downtown

Solutions must embrace bolstering economic inclusivity

Workers have been removing plywood from downtown buildings, the first step in returning the Mile Square to the sense of normalcy that has been missing since the pandemic put the nation in lockdown in mid-March.

Yet while making storefronts visible again might be reassuring, we urge city leaders—Mayor Joe Hogsett chief among them—not to fall back into the

Past complacency adds to today's challenges.

complacency that has been all too prevalent in recent years.

One mega-trend—millennials' and empty-nesters' desire to live in dense, walkable urban areas—has fueled a downtown apartment explosion over the past decade that masked serious and worsening problems, including the decline of Circle Centre, the rise in homelessness and growing concerns with safety and security.

The failure to fully tackle those issues left downtown more vulnerable as it weathered 2020's one-two punch of COVID-19 followed by violence spurred by outrage over issues of inequality for Black Americans.

Neither the former nor the latter

has easy answers. For example, no one can say for sure when Americans will become comfortable attending sporting events or conventions—to mention two of downtown's once-seemingly bedrock industries—and the damage caused by generations of systemic racism won't be swept away by the recent reckoning.

But it's already clear that effective solutions require an intertwining of those two issues, including an increase in affordable housing downtown and additional capital and support to foster more Black-owned businesses and more Blacks on the boards and leadership teams of downtown organizations.

Unfortunately, the pain wrought by the pandemic isn't going to abate anytime soon. Downtown has seen a rash of restaurant closings, and more are sure to shutter in coming weeks, as the gradual return of office workers fails to offset the absence of convention customers. Circle Centre's corridors are largely empty, and some top hotels remain closed.

“We need to do everything we can to help our retailers. They are in dire need of revenue right now,” Sherry Seiwert, president of Downtown Indy, said June 18 at her not-for-profit's annual State of Downtown presentation.

That's quite a statement for the leader of an organization whose roots are in marketing and promotion. But it is to Downtown Indy's credit that, even before the pandemic, it had begun convening stakeholders to tackle some of downtown's most vexing problems, an effort it recently expanded to include downtown's rebuilding and recovery.

Much less visible so far is how Hogsett plans to tackle these challenges. In the first year of his second term, the mayor has an opportunity to make rebuilding downtown in a way that's economically inclusive his signature achievement in office.

We hope Hogsett rises to the occasion, but his failure to thrust himself to the fore on other key downtown issues give us cause for doubt. For instance, even though Circle Centre spans two blocks in the heart of downtown and was the cornerstone of downtown's renaissance—he's been largely silent on repositioning the 25-year-old property to thrive for another quarter-century.

The challenge he now faces is far more sweeping. Decades of downtown progress hang in the balance. It is in situations like these that true leaders must show their mettle.

To comment on this editorial, write to ibjeddit@ibj.com.

Plenty to muse about on this Independence Day



NATE FELTMAN
COMMENTARY

Four mini-columns this week in honor of America's July Fourth birthday:

Trump vs. Biden: Has there ever been a show like this? And the campaign really hasn't started.

At his first campaign rally since COVID-19 hit, Trump said he asked his staff to slow down coronavirus testing because, “when you do testing to that extent, you're going to find more people, you're going to find more cases.” The next day, his press secretary, Kayleigh McEnany, said his comments were in jest. Trump followed McEnany's statement with, “I don't kid.”

Meanwhile, every time Biden opens his mouth, he says something that seems to indicate he is not quite all there, like, “We have over 120 million dead from COVID.” Who needs reality TV and “Saturday Night Live”? Assuming Biden is allowed to leave his basement, the debates will be can't-miss TV once again.

Weinzapfel vs. Rokita? Former mayor of Evansville Jonathan Weinzapfel narrowly defeated Karen Tallian to emerge from the Democratic State Convention as the party's attorney general candidate. Indiana Democrats view this race as an opportunity to begin to claw their way back into relevancy. If Weinzapfel is the next AG, he will have four years to campaign for governor.

Given sitting AG Curtis Hill's challenges, Democrats know they have a better shot at defeating him over the other Republicans who are challenging Hill at the Republican State Convention. Will GOP delegates follow the advice of Gov. Holcomb and State Republican Party Chairman Kyle Hupfer, who have called on Hill to step down, and vote for someone other than Hill, like former secretary of state and congressman Todd Rokita, who has a much better chance to beat

Weinzapfel? We'll know July 10.

Downtown Indy vs. suburbs: If you live outside of Marion County, life seems to be returning to normal. Traffic is back and restaurants are bustling. Go downtown and little seems normal—no traffic, boarded-up buildings and few workers.

Do we think contracting COVID-19 is much more likely in the city center than in the doughnut counties? Or is there something more troubling afoot? If you are Carmel Mayor Brainard, Fishers Mayor Fadness or Noblesville Mayor Jensen, what ideas are percolating in your head right now? Maybe a convention center in Carmel? What about a zoo in Fishers? Perhaps an Indy Eleven stadium in Noblesville?

Conventional wisdom holds that the suburbs wouldn't be successful without a strong downtown (suburbs of what?). Will future work-from-home trends and a deteriorating downtown threaten downtown progress? It is past time for Indy city leaders to ring the alarm bell and develop a game plan for downtown's future.

The silent majority vs. radicals of both parties: If you are like me, you are feeling dazed, disheartened and distressed by events of the past four months. Pandemic, government-imposed shutdowns, experts that tell us how we should live, politicians and media that seem hell-bent on dividing us, the death of George Floyd, protests and the destruction of our downtown.

Unequal treatment of minorities, women and the poor isn't a partisan issue. We must strive for equality of opportunity and equality under the law. America (like all of us) isn't perfect, and it never will be. Just as we rose to the occasion and were brave enough to declare our independence from Great Britain in 1776, I am hopeful the silent majority will no longer be silent.

If we each lend a helping hand, mentor a disadvantaged youth, add minorities and women to our executive ranks and boards, and engage in thoughtful, uncomfortable conversations, we can build a stronger, more unified country.

Happy Independence Day. •

Feltsman is IBJ Media's CEO. Send comments to nfeltsman@ibj.com.

Our hyper-partisan politics can be deadly



SHEILA SUESS KENNEDY
TAKING ISSUE

According to a recent Philadelphia Inquirer report on the pandemic, new cases have increased 84% in states that don't require masks and fallen 25% in states that do.

Those numbers would seem to confirm what all those pesky medical experts and epidemiologists have been saying: Mask-wearing protects us (or, more accurately, protects other people from being infected by us). Evidently, ideology is stronger than rationality. America's tribal polarization has overwhelmed self-preservation.

In a recent New York Times

poll, a majority of Americans strongly favored measures to control the spread of the pandemic over efforts to "reopen" the economy. When those numbers were broken down, however, Republican voters disagreed—prioritizing the economy.

Self-identified Democrats are significantly more likely to wear a mask and engage in social distancing than self-identified Republicans.

That polling reminded me of a survey a couple of years ago—well before the pandemic—in which significant numbers of Americans who would not object to their children marrying across racial or religious lines strongly disapproved of the prospect of a child marrying someone of the opposite political party.

Talk about "identity politics"!

In today's highly polarized America, an individual's self-identification as Republican or Democrat has come to signify a

wide range of attitudes and beliefs not necessarily limited to support for a political party. Affiliation with a political party has made Americans' increasingly tribal social identities most predictive—and most consequential.

Political scientist Lilliana Mason has argued that, "A single vote can now indicate a person's partisan preferences as well as his or her religion, race, ethnicity, gender, neighborhood and favorite grocery store." Democrat and Republican have become our new mega-identities.

The fact of partisan polarization doesn't, however, explain why identifying as Republican means being substantially less likely to believe that COVID-19 poses a genuine threat. Of course, there's President Trump's determination to ignore the threat—to insist it is an artifact of testing, or a Democratic "hoax," but in a recent New York Times column, Paul Krugman offered

a different, and sobering, theory, arguing that the GOP's coronavirus denial is rooted in a worldview that goes well beyond Trump and his electoral prospects.

The key point is that COVID-19 is like climate change: It isn't the kind of menace the party wants to acknowledge.

It's not that the right is averse to fearmongering. But it doesn't want you to fear impersonal threats that require an effective policy response, not to mention inconveniences like wearing face masks; it wants you to be afraid of people you can hate: people of a different race or supercilious liberals.

As Adrian Bardon of Wake Forest University recently wrote in The Conversation news blog, "Americans increasingly exist in highly polarized, informationally insulated ideological communities occupying their own information universes," and engage in what political

scientists call "motivated reasoning" to dismiss inconvenient or unwelcome facts. This phenomenon isn't limited to today's GOP; the "anti-vaxxers" and "anti-GMO" activists tend to come from the left side of the political spectrum and are equally dismissive of science that doesn't fit with their ideological preferences.

In his book, "The Truth About Denial," Bardon reminds us that our human "sense of self" is intimately tied to our tribal membership and our identity group's beliefs. We are all prone to engage in confirmation bias, accepting expert testimony that confirms our prejudices and rejecting facts and data that contradict them.

Unfortunately, in some situations, ignoring facts can kill you. •

Kennedy is a professor of law and public policy at the Paul H. O'Neill School of Public and Environmental Affairs at IUPUI.

Fight systemic racism by leveling field for Black-owned businesses



TANYA BELL MCKINZIE
VIEWPOINT

We have entered the dialogue phase where many of us are sharing our thoughts, perspectives and positions on ways the private and public sectors can support our movement for social justice. Recommendations at various levels have been offered, including the need for policy change in every area where racial inequities exist.

I am a strong proponent for policy change which, in this instance, will take an aggressive level of advocacy from everyone. We would be naive to think many people who benefit from white privilege will suddenly have a

change of heart and volunteer to do the right thing after 450 years of systemic racism without adequate laws requiring them to do so. Unfortunately, enacting new laws and overturning old ones will not suddenly reverse decades of biased and insufficient investment in Black communities.

While we are collectively advocating for policy change, we must also focus on more immediate results that can dismantle a system of racism. In response to the many companies that have asked how they can help, we are recommending measurable actions, starting internally by instituting an action plan for diversifying their board and workforce, including upper management, and hiring more Black-owned businesses as suppliers.

Structural racial disparity in our country, state and city is economic. Creating new businesses and expanding opportunities for existing Black-owned businesses are key ways to invest in the Black

community and help us fight for racial equality. With increased capacity, Black business owners will hire many people who look like them and, in turn, will help improve the unemployment and poverty rates that continue to plague our community.

But in order to have the same playing field, the private and public sectors must truly see Black entrepreneurs as equals and experts. We have a rich history and legacy as innovators, creators and entrepreneurs. Unfortunately, a system of racism has prevented us from building generational wealth like our white counterparts and we remain disadvantaged today. The consequences from a history of racism and exclusionary practices are evident by the disparities that continue to exist in procurement opportunities.

We must focus on building wealth for Black-owned businesses if they are to experience real growth beyond the measure

of the project-by-project goals for hiring minority, women and veteran-owned businesses. Diversity spending goals too

Diversity spending goals too often become caps, limiting opportunities for Black businesses that have the capacity and experience to do the work.

often become caps, limiting opportunities for Black businesses that have the capacity and experience to do the work. While I understand that diversity spending goals are needed to combat disparities, they should not amount to an automatic cap on diversity spending when Black-owned businesses

are qualified to provide the goods or services.

Black-owned businesses should be awarded prime opportunities on major private- and public-bid contracts when they are qualified based on their capacity and experience. Small businesses cannot get to the next level if the breadth of opportunities is limited to subcontracting options that are capped by set participation goals. Removing caps or limits placed on diversity spending does not equate to a handout. Rather, not doing so results in unequal treatment of Black-owned businesses.

As we work to create more Black-owned businesses and grow existing ones, a mind shift must take place. Think-outside-the-box ideas are needed to expand opportunities for Black-owned businesses to generate more wealth. •

McKinzie is president and CEO of Indiana Black Expo Inc.

letters

Masks should join other requirements

This is why I believe mask wearing in public areas should be a national requirement until a COVID vaccine is developed and found effective.

▶ You can't be drunk and drive because it's a public health issue.

▶ You can't be stoned and drive because it's a public health issue.

▶ You can't run red lights

because it's a public health issue.

▶ You can't drive 100 mph in a 30 mph zone because it's a public health issue.

▶ You can't discharge a gun in a metro area because it's a public health issue.

▶ You can't have your dog off leash in Marion County because it's a public health issue.

▶ If you're IPL, you can only emit so much mercury into the atmosphere because it's a public health issue.

And, you shouldn't be allowed to emit your saliva into a public space during a pandemic of a disease that is transmissible by aerosol because it's a public health issue.

Pat Corsi

Police unions inhibit change

Unions have played an important historical role in protecting workers' safety and rights. However, over the decades we have

passed numerous federal and state laws that protect the right of workers, filling the gaps that unions once played. Now, most police union contracts are working against our collective safety by protecting certain individuals who should be subject to the same laws they are upholding. I want to be clear, most police officers are upstanding citizens that put their lives at risk every day for all of us. But like all professions, there are a few bad

apples. Union collective bargaining agreements are protecting these few bad officers, to the detriment of all of our safety. In addition, such contracts are inhibiting reform desired by most police departments. This is one of many issues we all need to work together to change.

Melissa Proffitt

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diversity in business

24A | Inside

Campaign to promote Black firms
The public awareness and corporate social responsibility initiative kicked off this week.

IBJ.com



'It's about thinking differently'

Effort to infuse diversity into not-for-profit boards helps, but leaders say there's more work to do

By Lindsey Erdody
lerdody@ibj.com

Four years ago, leaders at the Central Indiana Community Foundation and the Indianapolis Foundation recognized the need to diversify board members at local not-for-profits.

So they created a pilot program to place 10 individuals from varying races, ethnic backgrounds, ages and genders on 10 boards for three-year terms.

The goal was to create somewhat of a domino effect, in which not-for-profits would recognize the benefits of having diverse board members and continue to fill these leadership roles with more minorities.

So, did it work? Anecdotally, it appears yes.

Of the 10 not-for-profits involved with the pilot:

- Seven have increased board racial diversity: Goodwill of Central and Southern Indiana, Indiana Repertory Theatre, Indiana Sports Corp., Newfields, Indianapolis Neighborhood Housing Partnership, Second Helpings and Visit Indy.

- One—CICF—saw a decrease in racial-minority representation.

- One—Indy Chamber—maintained the same percentage of racial-minority representation.

- And one—the Indianapolis Symphony Orchestra—did not respond to IBJ's request for information.

"I think it was successful in getting diversity on some of the big boards in Indianapolis," said Tamara Winfrey-Harris, vice president of community leadership and effective philanthropy with CICF. "But it's not a problem that's going to be solved in three years. We definitely think it is an



Winfrey-Harris

issue worth our continued focus."

Winfrey-Harris said the decrease at CICF can be attributed to board terms ending and to turnover.

"We do continue to look for ways to add more diversity to the board," she said.

All but one of the 10 participants—Sherron Rogers, vice president of business development, strategy and operational excellence at Eskenazi Health—remain on the boards they were assigned to.

Rogers, who served on Newfields' board of trustees, said she was asked to serve again, but declined due to other commitments that had to take priority.

Despite the perceived success of the program, even those involved say it hasn't solved the lack of board diversity.

"I think the fellowship was a great start and a great catalyst," said Leadership Indianapolis President and CEO Rebecca Hutton, who served as a fellow on the IRT board. "You're certainly not going to solve the problem by placing 10 people on 10 boards."



Rogers

Some of the same barriers that existed four years ago for minorities continue today. For example, not-for-profit boards often still expect a substantial financial commitment from members, which limits participation.

In the pilot program, The Indianapolis Foundation provided \$10,000 to each fellow to meet the commitment.

"In some cases, the focus is more on the treasure, which

keeps a lot of people off of boards," Winfrey-Harris said. "Is there a way that people can contribute without coming to the table with thousands of dollars?"

Another persistent problem is that new board members are often recruited from the social circles of existing board members. If the board doesn't have a diverse network, the candidates won't be diverse.

"The best, most creative organizations and forward-thinking organizations are those where people aren't the same," Rogers said. "That mix provides a really special sauce and mix of ideas that really help to improve the organization."

Minority leaders are optimistic that improvements will continue, as up-and-coming leaders are identified and as organizations in both the public and private sectors confront ongoing high-profile conversations about racial inequity.

"This is something that requires long-term, sustained, intentional work," Rogers said. "Many organizations have started that work, and it will continue into the future."

As for CICF's role, Winfrey-Harris said the group is hoping to relaunch its board diversity program next year with help from Leadership Indianapolis.

"We didn't want this to be, 'Great, you had diversity, and now you don't,'" Winfrey-Harris said.

Meaningful members

Several of the individuals who were placed on boards in 2016 say they weren't just given a seat at the table—they were heard.

"It was a really fantastic experience," Hutton said. "I can't say enough good things about the program."

She said the IRT had already started working with a diversity consultant when

she arrived, so the fellowship allowed her to be involved and understand more of the behind-the-scenes work of the arts group.

Chris Gahl, senior vice president of marketing & communications with Visit Indy, said the tourism agency's fellow, Adrienne Slash, was incredibly helpful with the group's master plan for the future.



Gahl

"It was a fresh voice, it was a younger voice, and it was a diverse voice," Gahl said. "Her voice was quickly heard. She participated in a meaningful way."

Slash, senior instructional designer for Community Health Network and president of The Exchange at the Indianapolis Urban League, said she initially thought being on the "Tourism Tomorrow" branch of the Visit Indy board was a minor position, but she quickly realized its importance.

She said she spoke up one day after seeing a marketing plan that put special

focus on how to cater to kids visiting Indianapolis for youth sports or conventions, but did not target youth already in Indianapolis who might be interested in these same attractions. In the next version she saw, her suggestion to also cater to local youth had been taken, she said.



Slash

"I felt honored to even be in the space to say that," Slash said.

DIVERSITY

Continued from page 17A

More recently, Gahl said, Visit Indy leaders turned to Slash for advice on how to proceed in the wake of anti-police protests. He said they noticed that dozens of tourism organizations across the country hadn't made any statements, but Visit Indy wanted to do something.

"We said, 'We need your help. We need your guidance,'" Gahl said. "She helped us brainstorm and create meaningful content."

Hutton said it's important for boards to value minority members and support them; otherwise, the partnership won't be successful.

"It's not just about looking different,"

she said. "It's about thinking differently."

If a not-for-profit board doesn't treat the minority member as an equal, he or she might walk away.

For example, Ebony Chappel, program and communications manager for Leadership Indianapolis, said that happened to her in 2012 after she was recruited to join the board of a local arts organization.

She said she quickly realized she wasn't there to give input—she was the token minority. She resigned in less than a year.

"I was a sweet young black girl that was very optimistic," Chappel said. "I learned



Hutton

a lot in that situation."

She serves on two different boards now, including the Indianapolis Press Club Foundation, where she is again the only Black board member. But she said it's a better experience, because there have been meaningful conversations about how to add more diversity to the board and a paid fellowship was created to place an intern at the Indianapolis Recorder.

"It feels like a step in the right direction," Chappel said.

'Relationships really matter'

So how can not-for-profits still struggling to diversify their boards make progress?

Una Osili, associate dean for research and international programs and the dean's fellow for the Mays Institute on Diverse Philanthropy at the IU Lilly Family School of Philanthropy, said research has shown the organizations that see the most success are ones that make diversity a central part of their mission.



Osili

Gahl said increasing board diversity at Visit Indy has been a priority since 2011. In 2016, eight of 66 board members were racial minorities—or about 12%. Today, 12 of 67 board members are minorities—about 18%.

That commitment continues, he said. "We cannot afford to sit idle and become complacent."

Hutton said Leadership Indianapolis' has worked intentionally to establish a board that is majority-female and includes representation from people of color, immigrants and the LGBTQ community.

But even with a commitment to diversity, not-for-profits still sometimes don't know where to find minority leaders, which sometimes leads to recruiting the same people to serve on several boards.

"Find new people and be willing to give new people opportunities," Hutton said.

And don't be turned off because people don't have board experience.

"Most of the time, it's not because they're not capable or qualified," she said. "It's because they just don't get asked."

Hutton suggested that not-for-profit leaders reach out to organizations that are connected to minority populations or are involved with training minority leaders, such as Leadership Indianapolis.

"If we need to play matchmaker a little bit to make that happen, that seems like a role we can play," she said.

But minority leaders stressed that not-for-profits need to build genuine and authentic relationships with potential board members—minorities shouldn't be seen as ways to check a box.

"Relationships really matter," Rogers said. "People want to be engaged for their talent, their skills, their ideas first."

Chappel also said not-for-profits shouldn't just be "shopping" for minority leaders, but instead should want to engage with that community and learn about partnerships that could help both the community and the not-for-profit.

Creative thinking

As for the financial barrier, Osili said not-for-profits should consider whether a potential board member who is unable

to make a significant donation could instead connect the organization to other funding opportunities with grantmakers or companies.

"Diverse board members are going to bring a range of community connections and assets," Osili said.

Slash said companies and not-for-profits could work together to solve the financial-commitment obstacle. For example, she said, the top executives from a company are often the ones asked to serve on boards because those individuals can write the bigger checks—but those people are often white.

Instead, Slash said, a lower-level employee could serve on a board and the company could commit to making the same donation the higher-ranking executive would have offered.

And, she added, it's important for a board member to have the full backing of his or her company, in order to speak confidently about other support, like partnering on a program or providing some type of service that could be offered to the not-for-profit.

Slash also suggested that other board members at a not-for-profit could sponsor seats for minority board members by helping pay the financial commitment.

Once the minority board member is involved, experts say, it's important that the not-for-profit value that person's input and make them feel welcome.

"If they want this to be meaningful, they have to do more than just add that

See next page



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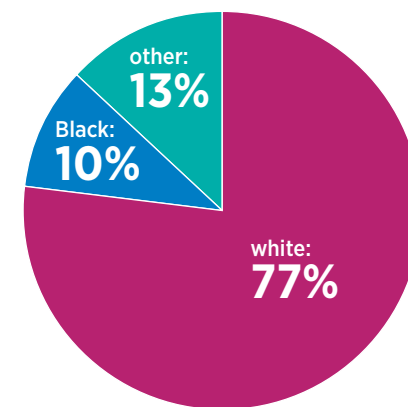
Learn more about our Diversity and Inclusion initiatives at oldnational.com.



Mostly white

According to a national survey conducted by BoardSource, not-for-profit boards are still predominantly made up of white individuals.

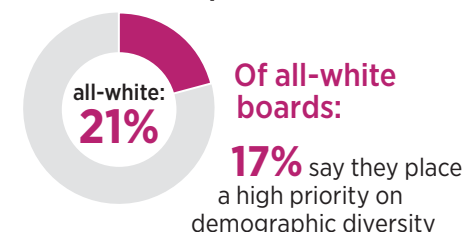
NFP board members



35% chairs who reported their board's composition "represents the demographics of the population served by their organization"

24% boards that say they place a high priority on demographic diversity when recruiting members

Board makeup



31% say it is a "low priority"

22% say it is not a priority at all

Source: BoardSource

Continued from previous page

person,” Osili said. “Orientation matters.”

A training board

Charles Venable, director and CEO of Newfields, is trying to tear down the barriers to adding diversity to the art museum’s board of trustees through its recently created board of governors, which is designed to broaden the network of future board members.



Venable

“They’ll just be part of the family,” Venable said. “That’s

the ecosystem we’re trying to create.”

Venable said the board of governors isn’t a typical “junior” board that some not-for-profits establish, because the one at Newfields has voting power, participates in meetings and is involved with committees.

He said Rogers, the fellow from the Indianapolis Foundation program, helped Newfields launch the new board and was a mentor to those initially named to the group last year.

And the board of governors is more diverse than the board of trustees—six of 22 members are people of color, four identify as LGBTQ and 13 are women, compared to two out of 27 trustees who are people of color, two are LGBTQ and 16 are female.

Rogers said that is a great place to start

building diversity.

“It is a group that has influence,” she said. “That structure, I think, is helpful.”

Optimism

Not-for-profit leaders and fellows from the program are optimistic that the current social climate will help propel progress.

“I think it’s a tragic missed opportunity if we don’t intentionally, proactively and passionately pursue making leadership opportunities available,” Hutton said. “If we don’t, then I don’t think we’ve actually learned anything from this moment.”

Slash said more people are paying attention to actions being taken in the public and private sectors—not just at statements being made—so there should be more accountability going forward.

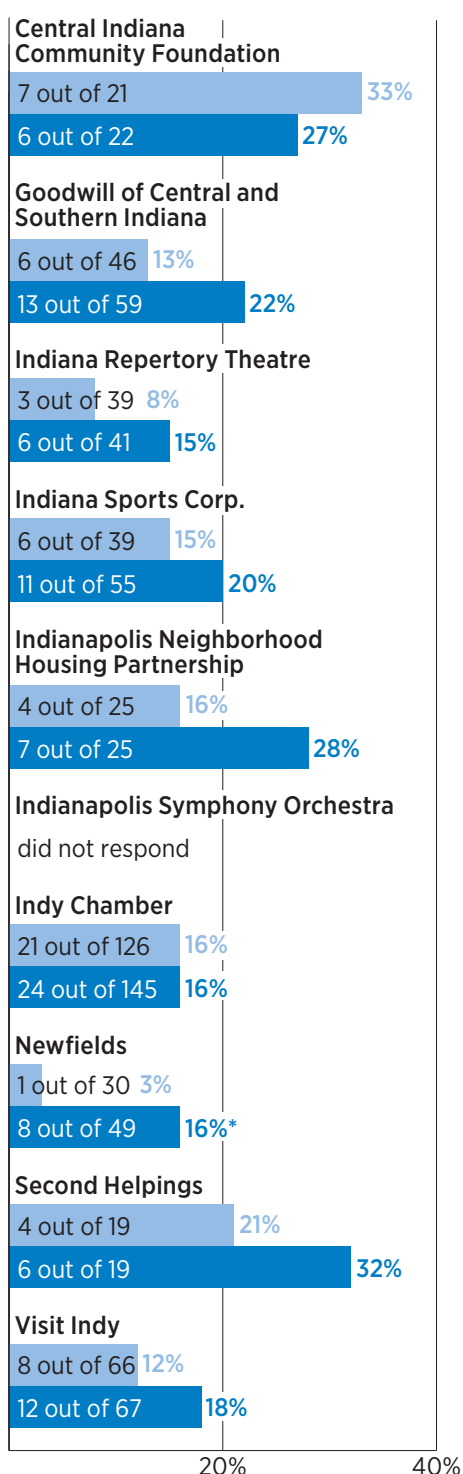
“I think everyone is leaning in at this moment,” she said. “That’s making a massive difference. ... We’re on a journey and I think as a city we’ve got a long way to go, but we’ve also come pretty far.”

Winfrey-Harris said when the fellowship program begins again next year, she expects several changes, such as requiring a commitment from participating organizations to diversify their boards, providing more training for the fellows and offering them more networking opportunities so they can meet people from multiple not-for-profit boards, not just the one they are serving on.

“We think that it was positive; however, we think there are some things we possibly could have done a little better,” Winfrey-Harris said.

Growing diversity

Most of the not-for-profits that participated in a 2016 pilot program by the Indianapolis Foundation have increased racial and ethnic diversity on their boards. Note: Some organizations have multiple boards; the number of board members represents the cumulative total.



*Added a 22-member board of governors. The board of trustees, which had 30 members in 2016, now has 27; it has two minorities, or 7%.

Source: IBJ research



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LIST

SNAPSHOT

8 million

U.S. minority-owned businesses in 2018.

An estimated **29%** of classifiable businesses are minority-owned in the U.S.

They employ more than **6.3 million** Americans and generate over **\$1 trillion** in annual revenue.

Sources: sba.gov, mbda.gov

38% of Black small-business owners are women.

Only **23%** of small-business owners overall are women.

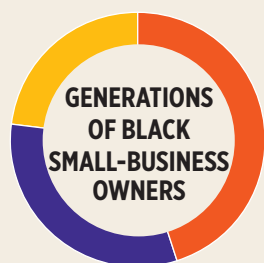


Source: guidantfinancial.com

\$191,200

average annual revenue of companies owned by **Asian American women** in 2019.

Source: statista.com



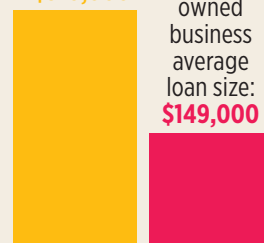
boomers: **45%**
Gen Xers: **32%**
millennials: **23%**

Source: guidantfinancial.com

BUSINESSES WITH \$500,000+ ANNUAL REVENUE

Non-minority-owned business average loan size: **\$310,000**

Minority-owned business average loan size: **\$149,000**



Minority-owned businesses tend to receive **smaller loans** than non-minority businesses, and their **interest rates tend to be higher.**

Source: business2community.com

Largest Indianapolis-Area Minority-Owned Businesses⁽¹⁾

(Ranked by number of local FTE employees)

RANK 2019 rank	BUSINESS ADDRESS TELEPHONE / WEBSITE	LOCAL FTE EMPLOYEES % THAT ARE MINORITY	AREA LOCATIONS	REVENUE: 2019 2018	PERCENTAGE MINORITY-OWNED	PRODUCTS AND SERVICES	HEAD(S) OF LOCAL OPERATIONS, TITLE(S)	OWNER(S)	ESTAB. LOCALLY
1 1	Diverse Staffing 7135 Waldemar Drive, 46268 317-813-8000 / diversestaffing.com	1,533 60	8	DND DND	60	staffing, light industrial, warehouse, manufacturing, distribution, administrative, logistics, call center, IT, technical, professional	Sheri Marr, director	Clyde D. Harris, George D. Apgar	1999
2 2	BCForward 9777 N. College Ave., 46280 317-493-2000 / bcforward.com	887 DND	1	DND DND	90	IT solutions and staffing	Justin P. Christian, president, CEO	Justin P. Christian, Doug Heath	1998
3 3	Telamon Corp. 1000 E. 116th St., Carmel 46032 317-818-6888 / telamon.com	235 42	2	\$772.5 million \$718.0 million	100	supply chain management, network integration, equipment assembly and kitting, business transaction outsourcing, telehealth services	Stanley E. Chen, CEO	Albert Chen	1985
4 4	RCR Technology Corp. 251 N. Illinois St., Suite 1150, 46204 317-624-9500 / rcrtechnology.com	204 67	2	DND DND	100	computer consulting, project management	Robert C. Reed, president	Robert C. Reed	1997
5 NR	Engaging Solutions LLC 3965 N. Meridian St., Suite 1B, 46208 317-283-8300 / engagingsolutions.net	162 79	2	\$8.1 million \$7.8 million	100	call center, compliance monitoring, fiscal management and accountability consulting, diversity services, stakeholder engagement	Debra Simmons-Wilson, Venita J. Moore, Tammy Butler, Charles Johnson III, managing principals	Debra Simmons-Wilson, Venita J. Moore, Tammy Butler, Charles Johnson III	2005
6 6	Quality Interiors Inc. 3745 N. Kitley Ave., 46226 317-713-7050 / qiico.com	140 30	1	\$22.0 million \$21.0 million	51	specialty contractor	Basil Delacruz, president; Chuck Morris, VP	Basil Delacruz, Chuck Morris	1994
7 7	Morales Group 5628 W. 74th St., 46278 317-472-7600 / moralesgroup.net	120 67	3	\$144.9 million \$124.8 million	100	staffing in light industrial, clerical, skilled trades and professional	Seth M. Morales, president, CEO	Tom J. Morales, Seth M. Morales	2003
8 8	VS Engineering Inc. 4275 N. High School Road, 46254 317-293-3542 / vsengineering.com	89 28	1	\$16.2 million \$16.1 million	100	transportation, traffic, environmental, civil, site and structural engineering; survey, right-of-way	Sanjay B. Patel, president, CEO	Sanjay B. Patel	1980
9 9	Diverse Tech Services Inc. 7135 Waldemar Drive, 46268 317-524-5700 / diversetechservices.com	80 20	1	DND DND	60	desktop and network support, system administration, data backup and security, project management, VOIP, IT staffing	Paul McVicker, chief technology officer	Clyde D. Harris, George D. Apgar	2005
10 11	MS-IL Staffing & Packaging 710 E. 64th St., 46220 317-329-6800 / ms-il.com	69 DND	4	\$44.7 million \$42.0 million	100	employment agency	Leticia Snoddy, founder	Leticia Snoddy	2001
10 11	Pyramid Technology Solutions Inc. 9535 E. 59th St., Suite A, 46216 317-280-9900 / pyramidinc.com	69 90	1	\$55.3 million \$51.5 million	100	IT consulting, project services, staff augmentation	Harry L. Jones, director of sales, business development	Kishore Kantamaneni	2006
12 10	Fineline Printing Group 8081 Zionsville Road, 46268 317-872-4490 / finelineprintinggroup.com	67 32	1	\$15.0 million \$14.8 million	100	commercial printing, online ordering, mailing services, bindery and fulfillment, promotional products	Richard Miller, CEO, owner; Lisa R. Young, COO; Ric Miller, president	Richard Miller	1981
13 5	Mahomed Sales and Warehousing LLC 8258 Zionsville Road, 46268 317-472-5800 / whse.com	65 DND	1	DND DND	51	integrated supply chain management, assembly, packaging, kitting, inventory management	Yousuf Mahomed, CEO	Yousuf Mahomed, James Brown	1997
13 14	Shrewsbury & Associates LLC 7321 Shadeland Station, Suite 160, 46256 317-841-4799 / shrewsusa.com	65 DND	1	DND DND	55	engineering consulting; specializing in transportation, traffic, water resources, aviation, landscape architecture and construction	Anthony Warren, president	Anthony Warren, Eric Rolle	2001
15 13	OfficeWorks LLC 12000 Exit Five Parkway, Fishers 46037 317-577-3515 / officeworks.net	63 16	1	\$41.1 million \$37.5 million	51	office furniture and materials handling products dealer	Tom O'Neil, chairman, CEO	Tom O'Neil, Larry Martin, Dan Morris	1984
16 17	Paul I. Cripe Inc. d/b/a Cripe 3939 Priority Way S. Drive, Suite 200, 46240 317-844-6777 / cripe.biz	59 5	1	\$9.5 million \$9.1 million	52	architecture, interiors, civil engineering, surveying, 3D scanning, equipment planning, real estate services, energy	Alex D. Oak, chairman, CEO; Fredrick Green, president, COO	Alex D. Oak, ESOP	1937
17 16	Mays Chemical Co. Inc. 5611 E. 71st St., 46220 317-842-8722 / mayschem.com	52 25	2	DND \$92.7 million	100	national distribution of chemical and raw materials, vendor management, procurement services, blending and repackaging	Kristin L. Mays-Corbitt, president, CEO; George Hughes, VP; Jenny Harrington, controller	Rose M. Mays	1980
18 15	Davis and Associates Inc. 2852 N. Webster Ave., 46219 317-263-9947 / davisassocindy.com	50 20	1	DND DND	100	construction management and general contractor	Gary Davis, president	Gary Davis	1992
19 NR	Brite Systems Inc. 101 W. Ohio St., Suite 1450, 46204 317-222-1977 / britesys.com	42 74	1	\$7.3 million \$6.3 million	100	IT services	Jay Fernando, CEO, co-owner	Jay Fernando, Leena Victoria	2006
20 18	King Ribs Bar-B-Q 3145 W. 16th St., 46222 317-488-0223 / kingribsbarbq.com	35 96	2	\$4.2 million \$4.2 million	100	barbecue restaurant and catering service	Sherry L. Williams, president	Sherry L. Williams, David Williams	1993
21 19	Powers & Sons Construction Co. 2502 Roosevelt Ave., 46218 317-269-2550 / powersandsons.com	30 DND	1	DND DND	100	general contractors, construction managers, design/builders, owner's representatives	Mamon Powers III, president, Indianapolis	Claude Powers, Mamon Powers III, Mamon Powers Jr.	1993
22 19	Custom Mechanical Systems Corp. 691 Industrial Blvd., Bargersville 46106 317-736-8421 / cms-corporation.com	28 14	1	\$36.8 million \$35.3 million	100	general and mechanical construction contractor	Khushwant S. Mander, EVP	Mercedes O. Enrique, Khushwant S. Mander, Ernest C. Enrique	2004
23 NR	CMID Inc. 1402 N. Capitol Ave., Suite 250, 46202 317-917-4244 / cmidinc.com	21 DND	DND	DND DND	71	engineering consulting, structural, electrical, mechanical, civil, survey, inspection, HVAC controls	William E. Smith III, president	John T. Thompson	1996
24 NR	Indianapolis Recorder 2901 N. Tacoma Ave., 46218 317-924-5143 / indianapolisrecorder.com	15 DND	1	DND DND	100	weekly newspaper, quarterly IBM magazine	Robert Shegog, president, CEO	Rose M. Mays	1895
25 21	CCI LLC 3639 N. Raceway Road, Suite 100, 46234 317-299-0541 / DND	13 30	1	\$2.6 million \$2.6 million	100	commercial floor covering	Otto A. Kolditz, owner	Otto A. Kolditz	1986

COO=chief operating officer
DND=did not disclose
ESOP=employee stock ownership plan
EVP=executive vice president
FTE=full-time equivalent
HVAC=heating, ventilating, air-conditioning
IT=information technology
LLC=limited liability company
NR=not ranked
VOIP=voice over internet protocol

Some businesses may have been omitted due to lack of information or deadline restrictions.

The Indianapolis Business Journal list of largest Indianapolis-area minority-owned businesses is the most comprehensive available. For copies of this list, go to www.IBJ.com and click on the "lists" link.

Research by Terry Sowka (current as of June 23, 2020)
Email: tsowka@ibj.com

Information was provided by the individual businesses and has not been independently verified.

Top 25 lists are compiled each December in the Book of Lists.

(1) at least 51% minority-owned



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- Acker Electric
- Alpha Electric, Inc.
- Alpha Omega Electric, LLC
- Apple Electric, Inc.
- Area Wide Electric
- BMWC Constructors
- Callahan Electric LLC
- Carlin Electric
- Complete Construction Services LLC
- Connect Electric, Inc.
- Dave O'Mara Contractor, Inc.
- Electrical Maintenance & Testing (EMT)
- Electrical Maintenance Specialists
- Electrical Specialists, LLC
- Elite Electrical Services, LLC
- Ellison Electric
- Ferril-Fisher
- Genesis Factor, LLC
- GHS, Inc.
- High Voltage Maintenance
- Hilliard Electric LLC
- Hoosier Company, Inc.
- Hoosier Industrial Electric
- James H. Drew Corp.
- K.K. Hall, Inc.
- Live Wire Consulting, Inc.
- Majestic Electric, Inc.
- Marshall Electrical Contracting
- Maverick Communications & Electrical
- Owens Electrical Group
- Pulse Electric
- Quality Controls & Electrical Services, Inc.
- Red Hawk
- Riverside Electric
- Securall Technologies, Inc.
- SETCO Electric
- Sidebottom Electric
- Simple Electric, LLC
- Summit Electrical Company, LLC
- Superior Electric, LLC
- Swan Electrical Systems, LLC
- TC Electric
- Tech Electronics

LIST

SNAPSHOT

PAYDAY

\$25.72

average U.S. hourly wage

\$22.49

average Indiana hourly wage

\$53,490

average U.S. salary

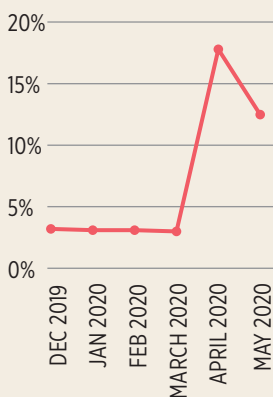
\$46,770

average Indiana salary

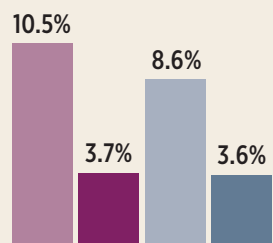
In May 2019, 3.1 million Hoosiers were employed.

UNEMPLOYMENT

Indiana's unemployment rate was on a **slight decline** before layoffs and closings due to COVID-19. In December 2019, unemployment was at **3.2%** and dipped to **3.0%** in March 2020. In April, it peaked at **17.5%**, and sank to **12.3%** in May.



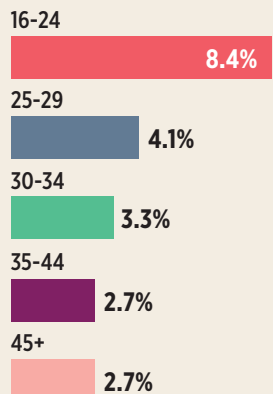
Source: U.S. Bureau of Labor Statistics



2010 2019 2010 2019

National unemployment rates have consistently decreased for both **men** and **women** since peaking in 2010.

2019 UNEMPLOYMENT BY AGE



Source: statista.com

Largest Indiana Employers

(Ranked by number of FTE employees in Indiana)

RANK 2019 rank	EMPLOYER ADDRESS WEBSITE	FTE EMPLOYEES: INDIANA 2020 / 2019 TOTAL 2020 / 2019	PLANTS OR DIVISIONS IN INDIANA	LARGEST DIVISION(S)/ LOCATION(S) IN INDIANA, FTE EMPLOYEES	CORE BUSINESS	TOP OFFICER IN INDIANA, TITLE(S)	PARENT HEADQUARTERS	EST. IN INDIANA
1	Walmart Inc. DND, Bentonville 72716 walmart.com	41,030 / 39,646 2.2 million / 2.2 million	125	DND	retail	Rodney Walker, regional general manager	public company Bentonville, Ark.	DND
2	U.S. government DND, Washington, D.C. DND usa.gov	40,300 / 38,300 2.9 million / 2.8 million	DND	Department of Defense, 15,900 U.S. Postal Service, 11,900	federal government	NA	United States of America Washington, D.C.	NA
3	State of Indiana 402 W. Washington St., Suite W161, 46204 in.gov	31,363 / 30,748 DND / DND	500	Dept. of Correction, 5,520 Dept. of Child Services, 4,971 Family and Social Services Administration, 3,721	state government	Eric Holcomb, governor	State of Indiana Indianapolis	1816
4	Indiana University Health 340 W. 10th St., 46202 iuhealth.org	31,009 / 30,270 DND / DND	16 (1)	DND	health care	Dennis Murphy, president, CEO	not-for-profit Indianapolis	1997
5	Indiana University 107 S. Indiana Ave., Bloomington 47405 iu.edu	26,023 / 25,809 26,164 / 25,935	eight	IU Bloomington, 12,364 IUPUI, 11,285 IU South Bend, 656	higher education	Michael A. McRobbie, president	public university Bloomington	1820
6	The Kroger Co. 5960 Castleway W. Drive, 46250 kroger.com	21,699 / 19,458 460,000 / 453,000	145	central division, 15,535 Cincinnati-Louisville, 3,888 Peyton's Northern Regional Distribution Center, 1,026	grocery, pharmacy, fuel, food distribution	Colleen Juergensen, president, central division	public company Cincinnati	1890
7	Purdue University 155 S. Grant St., West Lafayette 47907 purdue.edu	15,152 / 14,984 DND / DND	15	West Lafayette, 12,837 Northwest, 1,146 Fort Wayne, 1,068	higher education	Mitchell E. Daniels, president	public university West Lafayette	1869
8	Franciscan Alliance Inc. 1515 W. Dragon Trail, Mishawaka 46544 franciscanalliance.org	14,843 / 14,434 16,744 / 16,287	14	Indianapolis, 4,465 Northwest Indiana, 3,052 Lafayette, 1,789	health care	Kevin D. Leahy, president, CEO	not-for-profit Mishawaka	1875
9	Community Health Network 7330 Shadeland Station, Suite 200, 46256 eCommunity.com	13,430 / 13,258 DND / 13,261	9 (1)	corporate, 2,659 physician network, 2,652 Community Hospital North, 1,692	health care	Bryan Mills, president, CEO	Community Health Network Indianapolis	1956
10	Thor Industries 601 E. Beardsley Ave., Elkhart 46514 thorindustries.com	12,589 / 14,400 21,536 / 17,500	11	DND	recreational vehicle manufacturer	Robert W. Martin, president, CEO	public company Elkhart	1980
11	FedEx Corp. 6311 Airway Drive, 46241 fedex.com	12,000 / 9,200 490,000 / 450,000	DND	FedEx Express Indianapolis, 5,000	transportation, e-commerce and business services	Amanda Williams, VP, FedEx Express	FedEx Corp. Memphis, Tenn.	1973
12	Ascension St. Vincent 2001 W. 86th St., 46260 stvincent.org	11,909 / 11,001 DND / DND	20	Indianapolis, 3,633 Evansville, 1,551	health care	Jonathan Nalli, SVP Ascension, market executive, Ascension St. Vincent	Ascension St. Louis	1881
13	Eli Lilly and Co. Lilly Corporate Center, 46285 lilly.com	10,792 / 10,611 34,229 / 33,816	four	DND	discovery, development, manufacture and sale of pharmaceutical products worldwide	David A. Ricks, chairman, CEO	public company Indianapolis	1876
14	Cummins Inc. 500 Jackson St., Columbus 47201 cummins.com	9,601 / 10,554 58,484 / 62,610	10+	Columbus engine plant, DND Cummins technical center, DND corporate office building, DND	design, manufacture, distribution and service of engines and related technologies	Tom Linebarger, chairman, CEO	public company Columbus	1919
15	Amazon.com various Indiana locations amazon.com	8,500 / 8,500 798,000 / 630,600	five	Whitestown, DND Jeffersonville, DND Plainfield, DND	online retailer	DND	public company Seattle	DND
16	ArcelorMittal 250 W. U.S. 12, Burns Harbor 46304 usa.arcelormittal.com	8,219 / 8,527 191,000 / 199,000	three	ArcelorMittal Indiana Harbor, 3,796 ArcelorMittal Burns Harbor, 3,920 I/N Tek and I/N Kote, 503	steel manufacturing	John Brett, president, CEO, ArcelorMittal USA	ArcelorMittal Luxembourg	2007
17	Fiat Chrysler Automobiles various Indiana locations DND fcanorthamerica.com	7,900 / 8,252 90,000 / 93,000	five	Kokomo Transmission, 4,027 Indiana Transmission I & II, 1,595 Kokomo Casting, 1,335	automobile manufacturer	DND	FCA US LLC Auburn Hills, Mich.	1956
18	Cook Group Inc. 750 Daniels Way, Bloomington 47404 cookgroup.com	7,699 / 7,300 13,531 / 12,800	DND	DND	medical products, travel services, real estate development, resort management	Pete Yonkman, president	Cook Group Inc. Bloomington	1963
19	City of Indianapolis/Marion County 200 E. Washington St., 46204 indy.gov	7,146 / 6,982 7,146 / 6,982	32	IMPD, 1,854 Indianapolis Fire Dept., 1,280 Marion County Sheriff, 843	municipal government	Joseph Hogsett, mayor	municipal corporation Indianapolis	1822
20	Toyota Motor Manufacturing Indiana Inc. 4000 S. Tulip Tree Drive, Princeton 47670 toyota.com	7,000 / 5,400 DND / DND	one	Princeton, 7,000	advanced vehicle manufacturing	Leah Curry, president	Toyota Motor North America Plano, Texas	1996
21	General Motors Corp. various Indiana locations gm.com	6,665 / 6,700 164,000 / 173,000	four	Fort Wayne Assembly, 4,433 Bedford Casting, 946 Marion Metal Center, 891	automobile manufacturer	Philip R. Kienle, VP, North American manufacturing	General Motors Co. Detroit	1915
22	Subaru of Indiana Automotive Inc. 5500 State Road 38E, Lafayette 47905 subaru-sia.com	6,300 / 5,700 DND / DND	DND	Lafayette, 6,300	automobile manufacturer	Fumiaki Hayata, chairman, CEO	Subaru Corp. Tokyo	1987
23	LCI Industries 3501 County Road 6E, Elkhart 46514 lci1.com	6,181 / 6,183 10,500 / 10,260	DND	DND	components for recreational vehicles, manufactured housing, buses, trailers, boats, heavy trucks	Jason D. Lippert, CEO	public company Elkhart	1962
24	University of Notre Dame DND, Notre Dame 46556 nd.edu	5,961 / 6,119 DND / DND	one	University of Notre Dame, 6,119	higher education	John I. Jenkins, president	Congregation of Holy Cross Notre Dame	1842
25	Anthem Inc. 220 Virginia Ave., 46204 antheminc.com	5,200 / 5,200 70,600 / 65,000	four	Anthem Blue Cross and Blue Shield, 4,900	health, dental, vision, pharmacy, disability and life insurance	Gail K. Boudreaux, president, CEO	public company Indianapolis	1944
25	Zimmer Biomet Holdings Corp. 345 E. Main St., Warsaw 46580 zimmer.com	5,200 / 5,200 19,900 / 19,400	1	world headquarters, 5,200	orthopedic products; sports medicine, biologics and trauma products	Bryan C. Hanson, president, CEO	public company Warsaw	1927

(1) hospitals

DND=did not disclose
FTE=full-time equivalent
IMPD=Indianapolis Metropolitan Police Department
NA=not applicable
NR=not ranked
SVP=senior vice president

Some employers may have been omitted due to lack of information or deadline restrictions.

The Indianapolis Business Journal list of largest Indiana employers is the most comprehensive available. For copies of this list, go to www.IBJ.com and click on the "lists" link.

Research by Terry Sowka
(current as of June 24, 2020)
Email: tsowka@ibj.com

Information was provided by the individual employers and has not been independently verified.

Top 25 lists are compiled each December in the Book of Lists.



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 **Franciscan HEALTH**

Campaign to raise awareness of Black-owned businesses

By Susan Orr
sorr@ibj.com

A new two-pronged public awareness and corporate social responsibility campaign aims to promote Black-owned businesses in Indianapolis while helping others support Black businesses, organizations and employees.

The campaign, which kicked off Wednesday, was organized by Indianapolis-based consulting company Black Onyx Management and designed by local marketing and communications professional Tamara Cypress. Black

Onyx provides management consultancy services that focus on diversity, equity and inclusion.

Phase 1 of the campaign, called #Black-BusinessesMatter, will promote and raise awareness of local black businesses. Phase 2, called #IndyAccompliceship, will provide ways for other companies to support black businesses and employees.

In the #BlackBusinessesMatter phase, the initial goal is to attract 250 Black-owned businesses and help promote them—particularly small businesses that might not have the resources to develop their own websites or social media campaigns. The campaign will provide free digital logos and window clings to Black-owned businesses as a way to help them identify themselves to the public.

“Today, if you gave a pop quiz to people, they can’t name 10 Black-owned businesses,” said Cypress, director of marketing and communications at law firm Ice Miller.

Participants also will have a chance to be featured on the Black Businesses Matter Facebook page and on the Indianapolis Urban League’s new podcast, The 317 Experience.

The logo for the first phase, which Cypress describes as a “love fist,” shows a red hand clenched in a heart-shaped fist.

A second phase of the campaign involves businesses that want to support the broader Black community. Between now and August, organizers hope to enlist 100 companies in that phase.

Those businesses, which the campaign calls “accomplices,” will sign pledges that cover four broad areas: creating opportunities for existing Black employees; building a diverse talent pipeline for future hiring; supporting Black vendors, suppliers, professional service providers, clients and customers; and offering



The campaign's materials were designed by local marketing specialist Tamara Cypress. (Image courtesy of Black Onyx Management)

corporate support for Black organizations.

The campaign also will offer specific actions that accomplices can take to improve their performance in those areas.

“We want to make it tangible,” Cypress said. “we want to make it clear that you’re not just signing a pledge.

Accomplices will pay an annual membership fee based on the size of their organization, ranging from \$500 for businesses of fewer than 25 employees to as much as \$5,000 for businesses with more than 1,000 employees.

The fees, paid to Black Onyx Management, will allow accomplices to participate in a campaign kickoff session, an employment engagement survey and quarterly check-ins, and support. Black Onyx also will offer accomplices additional counseling at a discounted price.

The overall goal, Cypress said, is to help companies uncover their weak spots and provide a concrete framework for improving them.

“The way that people do better is, we have to first be aware,” she said.

Marshawn Wolley, president and CEO of Black Onyx Management, said current events provided the inspiration for the Black Businesses Matter campaign.

According to a disparities study conducted for the city last year by BBC Research & Consulting, Black-owned businesses on average bring in less revenue than do white-owned businesses, and Black-owned businesses have a higher closure rate than do white-owned businesses.

And, according to research from the University of California at Santa Cruz, the COVID-19 pandemic had caused 41% of Black-owned businesses nationwide to close permanently, by mid-April, as compared with 17% of other businesses.

The racial justice protests that have popped up around the country recently make the topic timelier than ever, Wolley said.

“We think the business community here is outstanding when they are engaged—so this is an opportunity to engage them,” he said.

Wolley said the campaign has enlisted several partners, including the Indy Black Chamber, the Indianapolis Recorder, Downtown Indy Inc., the Indianapolis Urban League and Indianapolis City-County Council President Vop Osili.

More information will be available on the Indy Black Businesses Matter Facebook site. •



We think the business community here is outstanding when they are engaged—so this is an opportunity to engage them.

Marshawn Wolley, Black Onyx Management president and CEO





Indiana Black Expo turns 50

CEO Tanya Bell Mckinzie on IBE's past and the enormous challenges ahead

The 50th anniversary of Indiana Black Expo falls at a pivotal time in the life of our country, as Americans grapple with the COVID-19 pandemic and confront long-festering issues of racial and economic equality. IBE, with 12 chapters across Indiana, is led by Tanya Bell Mckinzie, who has been its president and CEO for more than 10 years. In the interview that follows, she talks about issues of policing and economic equality and discusses IBE's five decades of work on behalf of African-Americans in our city and state.

Q: As Indiana Black Expo turns 50, which of its achievements are you most proud of?

Mckinzie: IBE's fundraisers—Summer Celebration and Circle City Classic—have generated \$20 million annually in economic impact to the city. IBE's events have been ingrained into the culture of the city and have hosted a number of celebrities, activists and dignitaries, including Muhammad Ali, Harry Belafonte, Sidney Portier, President George W. Bush, Cicely Tyson, Tupac Shakur, Maya Angelou and so many more. I am mostly proud of our power and ability to convene. Over 50 years, we have convened thousands of volunteers and members that have helped execute our events and programs as well as experts and stakeholders across the state on countless occasions to address issues impacting the African-American community. We have been able to commission several reports, including three State of Our Black Youth reports, the Your Life Matters report and responding Action Plan, with more than 85% of those action strategies completed. So many unnamed giants and partners in this community have helped shape IBE into the organization it is today.

Q: The killing of George Floyd was the spark that set off the most recent calls for police reform and social and economic justice. What role is IBE playing in that conversation?

Mckinzie: IBE is working with many partners and has been in various conversations with government, media, nonprofits and the corporate community about how they can use their

influence and platforms to help eliminate racial disparities. IBE announced recently that it is bringing Professor Ibram X. Kendi, the nation's top scholar on racism, to discuss racism and strategies to eliminate systemic racism at our 13th annual Education Conference. The conference takes place from July 14 – July 16 and individuals can register on IBE's website. Professor Kendi has authored several publications and books, including "How to Be an Antiracist." I will be moderating several discussions with small and diverse groups of colleagues while using How to Be an Antiracist as a guide. IBE is an active member of the African American Coalition of Indianapolis and has been working with several other organizations on a Black Agenda for more than a year.

Q: What has been your personal reaction to the events of the last month?

Mckinzie: As a mother of a Black son, sister of Black brothers and a mentor to many young Black males, I was saddened, deeply hurt and afraid. I am also exhausted and traumatized from having to watch a continuous pattern of police shootings of Black men and watch those officers escape justice. It is a continuous nightmare. It took two days for me to develop the strength to watch the video of the killing of George Floyd. My mind and my heart refused to accept that a human being can so easily take the life of another human being by placing his knee on his neck for nearly 9 minutes, or 540 seconds. And all while he pleads to him and his fellow officers and cries out for help. As a mother, I had to explain this to my 16-year-old daughter while trying to digest and understand it. Words cannot describe the agony and pain. I am very encouraged and relieved by the multigenerational and multicultural movement that the tragedy has sparked. I love how our younger generation has taken a lead on the movement.

Q: Police reform must take place across thousands of individual police departments. Where do you think Indianapolis stands in this process?

Mckinzie: In 2015, President Barack Obama commissioned The President's Task Force on 21st Century Policing to provide best policing practices and recommendations to strengthen community policing and trust among law enforcement and the public. Criminal justice experts and IMPD can speak more intelligently on whether Indianapolis has implemented and followed these best policing practices.

As a member of the African American Coalition of Indianapolis, IBE has advocated for better policies and practices. Over the last couple of years, IMPD has made some strides in making the police department more accountable to the community. IMPD has conducted implicit bias training of its department, created the Office of Diversity & Inclusion, expanded its Mobile Crisis Assistance Team, established the Indianapolis Crime Gun Intelligence Center, and has re-instituted community-based beat policing. IMPD has also spent a good deal of time working on an updated Use of Force Policy.

Though strides have been made, police reforms are only as good as police and community relations. Currently, IMPD, like every other police department in this country, is struggling with trust. And trust is key to the integrity of our justice system and public safety. In order to develop trust, law enforcement culture must change. Black Americans and other minority groups should not fear or be traumatized by the actions of our police departments. The amount of force used should not be based upon the color of one's skin, and force should only be used when necessary. IMPD must eliminate racial disparities that exist with its incidents of force and

excessive force. Transparency is also important to establish trust. Indianapolis is one of the largest cities with a police department that does not have body cameras (though Mayor Hogsett recently announced IMPD will get body cams this summer). IMPD needs majority civilian representation on its Use of Force Review Board and must have a more thorough community review with recommended changes to its Citizens Police Complaint Board.

Though police reform has been the largest part of the recent discussion on reform, we must also address criminal justice reform in its entirety. This includes fairness and equality at every stage, including the arrest, the filing of charges/indictments and convictions of officers that violate the law. Policies and case law setting forth the legal standard must also be reviewed.

Q: What initiatives that already exist should we be elevating and supporting to help bring about economic equality?

Mckinzie: IBE is partnering with the Indiana Economic Development Corp., Indiana Small Business Center, Indiana Commission for Higher Education and Indiana Department of Workforce Development to help with rapid recovery initiatives. IBE and many of its partners will conduct outreach across the state to ensure that small minority businesses are knowledgeable and have access to all federal relief under the CARES Act, including Gov. Holcomb's Small Business Start Fund. IBE is also working with the state to ensure the African American community is knowledgeable and taking advantage of its workforce development initiatives. IBE is working with the Indiana Small Business Center and its partners to provide resources, counseling and training to existing businesses and startups. Other organizations are doing great work. The Indianapolis Urban League has been a leader in matching underrepresented and often times disconnected job seekers with employers. Martin University just announced creation of its Center for Racial Equity and Inclusion to assist leaders and organizations in their efforts to strengthen



Mckinzie (Photo courtesy of IBE)



Information is power.

Resources for a better world.

Below are recommended books, documentaries, podcasts, and learning journeys that can enhance your knowledge about race and racism in America. This list is courtesy of **Central Indiana Community Foundation**.

BOOKS

- *The Alternative: Most of What You Believe About Poverty is Wrong* – Mauricio Miller
- *Between the World and Me* – Ta-Nehisi Coates
- *Chokehold: Policing Black Men* – Paul Butler
- *Citizen: An American Lyric* – Claudia Rankine
- *The Color of Law: A Forgotten History of How Our Government Segregated America* – Richard Rothstein
- *Decolonizing Wealth: Indigenous Wisdom to Heal Divides and Restore Balance* – Edgar Villanueva
- *Evicted: Poverty and Profit in the American City* – Matthew Desmond
- *The Family* – John Sharlet
- *Just Mercy: A Story of Justice and Redemption* – Bryan Stevenson
- *Lies My Teacher Told Me: Everything Your American History Textbook Got Wrong* – James Loewen
- *The New Confessions of an Economic Hit Man* – John Perkins

- *The New Jim Crow* – Michelle Alexander
- *Pushout: The Criminalization of Black Girls in Schools* – Monique Morris
- *The Religious Instruction of the Negroes in the United States* – Charles Colcock Jones
- *Stamped from the Beginning: The Definitive History of Racist Ideas in America* – Ibram Kendi
- *White Fragility: Why It's So Hard for White People to Talk About Racism* – Robin DiAngelo
- *White Trash: The 400-Year Untold History of Class in America* – Nancy Isenberg
- *Why Are All the Black Kids Sitting Together in the Cafeteria?: And Other Conversations About Race* – Beverly Daniel Tatum

PODCASTS

- *Scene on Radio, Season 2: Seeing White* – Hosted by John Biewen at the Center for Documentary Studies at Duke University with collaborator

Chenjerai Kumanyika, Assistant Professor of Journalism and Media Studies at Rutgers University

- *1619* – an audio series from The New York Times on how slavery has transformed America, connecting past and present through the oldest form of storytelling.

DOCUMENTARIES & FILMS

- *White Like Me* – Tim Wise (available on YouTube)
- *13th* – documentary directed by Ava DuVernay (available on Netflix)
- *When They See Us* – limited series created by Ava DuVernay (available on Netflix)
- *Oprah Winfrey Presents: When They See Us Now* – discussion series (available on Netflix)
- *American Son* – movie directed by Kenny Leon (available on Netflix)
- *True Justice: Bryan Stevenson's Fight for Equality* (available on HBO and online at The Equal Justice Initiative)

ONLINE ARTICLES & EDITORIALS

- *The Curb Cut Effect: How Making Public Spaces Accessible to People With Disabilities Helps Everyone* – Disability Science Review, Medium
- *Mapping Our Social Change Roles in Times of Crisis* – Deepa Iyer, Medium

LEARNING JOURNEYS

- Crispus Attucks Museum – Indianapolis, IN
- Equal Justice Initiative, Legacy Museum and National Memorial for Peace and Justice – Montgomery, AL
- National Museum of African American History and Culture – Washington D.C.
- National Underground Railroad Freedom Center – Cincinnati, OH
- Civil Rights Trail – 100 locations across 15 states

Q&A

continued from previous page

diversity, equity and inclusion. The Indiana Black Legislative Caucus has commissioned the Indiana Minority Health Coalition and others to lead the Indiana Health Disparities Task Force to identify and address the impact of health disparities upon the state.

Q: Shifting to the pandemic, tell us about how you and your staff arrived at the decision to cancel the 2020 Summer Celebration.

Mckinzie: After monitoring the COVID-19 pandemic for some time, the board and staff decided to cancel both Summer Celebration and Circle City Classic because those fundraisers attract very large gatherings. More than 200,000 people attend Summer Celebration and nearly 100,000 participate in the Classic parade each year. We listened to scientists. With no vaccine or effective treatment for the virus, we had no choice but to cancel the events. The safety of our constituents is the number one priority.

Unfortunately, because nearly 70% of our funding is generated from our fundraisers, we could see more than a \$2 million decrease in revenue due to the cancellations. Many of our funders have been great and are working with us in other areas. The cancellation of those events has also allowed us to have a more laser focus on addressing critical areas impacting our community during the pandemic.

Q: How did you and your staff operate differently during the lockdown, and did you learn any lessons that can be put to use after the pandemic ends?

Mckinzie: Our staff began working from home toward the end of March and we are still working from home. We have check-ins at the start and end of each day. I believe most of us do not want to work from home. We enjoy each other while we are at work and it is a good break from our home environment. We have learned that virtual meetings can be effective for internal and external meetings as well as gatherings and initiatives. This will continue in some hybrid form in the future.

Q: What events—virtual or in-person—are you planning to keep Expo's mission front and center in the absence of your most high-profile events?

Mckinzie: All of our 2020 initiatives have gone virtual except a new initiative where we are offering COVID-19 testing in our building to ensure minorities have access to testing. Our Minority Business Series (formerly called Minority Business Conference) focuses on the creation of startups and the capacity of existing small businesses to ensure they stay afloat during this pandemic. This series expanded from a two-day conference to various workshops, counseling and training opportunities that will take place throughout 2020. We are also offering three virtual employment opportunity fairs with our new partnership with WRTV. We want to make sure that our community has access to employers who are hiring. Our Education Conference, designed to provide professional development to educators and administrators at the K-12 and higher education level, takes place from July 14th – July 16th. By late June, we had nearly 1,700 educators and administrators already registered to attend. More

than 100 have registered from out of state. We are also conducting all of our programming for youth and young adults virtually. Our Performing Arts Academy will take place virtually and our new IBX series, which features a variety of webinars and online opportunities, will take place year-round. Lastly, we will still provide scholarships to 50 high school students across the state of Indiana to commemorate our 50th Anniversary.

Q: How are you positioning Indiana Black Expo for the next 50 years?

Mckinzie: IBE is undergoing a comprehensive Landscape Study to evaluate and assess programming and operational capacity to determine the effectiveness of IBE's impact on the statewide African-American community. The assessment will provide recommendations on how IBE can enhance its impact throughout the state. The report will be made public in early fourth quarter. •



Fight for justice passed from father to daughter

By Jasmin
Shaheed-Young



Shaheed-
Young

I was 4 years old in 1987, when 16-year-old Michael Taylor Jr. was killed while in police custody. The Marion County Coroner and the Indianapolis Police Department (now IMPD) ruled his death a suicide. At the time of his death, Taylor was handcuffed in the back of a squad car after being patted down by an officer who ensured he had no weapons. The autopsy showed that the single shot that killed the 16-year-old was shot from two feet away.

Taylor's death and the authorities' suicide ruling sparked protests outside of police headquarters in Indianapolis, as well as a full investigation and a civil trial that lasted nine years. My father was one of the lawyers who represented the Taylor family throughout the trial.

Michael Taylor's death and the subsequent fight for justice was the backdrop to my childhood. It also served as much of the inspiration for what has become my life's work. Each day for nine years, I saw my father fight for justice for a young Black child and fight the system that failed to serve and protect this child. Each day since then, I have committed

myself to that same fight against inequality and systemic oppression in our community. My father fought for legal justice in a courtroom, I fight for educational justice in our schools. So many systems have failed our students, many of whom look like Michael Taylor. These students have, for too long, been furthest from opportunity and most in need of a system that delivers for them.

I launched RISE INDY in June 2019 with the vision that every single student in our city should be able to attend an excellent public school. Over the past year, we have built a coalition of people across all sectors of our city who care deeply for students and are invested in building a better, more equitable public education system for them. The key to our vision is learning from our community coalitions, engaging coalitions to build connections that support students, and organizing to advocate for the needs of schools and communities.

At RISE, we firmly believe that education is a human right, and one that must be protected and enhanced for the future prosperity of our city. The fact remains that Black, Hispanic and low-income students do not have the same access to high-quality education options that will

prepare them to thrive and meet their full potential. Education is not alone in its inequality—systemic oppression spans all sectors and industries. RISE's work is rooted in the notion that an excellent education has the power to change lives, particularly those most impacted by the racism and inequality woven into the fabric of our society.

We recognize that real and lasting change will take all of us. The RISE Indy Coalition is comprised of teachers,

school leaders, policymakers, parents, private and public sector professionals, and faith leaders. These individuals see the inequities of our current public education system and are determined to stand up and fight for more—for better—for our kids. To date, we have engaged with over 5,000 Marion County residents. Their insight indicates that in order to achieve educational equity in Indianapolis, we must support school board candidates who:

- Advocate for true restorative justice practices in schools;
- Invest in expanding literacy and STEM programs for historically marginalized students to ensure that they are at grade level or higher;

- Prioritize the recruitment and retention of culturally competent teachers and teachers of color;

- Ensure that students have equitable access to technology and e-learning resources;

- Elevate social and emotional learning for marginalized students, particularly through these challenging times.

Local officials proudly lift up Indianapolis as a world class city—and it is for some. However, we must ensure that Indianapolis is a world class city for all. Like the criminal justice system, education is a key pillar in the struggle for equality. We have a duty to ensure that any progress our city makes is inclusive of our most marginalized and vulnerable communities. It is not an easy fight, but we must fight injustice in all its forms. At RISE, social justice begins with educational equity, but we cannot silo this issue. Racism and inequality in one system invariably impact racism and inequality in another—be it education, housing or health care.

We have entered a series of watershed moments that must be leveraged to correct generational wrongs. RISE INDY will be at the table. I hope you will be too. I'm fighting for all of the Michael Taylors who have been taken. Who will you be fighting for?•
Shaheed-Young is founder and CEO of RISE INDY.

I launched RISE INDY in June 2019 with the vision that every single student in our city should be able to attend an excellent public school.

Commit to taking these steps against racism

By Pamela Ross



Ross

In recent months, many of our neighbors and community leaders have reached out to us asking how to be a partner in racial equity work, and we are grateful. The big question always seems to be, "what can I do?"

First, you must make this personal. This work is not nine-to-five. There are several books, articles, podcasts, documentaries, etc., that are great resources for this work. There is a list on our website (CICF.org/accountability) and in this publication that has guided us in our journey. Absorbing this information and becoming fully aware of the racial terror people of color have endured—and continue to endure every day—in this community and this nation is a necessary first step.

The bedrock of our nation is full of systems designed to marginalize,

stigmatize and blatantly mistreat people of color—specifically Black people. Our commitment to dismantle these historic systems of racism is a generational commitment. We also believe real change can begin today with full cooperation and strong community partners.

In 2018, Brian Payne, CICF president and CEO, created a new position on the executive team—vice president of opportunity, equity and inclusion—and I transitioned into that role. I am empowered to hold the organization accountable in its commitment to racial equity and identify opportunities and to embed this commitment into every aspect of our work—including but not limited to hiring, vendor selection and grantmaking. Every day we are having hard conversations and re-examining how we support our community.

Individuals and companies must get comfortable with being uncomfortable. For true transformation, we must be brave and open to territory that's uncomfortable. A key to creating a safe space for

these uncomfortable conversations is to clarify rules of engagement, limit expectations beyond truthful dialogue, and be aware of existing power dynamics within your institution.

Here are concrete things we can all do and commit to right now to become an anti-racist organization.

Be mindful that the space is not solely focused on educating white colleagues about racial injustices that they've been spared from by their privilege. The space must also be safe for your Black colleagues and other people of color. Reliving personal experiences with racism is traumatic and exhausting. Do not expect your Black colleagues to share their trauma as merely a learning opportunity. If they do share, do not expect them to educate the entire company on how to be anti-racist. That is the

responsibility of the individual and your organization's leadership.

CICF does not pretend to have all the answers—nor do we claim to be pioneers in the space of racial equity. What we will claim is our responsibility to speak the truth. The truth is, enough is enough. It is time for real change. No more complacency. No more silence.

Here are concrete things we can all do and commit to right now to become an anti-racist organization:

- If you believe in equity and inclusion but are an all-white institution—you need to change that.

- If you believe in equity and inclusion but have no leaders of color—you need to change that.

- If you are an institution that predominately serves people of color, but your staff and board do not represent the community you serve—you need to change that.

- If you are one of many institutions of power in this community that can make a real change for all but have no



Ending systemic racism is the challenge of our lifetimes

By David O. Barrett



Barrett

In 1967, when Oliver Darden moved to Indianapolis to play power forward for the Indiana Pacers, he was likely dejected—but not surprised—to learn that the city’s apartment owners would not allow him to sign a lease. Thankfully, the Indiana Civil Rights Commission connected him with a housing provider that did what many of its peers were not willing to do at the time: rent an apartment to a young Black man. That apartment was owned by the Gene B. Glick Co., the organization I now lead.

As I reflect on the events of the last month and the hundreds of years of injustice my Black neighbors have faced, I frequently come back to this story. While I’m deeply troubled by the discrimination Ollie Darden endured, I’m proud of the leaders who came before me and had the compassion and conviction to do the right thing.

More than 50 years have passed since Ollie Darden donned the Pacers’ blue and gold, but Black people in America

continue to experience racism in countless forms. Although I do not know the Black or Brown experience, I do know this: ending systemic racism is the challenge of our lifetimes. And as one of America’s largest multifamily housing providers, the Gene B. Glick Co. is committed to using our influence and privilege to advance solutions for a more equitable and just society.

Since our founding in 1947, Glick has strived to build community

and create opportunity for the residents we serve and the places where we operate. Philanthropy has played, and will continue to play, a critical role in fulfilling this mission.

Our work to develop and operate quality, affordable housing includes 32 not-for-profit properties that provide a safe, stable place to call home for nearly 6,000 residents and their families across the country. Our programs to connect these residents with the support and resources they need—including the basics such as nutritious food and reliable transportation—could not be more important at this time.

Organizations that lack diverse perspectives must commit to change.

This work is guided by the belief that when people have access to safe, stable housing, support for basic needs, a high-quality education and opportunities to express their full selves, they thrive. Just one example of this holistic approach at play is the Far Eastside Success Initiative, an effort to break the cycle of poverty in one of Indianapolis’

most economically challenged neighborhoods and where many residents are Black. Together

with our partners, we’ve increased access to high-quality pre-kindergarten programs, improved performance of public schools, and helped families move to economic self-sufficiency.

We also understand that Glick’s position and power as a major player in the multifamily housing industry demands that we raise our voice to advocate for equitable, inclusive policies that prevent discrimination and attack systemic racism at its core.

And while I’m proud of the work Glick has done to support Black and Brown communities over the years, I recognize that we have not been as

effective as we can be because of our organization’s lack of diverse perspectives and people. I’m painfully aware that when you visit the Gene B. Glick Co. website, you will see 25 people—only one of whom is a person of color—among our leadership ranks.

We can—and must—do better. This is true of most organizations, but especially ours, given the fact that Black and Latino people are twice as likely to rent from us as white people. As we move forward, it’s critical that we build teams that accurately reflect and represent the diversity of the communities and residents we serve.

These changes will be hard, but as Oliver Darden’s story proves, they are indisputably the right thing to do. The murders of George Floyd, Breonna Taylor, Ahmaud Arbery and so many more have awakened and renewed our commitment to fighting injustice everywhere. By listening, partnering and turning a critical eye to ourselves and our organizations, I am confident we can end systemic racism and begin to heal. I hope you will join us in this most important journey. •

Barrett is chairman, president and chief executive officer of the Gene B. Glick Co.

A shared journey: Listen, learn, engage

By Julia Carpenter and Shelley Jackson



Carpenter

“I wish I could say that racism and prejudice were only distant memories. We must dissent from the indifference. We must dissent from the apathy. We must dissent from the fear, the hatred and the mistrust. ... We must dissent because America can do better, because America has no choice but to do better.”—Justice

Thurgood Marshall, United States Supreme Court (1967-1991)

Our nation is answering an urgent and renewed call to reflect candidly on our individual and collective efforts in support of racial justice and equity. While these discussions can be difficult at times, they are critically important if we wish to achieve lasting change. We and our colleagues at Krieg DeVault LLP are committed to doing just that.

We both serve on Krieg DeVault LLP’s Diversity, Equity, and Inclusion

Committee, Julie as chair and Shelley as its newest member. Through these difficult times and our collective action as part of the DEI Committee, we have forged a personal connection borne out of our shared commitment to grow together.

Research shows that, despite efforts to improve diversity within our legal community, “[t]he legal profession continues to lag behind other industries in diversity and behind the diversity of the United States overall, whether for women, minorities, or other diverse groups.” At the same time, attorneys and legal professionals are uniquely positioned to effect social change through legal and community engagement. It is time for attorneys and law firms to become a bigger part of the change we seek, both internally and externally.

Krieg DeVault has long supported diversity, equity, and inclusion efforts within the legal community. Our partner, David Corbitt, was the founding chair of the Indianapolis Bar Association’s annual Diversity Job Fair, established in 2008. Krieg DeVault has invested in the Job Fair and its participants each year as a sponsor and interviewing employer, and our colleagues have remained involved with the planning committee.

We also have focused on our internal recruitment and retention efforts. We formed the Krieg DeVault Diversity &

Inclusion Committee, now called the DEI Committee, over a decade ago and have given the DEI Committee authority to act with a dedicated budget. We actively seek to recruit and retain talented and diverse attorneys, as well as supporting and advising a diverse range of clients in their business endeavors and legal matters.

Despite Krieg DeVault’s existing commitments, we acknowledge that more work remains to be done. The current unrest brings into sharp focus the devastating consequences of ongoing racism and racial injustice. In that context, our committee and firm leadership came together to reflect on how we might better support our colleagues, clients and community during this time of growth and transformation. From that discussion emerged our new initiative, “KD Listen. Learn. Engage.” Through this initiative, we promise to listen by encouraging internal and external discussions on the issues of racism, inequality and injustice. We promise to learn by promoting tangible resources that foster a deeper understanding of the systemic racism and legal injustices plaguing our

nation, as well as other challenges related to bias and prejudice. We promise to engage by supporting the Black community and other marginalized populations through client and community service, financial

investment, and by advocating for the dignity, respect and safety of all.

Through this shared endeavor as members of the DEI Committee, the two of us have begun to build our own friendship, which demonstrates the ripple effect of joining

together for a common cause. Although Julie has been with Krieg DeVault for most of her career, we only met each other earlier this year when Shelley joined the firm. We practice in different substantive areas. We live in different cities. We come from different backgrounds. We have challenging schedules and myriad professional and family obligations. And yet, we have nurtured our personal and professional relationship through this important work. The trust we have begun to build with each other helps create a vital framework for future collaboration.

In these difficult yet

Join us in our quest to listen, learn and engage with each other, our clients and our community as we work toward positive and lasting change.



If you want to address systemic racism, look within

By Cindy Booth

In 2005, I was nearly a decade into my role as the CEO of Child Advocates when I saw a statistic in a monthly report that stopped me in my tracks—70% of the children who had come into the Marion County child welfare system during that month were Black.

“How can this be acceptable?” our Chief Program Officer, Gregg Ellis, and I wondered. At the time, Black children made up approximately 11% of the county’s child population. Additionally, there is no evidence that people of color are more likely to abuse their children than white people. We decided to find a way to address the disproportionality of Black children in the child welfare system, and, more importantly, find a way for us to improve. There were, and still are, more children of color in the child welfare system because of systemic racism. Finding the solution to this deeply rooted issue would be challenging.

First, I took a close look at the agency



Booth

I was responsible for leading and made a commitment to learn more and do better, always with the children we serve at the forefront. Like many of you are doing now, I began conducting research to find out where I could start educating myself, my staff and the child welfare community. I made sure Black staff members were included in these important conversations and sent employees to attend anti-racism workshops and events across the country. If you are a white leader, listen to the Black community in your organization and in Indianapolis.

When my colleague Andrea Manning-Dudley, a Black woman who at the time had been a longtime advocate for children, came back from an Undoing Racism workshop in Texas, she told me, “I found the workshop we should bring to Indy.” Trusting Andrea wholeheartedly, I made a phone call to The People’s Institute for Survival and Beyond, the organization that facilitated this workshop.

In February of 2010, Child Advocates hosted its first Undoing Racism

workshop and now, 10 years and hundreds of workshops later, we are still doing this work. Last year, we launched our own program called Interrupting Racism for Children, led by Jill English, with local trainers, local history, and an emphasis on sharing practical tools for participants to interrupt typical responses and processes

and to determine actions to create a better world for children.

We learned more and did better, eventually taking a leadership role in anti-racism work within the CASA network

and Indianapolis area. While I’m proud of this, I’m equally pleased with what I see when I look at our organization today. Not only do we have a talented and compassionate team, the racial makeup of our employee population more closely mirrors the child welfare system, allowing us the ability to reflect and represent the children we serve.

Child Advocates didn’t always resemble the epitome of diversity and inclusion, and change did not happen overnight. But from the moment I

noticed that stunning statistic 15 years ago, we never wavered in our commitment to race equity. I am grateful to my fellow leaders who went on this journey alongside me and held me accountable to create and sustain an equitable workplace. Since that time, our nonprofit has grown from 40 employees to 90 employees, and I’m happy to report that more than half of the leadership team and staff are people of color.

Business leaders often ask me, “How it is possible to create a truly racially diverse workforce?” This can be particularly daunting when you realize how much work is ahead of you, but I encourage you to stay the course. Believe me, if we can do it, so can you.

Sitting on the sidelines hoping for racial equity to happen will not work. So as a leader, what can you do? My greatest piece of advice is to look within, listen to the Black community and learn. Racism exists today because of systems and practices that are still in place, perhaps even in your company. We are all responsible for ending systemic racism. Now is the time to act, intentionally and with purpose, to make Indianapolis the anti-racist city our children deserve. •

Booth is the CEO of Child Advocates.

If you are a white leader, listen to the Black community in your organization and in Indianapolis.

Diverse workplaces have broad, lasting benefits

By Marlene Dotson

A company that is recognized for its diverse workforce exudes inclusivity, leadership, collaboration and innovation. We see this consistently from large companies, like Eli Lilly and Cummins, and at small and growing minority-owned businesses.

Businesses that prioritize diversity create an atmosphere that fosters opportunity and cultivates growth, both on the individual and collective level. The exponential cultural and community impact from a well-balanced workforce, specifically one that embraces and supports minorities and minority communities, is essential to the growth and success of not only an individual business but to our entire city.

By embracing diversity, companies foster employee loyalty and pride, which leads to higher productivity and company success. A diverse workforce leads to company-community engagement, which in turn fosters growth and a positive city image. Investing in and encouraging an inclusive and diverse workplace is the best path forward.

While it is important to promote diversity, it is equally important to recognize that access to and the attainment of higher education and relevant



Dotson

work experience has not been as accessible to communities of color. Minority communities face real and often significant barriers. So, how can we help our city and state create diverse workplaces?

The Indiana Latino Institute tackles this issue through our mission and programming. Our mission is to improve health and education for the Indiana Latino community through statewide advocacy, research and culturally responsive programs. ILI was established in 2001 to aid Latino-serving organizations, originally focusing on health-related programming.

Over the years the organization has grown to address many issues of importance to Latino communities, which represent approximately 426,000 Hoosiers. We know that the best way to uplift a community is by investing in quality of life—things like education, health and the importance of crafting visionary leaders. All of our core programming is meant to empower our Indiana Latino communities to become stronger, more self-sufficient and to help them be able to work together for a more promising future for all citizens.

Our educational program supports Latino youth from high school to post-college graduation and into the workplace. We are committed to increasing the number of Latino high school and college graduates in Indiana. We equip them with unique perspectives to enrich the diversity within their social network, future

workplace and community.

ILI’s Education Program offers four pillars of focus: College Access, College Success, Workforce Development and Systems Change. We collaborate effectively and efficiently with high schools, colleges/universities, community organizations, local and state government entities and businesses of all sizes.

Last year, ILI dove further into personal and professional development for our Latino community by implementing a new program, the Latino Leadership Circle. Its mission is to identify and mentor emerging Latino leaders by connecting them with respected, influential community leaders and strategic empowerment opportunities.

The program has seven key components: High Profile Mentoring, Empowerment Opportunities, Focused Leadership Training, Civic Engagement, Strategic Networking, Think Tank Breakout Sessions, and Community Service Opportunities.

This multi-pronged approach to leadership cultivation works to fulfill our vision of increasing the pool of Latino leaders in Indiana to further the development of communities throughout the state. By nurturing young men and women statewide and connecting

them with opportunities that make a significant community impact, we are directly raising the profile, well-being and economic impact of the community while building a solid foundation of bright, qualified Latino leaders as role models for our youth.

Our world is changing, and we want to be a positive part of that change. At a time when we find our minority communities being disproportionately affected by COVID-19, and when the recognition of racial disparities is categorically coming to light, it is imperative to bring all communities together through education, access to opportunities, and collaboration in order to rebuild our economy and to work

together for systemic changes that remove barriers to success for many. When we do that, we will collectively see the positive results of increased diversity in the workplace spill over into our daily lives and communities—to the great benefit of our beautiful city.

For questions about ILI’s programs or how to become a community partner, please contact me at mdotson@indianalatinoinstitute.org. Dotson is president and CEO of the Indiana Latino Institute.

A diverse workforce leads to company community engagement, which in turn fosters community growth and a positive city image.



Seeking equity, inclusion an uncomfortable but necessary journey

By Nasser H. Paydar



Paydar

Over the past few weeks, as chancellor of IUPUI I have had countless conversations about the role the university plays in supporting People of Color across the city of Indianapolis. My strong belief is that as a large public research institution, IUPUI and our counterparts across the country bear a responsibility when it comes to providing a diverse and inclusive education. We have a responsibility not only to train future generations in what it means to fight systemic racism but also to create an environment where faculty, staff and students alike can achieve at the highest levels no matter their background.

A diverse and inclusive environment helps everyone, improves productivity, inspires creativity, and builds morale. This is what American higher education does best: it brings people from around the world together to address complex problems that benefit from a range of perspectives, it encourages an openness to new and challenging ideas, and it supports collaborations to find the most effective solutions. With individuals from 144 nations represented on our campus and steady increases in the numbers of Latinx and Black students, much is expected, and the time for change is long overdue.

Sustainable change requires the commitment of our entire community and cooperation across multiple sectors, and we see this commitment and cooperation across the city of Indianapolis. From the recent City-County Council special resolution declaring racism a public health crisis to the updated mission of the Central Indiana Community Foundation focused on creating equitable opportunity for all, leaders throughout the city are working to identify specific areas of improvement in order to effect fundamental cultural change. This makes me proud to call Indianapolis my home.

Now more than ever, leaders in every field must look within themselves and their organizations to identify barriers to equity and social justice and commit to removing them. IUPUI has done this in multiple ways, including launching the White Racial Literacy Project in 2018.

Funded by the Lumina Foundation and the IUPUI Welcoming Campus Initiative, this project made many people uncomfortable from the moment it was announced. Let me be more specific: it made many white people uncomfortable. With one of its stated goals of dismantling whiteness, this project was designed to educate white people on campus so that they could recognize the impact of white privilege and confront the racial bias that pervades even organizations that strive for diversity and inclusion.

In the project's initial year, white faculty, staff, students and members of my Cabinet and Council of Deans, met monthly for readings and seminars with nationally respected scholars on race, racism, equity and race relations. We shared experiences and expectations, and together we recommitted ourselves to the challenge of changing our culture and practices. I'll be honest, some of the conversations were awkward and uncomfortable, but threats to the status quo often are. Courageous leadership requires a willingness to be uncomfortable at moments like this when it matters most.

This project made many people uncomfortable from the moment it was announced. Let me be more specific: it made many white people uncomfortable.

Thanks to this experience, our institutional leaders have developed a better understanding of racial inequities at IUPUI and beyond as well as strategies, tools and ideas for making decisions rooted in racial equity. Creating an anti-racist environment is all consuming, on-going, and requires constant awareness of the evolving shapes systemic racism can take as well as the organizational imperative to change policies and practices that may perpetuate inequity.

In confronting biases like the ones that the White Racial Literacy Project targeted, we also need to look more broadly within our organizations. At IUPUI, we closely examined our faculty and staff recruitment and retention strategies, especially for People of Color, and decided we needed to reconstruct our hiring processes. As a first step, we have instituted mandatory implicit bias training for those who are part of executive search committees. My entire cabinet and I completed this training in the past year as did dozens of search committee members and our entire admissions and athletics staff.

Beginning this fall, all IUPUI faculty and staff who wish to complete implicit bias training will have the opportunity to do so through a webinar series. Like the best education, this will have a ripple effect that touches virtually every part of the university, helping us to recognize and overcome the tendency toward bias that affects our decision making in many different areas.

Even as I share some of the many tangible steps we've taken at IUPUI to enhance diversity and inclusion, the truth is that no matter how diverse and inclusive we are, we can do better and we must do better. It's what our students deserve, and it's the least we can do for this city that we love and call home. • Paydar is chancellor of IUPUI.

Labor-management cooperative brings diversity to trades

By Julie Saltsgaver



Saltsgaver

Quality Connection is known as a labor-management cooperative. Every day and on every project, our diverse workforce and contractor base works to provide customer-connected, quality work.

Our partnership represents 75 of National Electrical Contractors Association (NECA) Central Indiana's largest, most successful electrical contractors and 2,500 International Brotherhood of Electrical Workers (IBEW) #481 members.

Together, labor and management provide the needed expertise, the highly trained workforce, the dedication and the safety standards to help build and modernize central Indiana's premiere projects.

By its very nature, this partnership values and depends on inclusivity and engagement of competitors

and diverse interests to create a shared vision that serves customers, employees and contractors.

Construction is typically a male-dominated industry. Quality Connection, NECA Central Indiana and IBEW #481 devote sincere energy and intent to be inclusive and offer real engagement.

As Quality Connection's executive director, I work alongside many men. All are interested in my input and respect my stewardship. Add to that a diverse board of directors who have invited me to continue in this role for eight years.

Diverse perspectives are heard and respected as we craft fair standards, opportunities and practices. We achieve this with programs that have existed for decades and with new initiatives created to lift our youngest leaders.

Equal pay is likely the most fair standard contractors can offer. All IBEW #481 members have the same wage scale. There is no gender, race or sexual-orientation wage gap. Compare that to Indiana's gender wage gap for all jobs, at 26%, which means a woman earns 74 cents for every dollar a man earns.

The Indianapolis Joint Electrical Apprenticeship Training Program, along with other skilled trades training programs across the state, is the training program of choice. More than 85% of all minority, women and veteran apprentices are in a union training program. The education those programs provide, along with the connection to fellow professionals and potential employers, helps launch careers and is a foundation for life-long success. The percentage of women enrolled is almost 45% higher than national construction-industry trends.

Of particular note, annual Apprentice of the Year designations, as selected by their peers, were earned by women and African Americans several times in the last 5 years.

In 1974, IBEW #481 established the Electrical Workers Minority Caucus as part of a national program whose mission was to advance equal opportunity and employment for all minorities. The group still convenes monthly and responds continuously to any worker's needs for a safe place to share concerns and seek support. Caucus

members participate in national development programs and serve many roles in addition to their jobs as IBEW #481 electricians.

IBEW #481 Renew Committee was formed to bring the newest electrical workers' perspectives to the discussion. The group seeks to cultivate diverse input and mentor upcoming IBEW #481 leaders.

The Indiana Plan was established with federal legislation in 1970 to provide training and employment assistance to reverse low levels of minority and women participation in the union building trades. The Plan offers the chance to reclaim lives from incarceration, homelessness and struggle. Just this year, more than 100 participants completed the program and secured jobs with wages and benefits that far surpassed anything they'd had before. (The Indiana Plan's director is a graduate of the program and enjoyed a 15-year career as an IBEW #481 electrician.)

We attend dozens of career and job



commit

continued from page 27A

pathway to authentically listening to resident voices—you need to change that.

- If you are a hiring manager or in human resources and struggle to find diversity in your applicants and new hires—ask yourself ‘why’ and know

you need to change that.

- If you are an institution that has not examined your policies and practices through the lens of access, inclusion and racial equity—you need to change that and institutionalize the work in perpetuity.

- If your organization has a diversity, equity and inclusion position, but their power is stifled when the work doesn’t feel good or “right”—you need to change that.

Empower them to make REAL change in your work; otherwise, they are merely tokens.

- If you don’t believe Black and Brown people continue to be unfairly held back due to racist systems—you must get informed and recognize yourself as part of the problem.

- If you know racist systems exist and want to see equality for all—be an advocate. Use your POWER and VOICE to make a real change.

Overall, in this work—BE PRESENT AND AUTHENTIC. This opportunity for true change has come at the cost of many lives and much anguish. We cannot afford to miss it. Be the change you wish to see—and start today. •

Ross is vice president of opportunity, equity and inclusion at Central Indiana Community Foundation.

journey

continued from page 28A

transformational times, we do not claim to have all the answers. We acknowledge that the path toward

racial justice and equity is often difficult and fraught with complexity, especially when there are so many competing obligations and priorities. We know we bring our own biases and experiences into the discussion.

But we also know there is power in honesty, self-reflection and collaboration. We invite you to join us and our Krieg DeVault colleagues in our quest to listen, learn, and engage with each other, our clients and our community

as we work toward positive and lasting change. •

Carpenter and Jackson are partners at Krieg DeVault LLP.

trades

continued from previous page

fairs hosted by minority, community, school and church organizations. The missions of those fairs are as diverse as offering new careers to exotic dancers to helping suburban high-school students understand options other than college that provide education, income and careers.

NECA Central Indiana upholds these programs and standards. In addition, 25% of newly signed contractors are certified minority contractors compared to 18% of all businesses statewide.

Our largest contractors work with minority contractors to jointly bid projects as part of mentor-protégé partnerships. We also encourage contractors that might qualify to secure minority certification, attend project briefings

and provide briefing highlights.

One of IBEW’s first female apprentices in 1980 now works for a NECA Central Indiana contractor as a project manager leading significant hospital, advanced manufacturing and education construction projects. One of NECA Central Indiana’s minority contractors has been honored by the United States Small Business Administration as Indiana Businessperson of the Year.

We are proud of these outcomes. We also know this is work that must be done every day. If you are a contractor, electrician or communications worker who wants to be part of this, please let us know. We want to include you, too. •

Saltgaver is executive director of Quality Connection of Central Indiana.

One team. One family.



Amanda Ruback
Indianapolis

Greg Barnes
Fort Wayne

Teala Shideler
Muncie

The STAR team works, lives and plays in the communities we serve. We share the same values of honesty, accountability and inclusivity. We are lifelong learners committed to providing a progressive place to bank and work. Together, we are STAR.



stocks

Nesco Holdings Inc. NSCO

Fort Wayne firm joins blank-check trend

Investors in traditional initial public offerings normally pore over the company's finances and business prospects before deciding to plunk down their money.

Blank-check IPOs—which have become popular on Wall Street—are a vastly different animal. Instead of IPO proceeds going toward funding the growth of an existing business, those proceeds are used by company founders to acquire a business that will become publicly traded. So the bet is on the founders as much as anything else.

IBJ last month chronicled the launch of one such blank-check company, Indianapolis-based Novus Capital Corp., whose founders include former Brightpoint Inc. CEO Bob Laikin. It raised \$100 million in May and is seeking to acquire a firm on the forefront of technology.

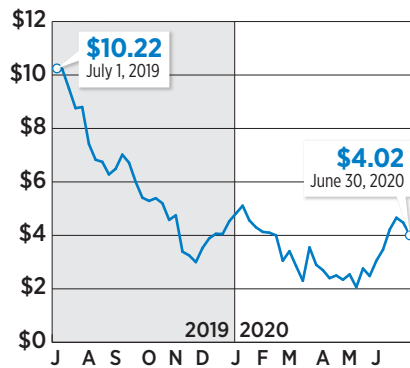
But Indiana has a second firm that launched through a blank-check IPO, Fort Wayne-based Nesco Holdings Inc., which provides specialty rental equipment to the electric utility, telecom and railroad industries.

The company was known as Capitol Investment Corp. IV and was based in Washington, D.C., until it acquired Nesco last July from private-equity firm Energy Capital Partners.

Capitol—launched by Mark Ein, a veteran of the Carlyle Group and Goldman Sachs—got its start by raising \$403 million in a 2017 IPO.

The company says it has a bright future, thanks to acquisition opportunities in its fragmented equipment-rental industry, as well as the growing need for electric utilities to update their aging grids. But it has been a bumpy ride for investors so far, thanks to performance that missed analyst expectations in the second half of 2019 and customers' cutting back on capital investments in the wake of the pandemic this year.

The stock, which began July 2019 at \$10.22, has since tumbled more than 60%.



Source: Yahoo Finance

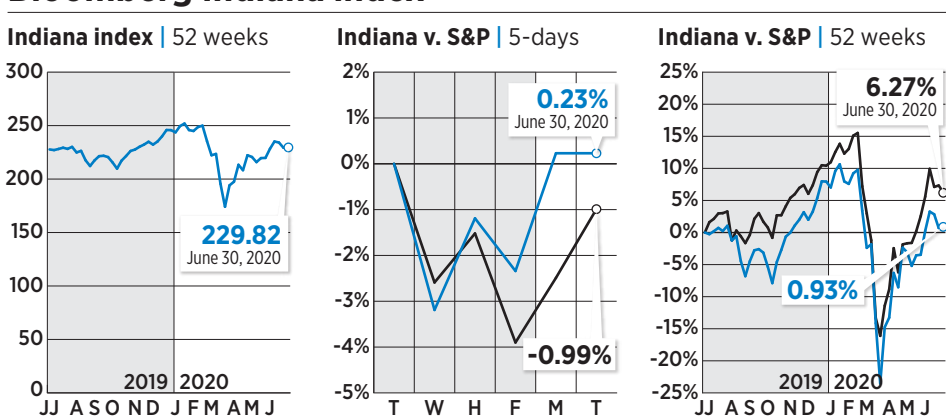
Value

	June 30, 2020	June 30, 2019
Total number of shares outstanding	49.0 million	40.3 million
Market value of one common share	\$4.00	\$10.20
Market value of common stock	\$152.4 million	\$411.1 million

Executive compensation

	Salary	Total 2019 compensation	% change from 2018
Lee Jacobson, CEO	\$377,613	\$2,866,894	382.0%
Bruce Heinemann, chief financial officer	\$325,346	\$1,197,961	130.7%
Robert Blackadar, president	\$222,116	\$1,623,809	NA

Bloomberg Indiana index



TOP PERCENTAGE GAINERS		TOP PERCENTAGE LOSERS	
Infrastructure & Energy	+10.80%	Calumet Specialty	-12.30%
Wabash National	+5.67%	Invesque	-11.07%
Escalade	+5.59%	Biglari Holding B	-9.88%
Lakeland Financial	+5.35%	Mediaco	-9.39%
German American Bancorp	+4.85%	KAR Auction Services	-8.44%

Insider Trades

Duke Realty Corp.: Mark Denien, executive vice president and chief financial officer, sold 4,881 shares at \$37.16 each on June 9, decreasing his holdings to zero shares.

Indiana stocks | June 24-30, 2020

▲ Top point gainers ▼ Top point losers

STOCK	TICKER	LAST	5-DAY CHANGE	52-WK LOW	52-WK HIGH	DIVIDEND	YIELD
1st Source Corp	SRCE	35.58	0.53	26.07	53.42	1.12	3.10
Allegion plc	ALLE	102.22	-0.44	77.37	139.24	1.28	1.30
Allison Transmission	ALSN	36.78	-0.08	26.15	49.73	0.68	1.80
American Resources	AREC	1.18	-0.06	0.32	3.89	—	—
ANGI Homeservices	ANGI	12.15	-1.07	4.10	14.25	—	—
Anthem Inc ▼	ANTM	262.98	-6.01	171.03	312.48	3.80	1.40
Berry Plastics Grp ▲	BERY	44.32	1.72	25.00	55.26	0.12	—
Biglari Holding B ▼	BH	68.98	-7.57	37.85	124.99	—	—
Bioanalytical Sys	BASI	5.01	-0.05	1.95	6.50	—	—
Calumet Specialty	CLMT	2.28	-0.32	0.82	5.00	—	—
CNO Financial	CNO	15.57	0.23	8.79	20.93	0.48	3.10
CTS Corp	CTS	20.04	-0.21	17.92	34.29	0.16	0.80
Cummins Inc	CMI	173.26	0.83	101.03	186.73	5.24	3.00
Duke Realty Corp	DRE	35.39	0.00	25.19	38.75	0.94	2.70
Elanco Animal Health	ELAN	21.45	-1.19	15.17	35.23	—	—
Eli Lilly ▲	LLY	164.18	4.84	101.36	167.43	2.96	1.80
Escalade Inc	ESCA	13.96	0.74	4.69	15.10	0.50	3.60
First Capital Inc ▼	FCAP	69.47	-5.49	42.72	81.71	0.96	1.40
Franklin Elec ▲	FELE	52.52	1.67	41.25	61.49	0.62	1.20
Fst Fin Cp IN ▲	THFF	36.84	1.62	27.62	46.93	1.04	2.80
Fst Internet Bcp	INBK	16.62	0.23	10.47	28.50	0.24	1.40
Fst Merchants Cp	FRME	27.57	1.02	21.18	42.48	1.04	3.80
Fst Savings Fncl	FSFG	43.33	-2.81	29.50	68.77	0.68	1.60
German Am Bcp	GABC	31.10	1.44	23.54	36.17	0.76	2.40
Haynes Intl	HAYN	23.36	0.29	17.61	39.04	0.88	3.80
Hillenbrand Inc	HI	27.07	0.84	13.61	40.27	0.85	3.10
Horizon Bcp IN	HBNC	10.69	0.45	7.42	19.48	0.48	4.50
Hurco Mfg	HURC	27.97	0.30	20.39	39.38	0.52	1.90
Infrastr Engy Alt	IEA	4.00	0.39	1.63	4.83	—	—
Invesque	IVQ.U	2.49	-0.31	1.59	7.60	—	—
KAR Auction Svcs	KAR	13.76	-1.27	9.41	28.61	0.92	6.70
Kimball Electronics	KE	13.54	0.49	9.78	18.49	—	—
Kimball Intl	KBAL	11.56	0.14	8.19	22.40	0.36	3.10
Kite Realty Grp	KRG	11.54	0.14	6.87	19.77	0.21	1.80
Lakeland Financial ▲	LKFN	46.59	2.37	30.49	50.00	1.20	2.60
LCI Industries	LCII	114.98	-1.07	55.29	122.00	2.60	2.30
Mediaco Holding Inc	MDIA	5.21	-0.54	3.01	8.88	—	—
Merchants Bancorp	MBIN	18.49	0.44	12.37	21.90	0.32	1.70
Nesco Holdings	NSCO	1.10	1.10	—	—	—	—
NiSource Inc	NI	22.74	-0.11	19.56	30.67	0.84	3.70
Noble Roman's	NROM	0.35	0.02	0.15	0.65	—	—
Novus Capital Cp	NOVS	10.50	0.06	9.90	10.95	—	—
Old NBcp IN	ONB	13.76	0.12	11.19	18.74	0.56	4.10
OneMain Holdings	OMF	24.54	-1.69	12.21	48.92	1.32	5.40
OrthoPediatrics Corp	KIDS	43.76	-1.62	28.19	51.48	—	—
Patrick Inds	PATK	61.25	0.27	16.70	64.38	1.00	1.60
Protective Insur	PTVCA	16.90	-1.08	10.95	21.46	0.40	2.40
Protective Insur B	PTVCB	15.07	0.44	10.23	18.35	0.40	2.70
Shoe Carnival	SCVL	29.27	0.24	12.56	40.00	0.36	1.20
Simon Property Gp	SPG	68.38	-1.75	42.25	165.48	8.40	12.30
Skyline Cp	SKY	24.34	0.60	10.82	37.03	—	—
Steel Dynamics Inc	STLD	26.09	-1.15	14.98	35.78	1.00	3.80
Thor Industries ▼	THO	106.53	-7.17	32.30	118.89	1.60	1.50
Vera Bradley Inc	VRA	4.44	-0.18	3.12	12.75	—	—
Wabash Natl	WNC	10.62	0.57	6.26	16.70	0.32	3.00
Zimmer Biomet Hldgs ▼	ZBH	119.36	-6.60	74.37	161.11	0.96	0.80

INDIANAPOLIS BUSINESS JOURNAL & TECHPOINT



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The young like their virus odds; old should steer clear of them

Here is a proposition reminiscent of the old TV series "Mission Impossible." You are offered \$100,000 to do a secret job for a legitimate government agency for the greater good. You are informed beforehand there is some risk of death if you accept the mission.

Of course, the first question you ask: Would you quantify the death risks? The recruiter tells you 1 in 37. Maybe you accept the mission, maybe not. But now suppose the recruiter reveals the death risk is 1 in 1,087. Again, maybe you will and maybe you won't, but one doesn't need a doctorate to conclude you are much more likely to accept the risk in the latter case. So, what does this have to do with our country in July 2020? Everything!

Four months into the



CECIL BOHANON & NICK CURROTT

COVID-19 crisis what, if anything, do we know? Lots of numbers and spins and claims and counterclaims float around the news media. One overwhelming statistical fact is that deaths attributable to the COVID-19 virus are age-related. Here in Indiana, while those under the age of 40 account for over 38% of all cases, they are 1% of deaths. Those over 70 years of age account for just under 17% of the cases but over 75% of the deaths.

A Swiss study estimates the death rate for those infected with the coronavirus who are over 65 and in non-group-home settings is 2.7%; for those age 20-49, it is 0.0092%. Those in the older group face a 1 in 37 chance of death upon infection; those in the younger

group face a 1 in 1,087 chance. Note for those in the younger range of the younger group, the 20-somethings, the chance of surviving COVID-19 is even better.

So again, no rocket science necessary to predict the 20-somethings will take fewer precautions against COVID-19. And not just because of the cognitive biases, undeveloped brain lobes, risk-loving and oppositional behavior that affect this age group. But because it is rational for them to do so.

So what do we do? What we always do to wayward youngsters: We nag them. Save Grandma, wear a mask! But perhaps the message should be more on point: If you are in your 20s—stay away from folks over 65! For those of us over 65 who, in the 1960s, chanted, "Don't trust anyone over 30," we might consider reversing that: "Don't trust or go near anyone under 30!"

Bohanon and Currott are professors of economics at Ball State University. Send comments to ibjedit@ibj.com.

**So what do we do?
What we always do to
wayward youngsters:
We nag them.**

PIANO

Continued from page 5A

exceeded what the company scored in 2018 and 2019 combined.

"Our revenue so far this year is up 230% over all of last year," Houston said. "We've crossed the \$4.5 million revenue threshold. It's been a fun, but harried, existence this year."

And while the tidal wave of growth has subsided a bit from its peak a couple of months ago, Houston said "the low tide

Piano in a Flash

Service: Online course teaches adults to play piano in a relatively short time.

Students: about 18,000, in more than 30 countries

Founded: 2013

Founder/CEO: Scott Houston

Majority owners: Scott Houston and his wife, Theresa

2020 revenue, year-to-date: \$4.5 million-plus, a 230% increase over all of 2019

Offices: one in Binford Commons on the northeast side, one in DeveloperTown in Broad Ripple

Employees: six full time, nine part time

TV star: Houston, a graduate of Indiana University, hosted and co-produced PBS' "The Piano Guy" for all 182 episodes, from 2003 to 2012. He won six Emmy Awards for his work on the show. He was also a fixture on PBS pledge broadcasts.

Sources: Piano in a Flash, IBJ research

now is still significantly higher than" before the pandemic.

Percussion to piano

Houston, 58, got his musical start as a hot-shot high school drummer. He enrolled in Indiana University with a dream of traveling the world as a drummer in a rock band.

However, during a summer music camp, Houston snuck into a piano workshop out of curiosity, and his life changed forever.

There, he learned how professionals play the piano through a modern, chord-based style. It not only revolutionized his views on music, but also instilled in him a passion for the piano.

Houston dropped out of the IU percussion program his senior year to focus on developing his piano skills.

Since then, he said, he has made it his mission to help others, particularly adults, "realize the joys of learning how to play the piano through a much simpler—yet musically correct—style of learning."

But his path to starting Piano in a Flash is a twisty one.

After earning a business degree from IU, Houston worked in finance for two years. "And I hated it."

He next lived the life of a "starving artist" for three years, then started a music publishing business in 1991 with his father, James, who played the baritone saxophone with some of the biggest names in the business.

"We sold education-print music," he said. "You know, band music."

His target market was music

teachers and piano instructors.

"From that, it became obvious there was this completely underserved adult market," Houston said. "I thought there was a giant opportunity to build a better mousetrap and figure out a way for adults to be more successful at playing piano."

In 1996, Houston started doing 3-1/2 hour piano workshops for adults at colleges and universities. It grew to 100 one-day workshops a year.

Houston's students said he was equal parts musician, teacher and comedian on stage.

"That's where I got good at teaching adults how to play piano," he said. "I figured out what works and what doesn't."

One longtime student called Houston "absolutely charming."

One of those charmed was Ken Mills, who took one of Houston's workshops in 2003.

Mills co-founded a Columbus, Ohio-based video production company—Mills James Productions—that grew to 170 employees. He saw a TV opportunity in Houston's workshops.

"I was impressed with him and thought this might be a course a lot of people would be interested in," said Mills, who now serves as president emeritus and chairman of Mills James. "It came down to his personality and his way of communicating that was compelling. Scott is



1995 Steak n Shake sizzles

The cover of the Oct. 23-29, 1995, IBJ includes expansion plans for Steak n Shake, which at the time was owned by Indianapolis-based Consolidated Products Inc. Its same-store sales growth was among the strongest in the industry. Also featured is the second of a two-part story on Central Newspapers, which had just folded The Indianapolis News, its afternoon newspaper, into The Indianapolis Star.

a very smart guy and he knows how to convey these lessons."

Despite his intelligence, Houston was never pompous or condescending. "He had the patience of a saint," Mills said. "And he was always quick with a joke. His use of humor is brilliant."

Mills approached Houston with his idea to create a TV show.

"A TV show—what performer wouldn't jump at that?" Houston said.

Mills and Houston produced a pledge special for PBS later in 2003. The show successfully helped PBS stations generate memberships and raise money. It also led to the regular production of "The Piano Guy."

New tune

Over nine years, Mills and Houston co-produced 182 episodes of "The Piano Guy," which aired in 90% of U.S. homes. In 2012, Houston took his hands off the keys—and the show ended its run.

"I had nothing else to say. I had described the C chord in as many ways as I could," Houston said. "We had taught and played every tune everyone wanted to hear. I was definitely proud of the show, but I said, 'That's all folks.'"

Despite the show's popularity, Houston said, it was a grind finding sponsors.

"It was difficult to break even doing the shows, but from a business standpoint, it was a fantastic brand-building exercise," he said.

Meanwhile, the emergence of online video was giving birth to what



Mills

See next page

Continued from previous page

Houston calls his “magnum opus.”

While doing the TV show, Houston had produced some instructional DVDs and was “making a modest amount of money” selling them, he said, but “there was no way for students to get feedback.”

Piano in a Flash combines the best of live and recorded lessons, Houston said.

“Providing live lessons creates a rigid schedule for students, and that can be difficult for adults with full-time jobs,” he said “With Piano in a Flash’s online videos, students can start, stop and rewind as often as they need to.”

He also sends students books and other printed materials to accompany the online lessons.

“Online and physical materials are a great one-two punch,” Houston said. “In the videos, I’m referring to the books.”

The third piece is the personalized feedback. If the volume of questions he receives continues to grow, Houston said, he knows piano players who can help answer them.

Key to success

The biggest key to Piano in a Flash’s success might be its teaching method.

Houston eschews traditional—and often complicated—sheet music for a simplified type called a lead sheet. Oddly, it’s the kind often used by professional performers.

“The thing that stumps people from playing piano is not putting fingers to keys,” Houston said. “It’s that they never become good enough to read the notation.”

Houston knew from his own experience how easy the solution is.

“When I saw a lead sheet for the first time, I said, ‘For god’s sake, why didn’t we start with this?’ Reading [traditional sheet music] was like walking 10 miles trying to get to a place that was a mile away,” Houston said.

Mills explained that a lead sheet has “a single note melody line and, above that note, it has the chords. It can get you started playing fairly quickly. You don’t get overwhelmed by all those black dots.”

“The method I use to teach allows you to sound a lot hipper a lot faster,” Houston said.

RuthAnn Funderburk, a Texas school-teacher, has tried for years to learn how to play piano. She got so frustrated in her attempts that the mere sight of the piano in her house was unpleasant.

Earlier this year, she ran across a Facebook ad for Piano in a Flash. She got sucked into Houston’s 90-minute infomercial and, before she knew it, she was paying \$699 for all six Piano in a Flash courses. A single course—which takes about four months to complete—costs \$149.

She started the program June 12. On the first day, the 66-year-old was playing “Amazing Grace” so well, her husband thought it was coming from the TV.

“It was a paradigm shift that was so amazing to me. It was 180 degrees from my previous piano lessons,” Funderburk said. “Now, playing is just too much fun.”

Less than three weeks in, she said, she can play 15 songs, including “Edelweiss,” “Ain’t Nothin’ But a Hound Dog” and “Aura Lea.”

“I think what Scott does with his class is a miracle,” Funderburk said.

‘This is for fun’

Houston insists he doesn’t “have a magic wand.”

“I don’t need one,” he said. “Just sit yourself down and I’ll teach you how to play. This is a days and weeks exercise, not a months and years exercise.”

Steven Metzger, a 76-year-old retiree living in Florida, started the Piano in a Flash courses 16 months ago after trying a free introductory online course.



Metzger

“I was playing legitimate songs within weeks. I can play all kinds of songs, Christmas carols and show tunes,” Metzger said. “I think I’ve gotten pretty good with Scott’s lessons, and I continue to get better.”

Metzger, who started the courses on a small electric keyboard, got so excited by his progress that he bought himself a piano for his 75th birthday. “With my wife’s permission,” he added.

He’s had a regular email dialogue with Houston since buying all six courses. He’s on the fifth and thinks he’ll complete all six within two years.

“The man has a great personality and is always upbeat and has a little laugh in his voice,” Metzger said. “He just makes you feel good.”

And he’s not surprised by Piano in a Flash’s success.

“I’m on the internet a reasonable amount, and Scott pops up a fair amount and his pitch is very good,” he said. “And if word of mouth means anything, and if I’m a typical customer, I’m spreading the faith.”

Houston stressed that his class is not for people who “want to play at Carnegie Hall.”

“This is for fun. It’s to de-stress, not add stress. They call it playing piano, not working piano,” he said with a laugh. “This is my method, and I’m going to teach it. This is my magnum opus. And it’s an ass-kicking good value. If I get hit by a bus tomorrow, I know this will live on for a long time.”

AR CLARK - RICHARD PERKINS - JORDAN EDWARD
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 TIE JONES - QUINTONIO LEGRIER - KEITH CHILDRE
 JANET WILSON - RANDY NELSON - ANTRONIE SC
 WENDELL CELESTINE - DAVID JOSEPH - CALIN
 JEMORE - DYZHAWN PERKINS - CHRISTOPHER DA
 ARCO LOUD - PETER GAINES - TORREY ROBINSON
 ARIUS ROBINSON - KEVIN HOOKS - MARY TRUXILL
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**WE STAND IN SOLIDARITY.
 WHAT WE CHALLENGE, WE CHANGE.**



TRUCKS

Continued from page 3A

including logistics councils and universities in Indiana and Ohio, technology vendors, trucking fleet operators, and technical partners.

Certainly, vehicles with different levels of automation are already traveling on roads and test tracks around the United States. Google spinoff Waymo, for instance, says its vehicles have driven more than 20 million miles on public roads in 25 cities, and it has tested its self-driving semi, the Waymo Via, in California, Arizona and Atlanta.

What distinguishes the I-70 project, organizers say, is that the trucks here will travel across state lines, and they won't be demonstration vehicles: They'll be actual fleet vehicles in revenue service, hauling loads for customers.

Trucking company JAT of Fort Wayne, for instance, will participate, hauling freight in Navistar trucks that use Bosch platooning technology.

Platooning technology allows two or more vehicles to communicate with each other and safely travel very close together, reducing wind resistance and improving fuel efficiency.

"In this [project], we're actually working with existing logistics partners that are moving freight on I-70," said Pam Fisher, INDOT's director of economic development and special initiatives. "This is real-world logistics companies utilizing this technology and giving us insight."



Fisher

Project leaders plan to share what they learn with the logistics industry, as well as with other states and the U.S. Department of Transportation, to advance safe adoption of the technology.

"We're trying to demonstrate the technology in revenue service, but we're also trying to mature it at the same time," Drive Ohio's Stedke said.

Trucking focus

To date, much of the buzz about autonomous vehicles has focused on passenger cars. But transportation officials predict that Class 8 trucks—18-wheel semis—will be what first gain traction in Indiana and Ohio.

"It just seems like that's where a lot of the energy is moving right now," Stedke said.

Because of Indiana's reputation as a logistics and freight powerhouse, Fisher said, INDOT is concentrating its autonomous-vehicle efforts on heavy trucks. "It makes more sense for us to focus on that particular area and to be supportive of that."

The project is focusing on I-70 because of its heavy concentration of truck traffic, and because both the Indianapolis and Columbus airports have significant freight operations.

According to the Federal Aviation Administration, Indianapolis International Airport—a FedEx hub—last year ranked eighth of 141 U.S. airports in the amount of freight it handled. Rickenbacker International Airport in Columbus ranked 27th.

The trucks involved in the I-70 project will use various levels of automated technology.

Under a scale developed by SAE International, Level 1, which is already commercially available, includes driver-assistance features like lane-centering technology and adaptive cruise control. Level 5 is the highest level, in which a vehicle can handle driving in all conditions without the presence of a human driver.

Following a planning period that's expected to last up to a year, semis in the project will begin traveling

I-70 in two-truck platoons, Stedke said.

After that, trucks with Level 2 automation will hit the road. Level 2 automation, which is not quite yet commercially available, can control the vehicle's steering and braking/acceleration at the same time.

The project also plans to deploy trucks with Level 4 automation along the Indiana Toll Road and the Ohio Turnpike.

Level 4 vehicles can operate totally autonomously in many road and weather conditions, with a human driver in control at other times. Level 4 technology is in the R&D stage

now, but project organizers expect it to be available for deployment within a few years.

The trucking industry sees significant advantages to systems in which a human driver is aboard but only has to intervene at certain times—a dynamic that could boost truck productivity and shrink the number of accidents caused by fatigue or driver distraction.

But the largest economic payoff would come from fully autonomous trucks. A 2018 report by the consulting firm McKinsey & Co. found that full autonomy would save the U.S. for-hire trucking industry \$85 billion to \$125 billion annually.

Assessing the highway

The \$4.4 million federal grant also will fund an "audit" of I-70 to see what needs to be done to ready the interstate for autonomous vehicles.

Perhaps, for instance, faded lane markings need to be replaced so vehicles' sensors can detect them more easily. Or maybe some type of roadside technology will need to be installed.

A 2018 report by the consulting firm McKinsey & Co. found that full autonomy would save the U.S. for-hire trucking industry \$85 billion to \$125 billion annually.

I-70 Truck Automation Corridor Program

Purpose

Advance the deployment of truck automation technologies on Interstate 70 from Indianapolis to the Ohio cities of Dayton and Columbus.

Breaking ground

- ▶ First deployment of commercial truck platoons (groups of trucks traveling in tight formation) on public roads in Indiana.
- ▶ First automated truck corridor along I-70, which runs more than 2,100 miles from Utah to Maryland. If all goes as planned, organizers will expand the corridor into other states.

Lead agency

Ohio Department of Transportation's DriveOhio division, created in 2018 to coordinate automated ground and air traffic in the state.

Partners

- 20 entities, including:
- ▶ the Indiana Department of Transportation
 - ▶ Conexus Indiana and other logistics councils
 - ▶ transportation, technology and other private companies
 - ▶ colleges, including Purdue University

Projected cost

\$8.9 million

- ▶ \$4.4 million grant from the U.S. Department of Transportation's Federal Highway Administration
- ▶ remainder from project partners

Source: I-70 Truck Automation Corridor federal grant application

As a rule, the more advanced autonomous technology becomes, the greater the possibility that infrastructure changes will be required, said Greg Shaver, a professor of mechanical engineering at Purdue University.

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Continued from previous page

Purdue is a partner on the I-70 project, and it's also working with INDOT and other partners on a separate federally funded project focused on truck platooning.

For instance, Shaver said, it might make sense to create a separate lane of traffic for vehicles operating at autonomous levels 3, 4 or 5.

"There may be more peace of mind that we would all have if that driverless truck were operating in a dedicated lane."

Solo autonomous trucks operating at levels 4 and 5 also might require physical lane separations, special lane markers, signs and sensors embedded in the road, he said.

Shaver predicted it will be at least 10 years before solo Level 4 autonomous vehicles are in widespread use.

The timeline, he said, depends not only on technology but also on factors ranging from enabling rulemaking to infrastructure to how quickly customers embrace the technology.

"It's never just about the technology, or the regulations, or the infrastructure," Shaver said. "The moons have to align."

That being true, he said, the I-70 project is important because it takes time to create that alignment.

Robert Haag, vice president of operations at the Indianapolis-based trucking firm Perfect Transportation LLC and manufacturer Perfect Pallets, said it could be more like 30 to 40 years before Level 4 automation comes into widespread commercial use.

Haag, whose companies make pallets and operate a fleet of more than 40



Shaver



Haag

Degrees of control

To help conceptualize the broad spectrum of autonomous-vehicle technology, the engineering group SAE International has developed standard levels of driving automation.

Level 0

No automation, though the vehicle might have driver-assist features such as automatic emergency braking, blind-spot warning or lane-departure warning.

Level 1

Vehicle can provide the driver steering support or braking/acceleration support, but not both at once.

Level 2

Vehicle can provide both steering support and braking/acceleration support at the same time.

Level 3

Vehicle can operate independently under limited conditions, but driver must take control when the system requests it.

Level 4

Vehicle can operate independently under most conditions.

Level 5

Vehicle can operate independently in all conditions.

Source: SAE International

trucks, also is on the boards of the Indiana Motor Truck Association and the American Trucking Associations.

He said fleet owners will have to believe the technology is worth the extra cost. In addition, government regulations and insurance policies, along with public sentiment, will have to support the technology.

Haag, who is not involved in the I-70 project, said this endeavor and similar studies are important even if full automation is decades away.

"It's programs like these that do generate data that companies can use to build these technologies," he said. "I think programs like this are essential to getting us to that next step."*

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The International Center connects Indiana with the world. Indiana's population and workforce have become so diverse that the center strives daily to apply its vast knowledge, expertise and network of local, regional, national and international resources to provide custom solutions for Indiana through the following programs and services:

- Intercultural training
- Protocol services
- Relocation services
- International professional exchanges
- Funding for cultural festivals

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STATE ROAD 37

Continued from page 5A

the project bid," Fadness said. "I'm cautiously optimistic that, at the end of the day, it will not be" a \$47 million overage.

Hamilton County Commissioner Christine Altman and other county leaders aren't so optimistic. Altman said she's certain the project will be significantly overbudget if it's built according to plan.



Altman

"When you've got a big conceptual project, the costs often aren't what you initially thought they'd be," Altman said. "I don't think anybody entered into bad faith by presenting a project that wouldn't meet that budget."

Money pit

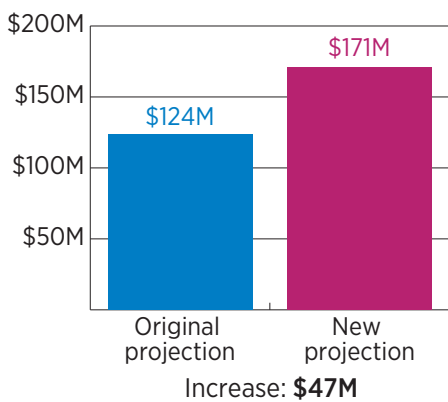
In 2015, the year it transitioned from being a town to a city, Fishers took the lead on the project, which is aimed at alleviating congestion and public safety challenges on a two-mile stretch of highway that often experiences gridlock.

After putting the project's drainage evaluations out to bid, Fishers awarded the work to New York-based engineering firm WSP Parsons Brinkerhoff, which is now called WSP USA.

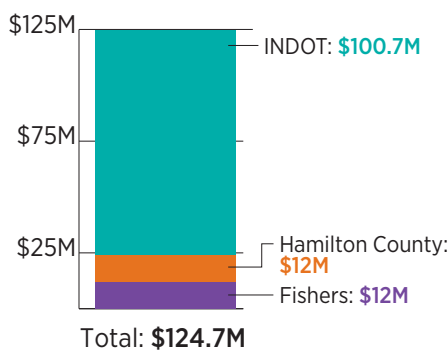
According to the city of Fishers, WSP estimated the project's drainage system would cost \$7.8 million—a far cry from the \$35.7 million price tag the project has cost to date.

Up by more than a third

The Indiana Department of Transportation, Hamilton County and Fishers are now projecting a price tag for State Road 37 improvements that is 38% higher than the original.



Funding so far



Hamilton County and Fishers are expected to each pay \$23.5M of the remaining \$47M projected needs. County officials say \$21M will be needed in the next few months for work on interchanges at 131st, 135th and 141st streets.

Source: Hamilton County

City and county officials blame WSP for the wildly off-base estimate.

"We ran into a drainage plan we thought would be inexpensive and it turned out to be horrendously expensive," Altman said. "They got into design and they found out they were just plain wrong."

WSP officials did not respond to requests for comment about the project.

Altman said WSP provided its estimate when the project was still early in the design process. She said officials can't hold WSP liable for the added cost.

"One of the things that people didn't realize at the beginning is that it would cost that much to do. This was specialty work," said Brad Davis, director of the Hamilton County Highway Department.

WSP's drainage solution involves creating a series of pits bored to connect with 54-inch drainage tunnels running to the White River.

Fadness said the drainage approach likely will save Fishers money on maintenance over time.

"If there is a silver lining to that, it's that the drainage system we've put in place is not a lift system. It's gravity, so it's literally a pipe that drains water down to the river," he said.

Other surprises

Fishers officials say the remainder of the nearly \$47 million in overruns stems from higher-than-expected utility relocations and ongoing land acquisitions.

For example, Fadness said, moving a single Hamilton Southeastern sewer line under 141st Street might cost more than \$3.4 million—and that's just one of several planned utility relocations.

After initially estimating \$1.9 million in utility relocation costs, the city now anticipates that portion of the project will run over budget by \$6 million.

Mekky said it's hard to predict how much utility relocations will cost. The city won't receive bills for those projects until they're completed, so there's potential for additional cost surprises.

"With projects of this magnitude, there are a lot of guesstimates," he said.

The city also is seeing costs increase as it acquires adjacent rights-of-way. Mekky said the city already procured easements for drainage projects along 126th and 146th streets. A handful more will be needed for the 135th and 141st street intersections.

Fadness said land acquisition has also been more expensive and slower-going than envisioned.

To date, the city estimates those acquisitions have cost nearly \$10 million. That's about \$2 million more than was originally anticipated.

"They've been more litigious than an average road project. That being said, part of the reason behind that is, you're dealing with a lot of sophisticated businesses," he said.

"They understand the process and are

willing to fight in court more so than the average citizen, but we're close to having most of those wrapped up."

Construction material and labor costs have also risen since 2015. The city of Fishers estimates construction costs are now \$11 million beyond the original \$112 million estimate.

Planners have tried to scale back some aspects of the project to offset overruns but have largely been unsuccessful.

For example, Mekky said project leaders recently considered redesigning the interchange at 141st Street as a right-in, right-out intersection. However, the idea was criticized by the public as an insufficient alternative.

"Right-in, right-out would've been cheaper at face value, but we found the impact to 146th Street would've actually made it more expensive," he said. "We have to go through these exercises to make sure we've looked at all of the other available options."

Project planners have moved forward with other changes to improve traffic flow. For example, the 146th Street interchange was designed as a double roundabout. However, after the county and INDOT studied traffic patterns, they concluded a single-point intersection was a better fit.

Pointing fingers

Hamilton County officials say they could have avoided overruns of this magnitude had they, rather than Fishers, taken the lead on the project.

"At the county, we are not used to cost overruns on projects. If anything, we're used to bringing them [in] under budget," Hamilton County Commissioner Mark Heirbrandt said.

Rick McKinney, Hamilton County Council president, said he was surprised to see such high cost overruns when the commissioners and council met in June.

"In the end, everybody will clap hands, hold hands and say it was a wonderful success, but it's a lot of money overspent on design and construction engineering without a whole lot of oversight from the county," McKinney said.

"Fishers was out of their element in my opinion. Without question, the county could've led this project better."

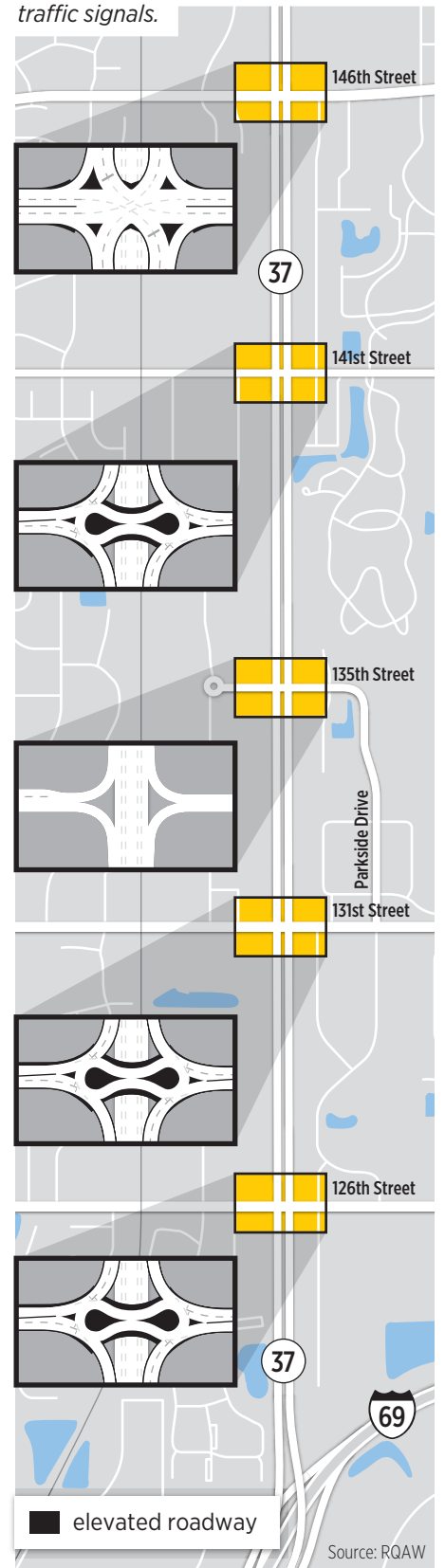
Ashley Elrod, spokeswoman for the city of Fishers, said city officials are confident in their ability to manage a project of this magnitude.

"Over the last five years or so, Fishers engineering itself has managed, designed and built nearly \$100 million in projects outside of State Road 37—and that's without the help of the county or the state," Elrod said. "We've proven that time and time again on other projects."

Fishers and Hamilton County aren't shouldering the entirety of the project's increased costs. According to Hamilton County, INDOT's commitment has grown to \$100.7 million and the state has offered to provide inspections at no additional cost. "We, as locals in the county, would've had to pay for that inspection. We would've had to have bid that contract out and given it to an inspection company," Mekky said.

Transformation

About two miles of State Road 37 will be redesigned into a freeway, including five intersection overhauls that will eliminate traffic signals.



Altman said county officials plan to meet with Fadness next month to discuss paying for the overruns. Neither the county nor the city has formally dedicated additional funds, although both might issue bonds to pay some of the cost.

"We've been looking at a long-range financial plan," Fadness said. "We feel pretty confident we'll be able to take on those infrastructure costs and not unduly burden our residents."

Altman said the commissioners have already asked the council for a roughly \$5 million appropriation to cover a portion of the additional costs, but that proposal won't be heard until August.

She said that, if she were on the council, she would suggest issuing bonds backed by the county's share of the local income tax.

"That way, the people who enjoy the improvements would be paying for them over time," Altman said.

First tenant starts move into new Bottleworks District office

By Mickey Shuey
mshuey@ibj.com

Indianapolis-based venture studio High Alpha plans to start transitioning to its new Bottleworks District office early next week, marking major milestones for both the firm and the \$300 million redevelopment project along Massachusetts Avenue.

The office—about 41,000 square feet in a newly constructed building—is expected to be completed July 6, but the firm is still evaluating when employees will return to the office due to the pandemic.

High Alpha began moving out of its Circle Tower headquarters, 55 Monument Circle, last week after more than five years in the historic downtown building. The company, which is the primary

office tenant in the Bottleworks District's 12-acre first phase, will be the first tenant to move into the district.

The Bottleworks office more than doubles High Alpha's footprint, giving the 40-person company room to grow.

"We are essentially in the talent business and believe that the new office will play a critical role in our ability to build relationships with co-founders, team members, investors, press, and the broader Indy tech community," said Kristian Andersen, a partner at the firm. The office will "provide space to more of our early-stage studio companies, allowing us to collaborate at an even richer level moving forward."

Gavin Thomas, vice president of development for Hendricks Commercial Properties, which is developing Bottleworks,

said in written remarks that High Alpha's move is a "major milestone" for the project. "We are thrilled to have them and look forward to them being a major part of the culture we are working to create at Bottleworks," he said.

Andersen acknowledged that while the firm is excited to be in its new space, there are likely to be some growing pains—mostly from continuing construction.

Bottleworks is ultimately expected to feature more than 200,000 square feet of office space, 167,000 square feet of retail and more than 200 residential units. Nearly 20 tenants have been lined up for the Garage Food Hall portion of the project, which should open late this year.

Hendricks and High Alpha declined to discuss specifics of the company's



The new-construction office building is in the first phase of the Bottleworks project. (IBJ photo/Greg Andrews)

lease. But real estate sources have told IBJ that office space at Bottleworks will likely cost in the mid- to upper-\$20s per square foot, compared to other high-end downtown office space, which generally fetches in the low \$20s. •

SPORTS

Continued from page 5A

could have a long-lasting, positive impact on sports tourism throughout the state.

"This really is a transition to giving smaller communities a more significant role in the process of setting event-hosting strategy," said Dale Neuburger, former Indiana Sports Corp. president and director of sports consulting firm BCW's North American offices in Indianapolis. "What it does is, it reflects a desire to ensure that sports tourism is as vibrant throughout the state as it is in the Indianapolis market."

The reimagined entity will create "deeper connections" for communities interested in hosting sporting events, Vaughn said.

Indiana reaps hundreds of millions of dollars in economic impact each year from hosting sports events, but the most high-profile events—like the NCAA Men's Final Four, Big Ten Conference championships and a plethora of other amateur sporting events—are in Indianapolis.

Other Hoosier cities, though, also host significant events.

Evansville is hosting the NCAA Division II Men's Elite Eight and National Championship through 2023 as part of a multi-year deal, and Fort Wayne was to host a regional round in the Division I women's basketball tournament this year, until the pandemic canceled it.

Grand Park Sports Campus in Westfield and other facilities around the state host hundreds of games and tournaments every year.

Grand Park Executive Director William Knox, a member of the Team Indiana board, said the revamped organization is key to keeping Indiana among the nation's leaders in hosting sports events, particularly by giving smaller organizations a better shot at "events that are the right size for their communities."

He expects some Indiana cities will continue to compete with one another for certain events, particularly youth sports. But he said Team Indiana is meant to create an environment in which all Indiana cities are equipped to put their best foot forward as part of the bidding process.

"I really think the merger will allow us to work more cohesively when the time is right," he said. "But at the end of the day, we're all competing organizations

Team Indiana

Formerly called Sports Indiana, the tourism-support organization was folded into the Indiana Sports Corp. in June and renamed.

Structure: not-for-profit membership body

Budget: To be determined. As Sports Indiana, 2019 budget was \$170,000, including \$150,000 from a state grant.

Dues: To be determined. As Sports Indiana, annual dues were \$750.

Liaison: Shannon Sullivan, Indiana Sports Corp. director of statewide initiatives and events

Advisory committee:

Stephanie Coleman, Visit Fort Wayne
William Knox, Grand Park Sports Campus (He's also on the Indiana Sports Corp. board.)

Larry Lux, Shelby County Tourism & Visitors Bureau

Eric Marvin, Evansville Sports Corp.
Pete Nelson, Visit Bloomington

Members:

- ▮ Columbus Area Visitors Center
- ▮ Columbus Parks & Recreation Department
- ▮ Elkhart County Convention & Visitors Bureau
- ▮ Evansville Convention & Visitors Bureau
- ▮ Evansville Sports Corp.
- ▮ Grand Park Sports Campus
- ▮ Greater Kokomo Visitors Bureau
- ▮ Hamilton County Sports Authority
- ▮ Hoosier Sports Corp.
- ▮ Indiana Dunes Tourism
- ▮ Indiana Sports Corp.
- ▮ Indiana State Fairgrounds & Event Center
- ▮ Kosciusko County Convention & Visitors Bureau

- ▮ Marshall County Convention & Visitors Bureau
- ▮ Muncie Visitors Bureau
- ▮ Shelby County Tourism & Visitors Bureau
- ▮ SoIN Tourism
- ▮ South Shore Convention & Visitors Authority
- ▮ Sullivan County Youth Sports Complex
- ▮ Switzerland County Tourism
- ▮ Terre Haute Convention & Visitors Bureau
- ▮ Vincennes/Knox County Visitors & Tourism Bureau
- ▮ Visit Fort Wayne
- ▮ Visit Indy
- ▮ Visit Lafayette-West Lafayette
- ▮ Visit Michigan City LaPorte
- ▮ Visit South Bend Mishawaka

Source: Indiana Sports Corp.

looking to secure events for [our] destination or venue."

Eric Marvin, executive director of the Evansville Sports Corp., agreed.

"The reality is, although we do compete from time to time, we also try to help each other out the best we can," he said. "We want the state to win, and that's where the shared vision comes in. We want to bring new business to the state of Indiana and we want to keep good business here in the state of Indiana."

Some smaller communities aren't well-versed in submitting bids, said Larry DeGaris, a sports marketing expert at the University of Indianapolis, even though they have the facilities and capacity to host midsize events like lower-division college tournaments and youth sports competitions.

"What this seems to do is, allow these groups to take their assets and pool some

of their marketing efforts to overcome a really big [player] in the bidding process," DeGaris said.

Marvin, who has been involved with Sports Indiana for several years, said it became difficult to "continue to push the mission and vision of the organization" with limited resources and a mostly volunteer composition.

"As we have evolved as an organization, we've known that we want to continue to grow and develop the impact of sports tourism in the state," he said "But we also got to a point where we knew, in order for that to occur, we needed more support and resources and staffing behind our efforts. It was a natural fit for the Indiana Sports Corp. to take on a more active role in the leadership of the organization."

Indiana Sports Corp. was the nation's first sports commission when it was created in 1979. It has been involved in hosting more than 450 events statewide.

"I think with their array of events that they have hosted, and the ability to really engage a wide variety of interests around the state, it's only going to result in more collaboration, more networking, more breadth, better practices and more engagement," Marvin said. "This is going to be a really positive thing for the state as a whole and

results in continued development."

The advisory committee for Team Indiana is evaluating how to effectively fund the organization, including how to structure membership and how much will be budgeted for 2021.

Sports Indiana last year had a budget of \$170,000, including about \$20,000 in membership dues (\$750 per organization) and a \$150,000 state grant.

Indiana Sports Corp.'s Shannon Sullivan oversees Team Indiana—including its marketing programs and communication with member organizations—as director of statewide initiatives and events. She also acts as an intermediary between Indiana Sports Corp. and the committees associated with Team Indiana.

Vaughn said there are no immediate plans for additional hires.

Sullivan also oversees Team Indiana's grant program, which provides up to \$20,000 per event to organizations that are hosting or bidding on events. The grants, which are paid as reimbursements, are awarded year-round.

"There's a lot of product that lies fallow because it's not promoted properly or aggressively enough," DeGaris said. "[Team Indiana] sounds, to me, like a good idea to get the word out on the existing capabilities across the state." •



Marvin



DeGaris

IMMUNITY

Continued from page 3A

earnest until January.

Also, Gov. Eric Holcomb does not have the power to issue such protections through an executive order, according to his spokeswoman. He could call the Legislature into a special session but has said that's not needed.



Coxey

Melissa Coxe, executive director of the Indiana Retail Council, said the council will consider adding the liability issue to its legislative agenda for the 2021 session but isn't currently lobbying state officials for immunity.

So far, personal-injury or wrongful-death suits related to COVID-19 are uncommon, according to a tracker by Richmond, Virginia-based law firm Hunton Andrews and Kurth, which has been tallying virus-related legal actions.

Of the roughly 3,100 COVID-related suits filed nationwide as of June 30, just nine were personal-injury cases filed by people exposed to COVID-19 in a public place. Four were wrongful-death suits.

In Indiana, no such complaints have been filed. Of the 37 suits listed for the state, most were related to insurance. Others have to do with education, civil rights and contract disputes.

Still, both the Indiana and Indy chambers have heard from business owners who are concerned they'll be sued, even if they adhere to federal and state guidelines for reopening.

Good-faith effort

Indiana Chamber President and CEO Kevin Brinegar, who has been working alongside other state chambers to push for federal legislation, said the issue is a significant concern when many businesses have struggled during the pandemic to even keep their lights on.



Brinegar

"It could be very devastating, particularly if there were multiple suits even of the same nature at a time when they're already struggling with the economic impact of this," he said.

Businesses that are putting forth a good-faith effort to keep employees and customers safe shouldn't be burdened with the worry of lawsuits, chamber leaders say.

"All businesses should be following federal, state and local guidance," said Mark Fisher, chief policy officer at Indy Chamber. "If they're looking to bring back employees, reopen and get back to business, and if they're following those guidelines, they should be provided protection so they're not subject to frivolous lawsuits."

Fisher said because the country is covered with a patchwork of differing state guidelines for reopening, Indy Chamber would prefer the matter be addressed by Congress in the next coronavirus relief package. The U.S. Chamber of Commerce is also lobbying for that path.

In May, the U.S. chamber and dozens of state chambers sent a letter to Congress

urging it to pass "timely, temporary and targeted liability relief legislation to provide businesses a safe harbor from unwarranted lawsuits that, left unchecked, will endanger the fight against the pandemic and undermine the safe and orderly return to work for millions of Americans."



Fisher

The letter seeks temporary protections against COVID-19-exposure claims for businesses that work to follow government guidelines; health care providers and facilities on the front lines of the COVID-19 response; manufacturers that repurposed production and distribution to provide PPE, sanitizers and other needed countermeasures; companies that have donated their stock of supplies to hospitals and medical professionals; and public companies that could face securities lawsuits.

McConnell and the Republican-controlled Senate have taken special interest in pushing to ensure immunity legislation is included in the next relief package.

"If there's any red line, it's on litigation," McConnell said in early May. "The litigation epidemic has already begun."

And he said again last week that such protections for businesses, hospitals, universities and more are "not negotiable."

But Democrats who control the U.S. House are reticent to provide such protections, arguing that they could hurt workers who contract COVID-19 on the job.

U.S. Rep. Andre Carson, an Indianapolis Democrat, told IBJ in a statement that he would want to see a specific proposal before taking a stand, "but, in general, I am not supportive of blanket immunity for corporations related to this pandemic."

"I understand that businesses are eager to re-open safely and responsibly. Unfortunately, however, the reality is that people are still reluctant to go back to work or to shop unless they feel safe. This means we must ensure that corporations can be held accountable if they don't act responsibly."

Brett Voorhies, president of the Indiana State AFL-CIO, called a liability shield nonsense. He said workers should be able to hold their employer accountable to cover medical expenses or time off work if they contract COVID-19 on the job.

Businesses should be doing contact tracing and should be following CDC guidelines, he said, which should keep their employees safe on the job.

"I know we're in new times, but now is not the time to put the burden on workers," he said.

State radar screen

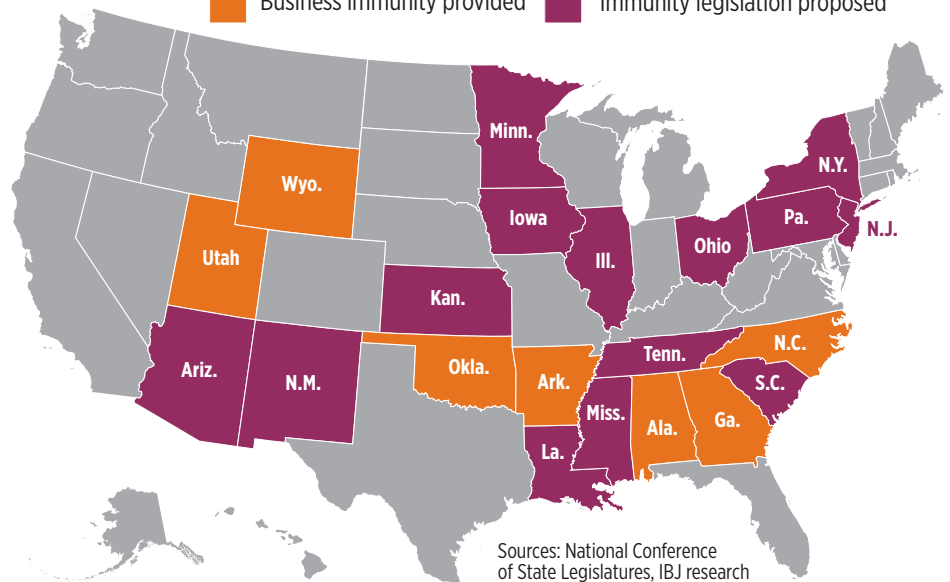
If Congress takes no action or the Indy Chamber finds the protections aren't strong enough, it might ask state lawmakers to address the matter once they reconvene in the winter, Fisher said.

The state chamber has shared members' concerns with the governor's Economic Recovery Task Force and the Governor's Office and his general counsel. They've also spoken with legislative leaders, so it's on "their radar screen," Brinegar said.

The governor's press secretary did not respond by IBJ's deadline to an email asking whether Holcomb would support

Can't be held liable

Seven states, through legislation or executive order, have granted businesses immunity from civil liability for claims related to COVID-19. So far, Indiana is not considering such measures.



such legislation or whether he'd encourage lawmakers to take it up as part of his own agenda.

Mike Ripley, vice president of health care policy and employment law for the Indiana Chamber, said the organization is considering related issues for its 2021 legislative agenda.



Ripley

He said a serious injury and hospitalization should be required for someone to qualify to file a lawsuit. There is concern about lawsuits stemming from flu-like symptoms or someone simply coming in contact with a person who has tested positive, Ripley said.

Such a requirement would "alleviate the potential for frivolous suits when there was fear of contact or limited contact," he said.

The chamber would also push for retroactive "safe harbor" provisions, to protect businesses that follow CDC guidelines as

well as manufacturers that have ramped up the production of PPE supplies or converted facilities to meet demand and in doing so waived or sped up quality-assurance steps.

The chamber is additionally looking to strengthen Worker's Compensation language as it applies to COVID-19. California and some other states have recently changed their standards to now presume that an employee who files a claim contracted COVID-19 at work. To beat the claim, employers would have to prove the worker contracted the illness elsewhere.

The Indiana Chamber wants the burden of proof to fall on employees seeking the benefits.

For now, both local chambers are encouraging members to be as cautious as possible and to follow CDC guidelines, which include ensuring employees are reasonably separated, recommending masks and making hand sanitizer accessible to workers. •

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QUESTIONS

- Q:** Is the region finally getting the respect it deserves from venture capitalists?
- Q:** What type of tech talent is hardest to find, and how can we remedy the shortage?
- Q:** As tech companies embrace working remotely, how will that affect how they operate and how they recruit for open positions?
- Q:** What role can local tech companies play in addressing social justice issues and offering solutions for some of those problematic issues?

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Bryant giving back to kids on the playground

Hallie Bryant, 86, is the oldest living Indiana Mr. Basketball and oldest living Harlem Globetrotter. (IBJ photo/Eric Learned)

He likes to call it “Shade Tree University.” Back in the ’40s and early ’50s, when he was a kid playing at the legendary Dust Bowl court on what is now the IUPUI campus, he sat beneath the tree near the court and listened to the older guys. Some life lessons were learned that way.

Now, Hallie Bryant, an 86-year-old historical monument in the flesh, is sitting under the tree next to a court about a mile north—at the Graham Martin Park on West 16th Street off of Dr. Martin Luther King Jr. Street—watching someone shooting at a basket.

“Come over here, young man!”

The kid’s name is Dennis Tate. He’s only here to kill time before picking up his mother from work, but he has unwittingly stepped into a classroom. Bryant sizes him up quickly, asking where he

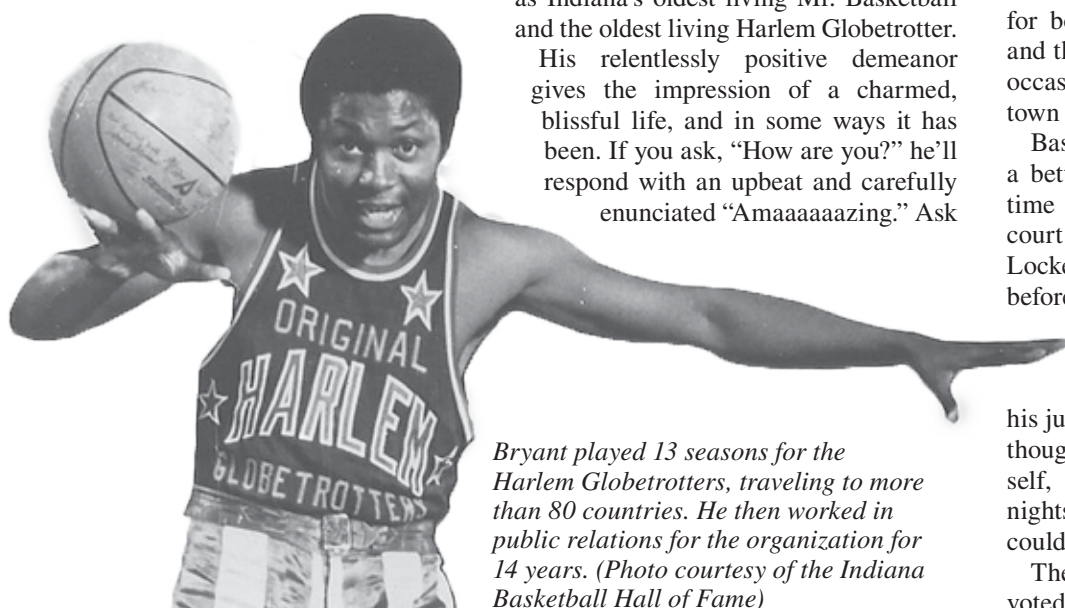
lives, whether he has older relatives Bryant might know, where he went to high school, where he hopes to continue his education and what he wants to study. Dennis, who hopes to attend Marian University and study business, answers each question directly.

“You can do it,” Bryant says. “I was blessed to get a scholarship. You can get a scholarship, too. You speak well, you have manners ... as long as the girls don’t chase you down too hard.

“I had the same situation.”

Bryant laughs heartily at that one, although he’s speaking the truth. A young guy like Dennis wouldn’t know it, but Bryant was quite the local celebrity in his day, a basketball star with matinee-idol looks, a quiet and mature demeanor, and unquestioned character. He still stands tall as Indiana’s oldest living Mr. Basketball and the oldest living Harlem Globetrotter.

His relentlessly positive demeanor gives the impression of a charmed, blissful life, and in some ways it has been. If you ask, “How are you?” he’ll respond with an upbeat and carefully enunciated “Amaaaaaazing.” Ask



Bryant played 13 seasons for the Harlem Globetrotters, traveling to more than 80 countries. He then worked in public relations for the organization for 14 years. (Photo courtesy of the Indiana Basketball Hall of Fame)



MARK MONTIETH

him when he turns 87, he’ll say, “In about six years.” He drops poems, verses and pearls of wisdom into every conversation and never complains.

Bryant grew up with four siblings, a stepmother and a father who was a custodian at Riley Hospital for Children. They lived in a two-bedroom house that didn’t have running water at first, and Bryant learned to earn his way. He supplemented the family’s income by carrying routes for both the morning Indianapolis Star and the afternoon Indianapolis News. He occasionally took a shoeshine box downtown in search of more income.

Basketball, though, lit his dreams of a better life. He spent most of his free time at the Dust Bowl, the legendary court at Lockefield Gardens (now called Lockefield Green) that consisted of dirt before it was paved. He honed his skills against older players and later helped mentor younger ones such as Oscar Robertson, three years his junior. Some of his fondest memories, though, are of the hours he spent by himself, shooting baskets late into moonlit nights while wondering where the game could take him.

The Dust Bowl made him. After he was voted Mr. Basketball in 1953, a newspaper

article described him as “the quiet, mild-mannered youth who rose from the netless hoop league of Lockefield’s ‘Dust-bowl’ to become one of the most popular and publicized high school athletes in Indiana’s history.”

‘A credit to any race’

Bryant set city scoring records for a single game (43 points, three times), season (569) and career (1,408) at Attucks High School. He went on to become the first Mr. Basketball to be voted “Star of Stars” in the annual all-star series with Kentucky, in both the official game in Indianapolis and an independently sponsored follow-up in Louisville.

He scored 21 points in 90-degree heat inside Butler’s fieldhouse despite (1) sitting out the second quarter and (2) receiving a typed note from a gambler threatening harm to him or a family member if he played. He scored 30 points in the second game in Louisville, including the game-winning basket after stealing an inbound pass.

Bryant also ranked in the upper fourth of his class academically, never missed a day of school in four years and was widely recognized for his citizenship. Local sportswriters admired him so much, their prose took on hues of purple in their attempts to find the right words of praise.

Jimmy Angelopolous of the Indianapolis Times, freelancing for a national magazine, wrote, “The goodwill in cementing race relationships by Bryant’s never-changing mental attitude has had immeasurable value. To say Bryant’s

See next page

Continued from previous page

behavior on and off the floor was a credit only to the Negro race would be severely breaching the dignity of many. Bryant is a credit to any race.”

Although nationally recruited, Bryant attended Indiana University. His three varsity seasons there failed to meet expectations, leaning closer to good than great. He averaged 14.4 points as a junior, including a 31-point outing against Cincinnati, and 11.1 as a senior when the Hoosiers shared the Big Ten title with Michigan State. He set a school record for career free-throw percentage (.817) and received honorable mention all-Big Ten recognition. He's a member of IU's Athletic Hall of Fame, although more because of his overall body of work than for his college performance.

He prefers to “let sleeping dogs lie” when the subject of that period comes up. Bottom line, he doesn't believe he got a fair shot regarding role and playing time. It wasn't a matter of work ethic. A teammate, Pete Obremsky, says Bryant was the one player who stayed after practice to put up shots while the rest of them were moving benches into the shower because they were too tired to stand.

Perhaps he wasn't a good fit for Branch McCracken's up-tempo system. Perhaps there were other factors. Bryant was just the third Black player recruited by McCracken, who began his coaching career at IU in 1938, and McCracken remained forever hesitant in that regard. Even his final IU team, in the 1964-1965 season, included just one Black player.

A few years after Bryant graduated, he saw McCracken in a hallway in the Union building. He recalls his former coach throwing an arm around him and apologizing, saying, “Hallie, I'm so sorry. I just didn't know you.”

Globetrotting

Undrafted, he tried out for the NBA St. Louis Hawks, but the odds were so long as to be virtually impossible. Bryant was praised in a St. Louis newspaper article for his play in practice and he scored a team-high 14 points in a shortened, low-scoring intrasquad game after hitting the game-winning shot.

But he didn't survive the final cut. The Hawks were among the slowest NBA teams to integrate. They had drafted Bill Russell a year earlier and immediately traded him to Boston for two white players. Their rosters for both the previous season and the duration of the season for which Bryant tried out included no Black players.

Still, Bryant believes it's all worked out for the best. After two years in the Army, including a year in Korea, he joined the Globetrotters. He played 13 seasons, traveling to more than 80 countries, then worked in public relations for the organization for 14 years. He got to see the world and help break down racial barriers in places where people had never seen a Black person. The physical toll on his body wasn't nearly as great, racial quotas were non-existent, and he was paid about as well as the average NBA player.

His association with the Globetrotters also gave him opportunities to earn side income as a public speaker and entertainer. He took his one-man ball-handling show throughout Indiana, combining it with a message. At his peak, he would



Hallie Bryant appeared at Taylor University's basketball camp for 58 consecutive summers. (Photo courtesy of Hallie Bryant)

perform three shows a day at a shopping mall and earn \$600. He appeared at Taylor University's basketball camp for 58 consecutive summers. He performed at senior centers, for youth organizations, at Indianapolis Indians games, for any group that would have him.

No matter where he went, he brought people together, sometimes verbally and sometimes literally for amateurish re-creations of the Globetrotters' famous pre-game Magic Circle ball-handling exhibition. Such was his charisma that, once, in Phoenix, he got away with bouncing a ball off the posterior of Ethyl Kennedy, widow of former presidential candidate Robert F. Kennedy.

Bryant hasn't been immune to harsh realities. He's heard racial epithets shouted by people passing at a safe distance, even as an adult. He's been pulled over by police officers simply because he was driving a nice car. Over the years, he's witnessed how Black people who lacked the asset of name recognition can be treated.

That's why he supports all peaceful forms of resistance today. And that's why he tries to continue to spread positive messages.

“I've tried to be conscious of the human factor,” he says. “I was brought up with the idea that we were all brought here by the same maker. That's reality to me. My dad used to say, ‘If people put you down and curse you out, love them anyway. Love is its own reward.’”

Pass it on

It would be impossible for Bryant to truly come full circle, because the “Dust Bowl” court at Lockefield has long since been bulldozed. The Graham Martin court doesn't leave much of a gap in the connection, though.

He's come to this park, named for a former Attucks football coach he knew well, for several years, sporadically. He usually rides a bicycle from his house on 11th Street with a ball tucked into a backpack, holding a whistle in his mouth to toot at

pedestrians on the sidewalk if they can't see him approaching from behind.

The Dust Bowl DNA remains in his soul. Sitting under a shade tree on a park bench and talking to young people is as good a way as any for him to have an impact today. He'll put up a few shots from close range now and then, but he's more interested in watching kids do what he did more than 70 years ago.

It's a different environment. AAU competition absorbs the best players, so those playing in a park are likely less serious about the game. Sometimes it's just a place to hang out. Bryant says he once broke up an argument between two kids who were carrying guns. They knew him from his appearances at the park and they listened.

“I said, ‘Come ooooo!’” he recalls. “I was scared, but I told them that showing strength is not being involved in that. You should hug the guy and shake hands. I'm sure I've saved some lives out here because these guys will go get a gun in a minute.”

Most conversations, however, are calmer. Such as the one with Dennis Tate.

“Let me give you a couple secrets, OK?”

Bryant offers Dennis several bits of advice, about his shooting form, his footwork and his ball handling. Dennis catches on quickly to each one.

“Yeah!” Bryant shouts. “Yeah! That's it! I'll help you if you want it.”

Before leaving, Bryant gives Dennis his business card and encourages him to stay in touch. And, lo and behold, a couple of hours later, Dennis sends Bryant a text with his phone number.

Perhaps they'll meet again someday.

That's all we can do is pass it on,” Bryant says. “Pick your spots and pass it on.”

“Indianapolis native Mark Montieth is a long-time newspaper reporter and freelance writer. He is the author of three books: “Passion Play: Coach Gene Keady and the Purdue Boilermakers,” “Reborn: The Pacers and the Return of Pro Basketball to Indianapolis,” and “Extra Innings: My Life in Baseball” with former Indianapolis Indians President Max Schumacher.



Dennis Tate, left, receives some life lessons from Hallie Bryant after Tate stopped by Graham Martin Park. (IBJ photo/Mark Montieth)

**The systems that were designed to
marginalize, stigmatize, exclude
and blatantly mistreat
people of color are what built
our community and our nation
hundreds of years ago.**

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access to education VOTER SUPPRESSION
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Section B | Supplement to Indianapolis Business Journal ibj.com/public-notices

Matching foreign investors with local opportunities

By Marilyn Odendahl
The Indiana Lawyer

Marco Moreno was introduced to the idea of economic development by watching a rundown, forgotten neighborhood in Indianapolis get a second chance.

He came to the Circle City to study at Indiana University Robert H. McKinney School of Law and was intrigued by the neighborhood redevelopment work being done in the Fall Creek area just north of downtown. A few years later, his interest was reignited during a conference where he learned how regional centers were being used to inject additional funding into projects designed to grow businesses and help communities in the United States.

Most recently, the Indianapolis immigration attorney with Moreno LLP has stepped into the economic development arena by purchasing the regional center this is now Crossroads Investment Partners LLC and moving its headquarters to Indiana. He is now working to match foreign investors with activities in such areas as construction, manufacturing and health care around Indiana.

"I was just amazed at all the money that was being infused in this area," Moreno said, recalling his fascination with the Fall Creek effort. "Then I became very interested in other ways of finding sources of funding and not just completely relying on the government to give tax breaks."

While immigration attorneys are often hired by regional centers, Crossroads is believed to be the only such center owned by a lawyer. Moreno had originally



The Crossroads Investment Partners team, from left: Ingrid Avilez, director of international operations; Brandon Collins, director of internal operations; Karla Bledsoe, director of international relations; Jason Randolph, director of business development; and Marco Moreno, CEO and general counsel. (IL photo/Eric Learned)

wanted the city of Indianapolis or state of Indiana to be involved with establishing a regional center here, and although government officials were interested, they ultimately turned him down, he said.

He continued, at the encouragement of a friend, to look at the possibility and went so far as to file an application, at the cost of \$150,000, to create a new regional center. When the government's own deadline for processing the application stretched from one year to more than two years, Moreno tried another approach and was able to pick up Crossroads for \$55,000.

The regional center is designed to bring overseas investors to Indiana, which has been benefiting from foreign investment for decades. Adam Berry, vice president of economic development and technology at the Indiana Chamber of Commerce, said the expenditures made by foreign companies are critical to the state's economy.

Former Gov. Robert Orr started the drive for foreign investment when he began courting Japanese businesses to open operations in Indiana. The result is seen in the workforce numbers. Citing 2017 statistics, Berry said 7.73% of Hoo-

siers worked at a majority-owned U.S. affiliate, an entity in which the foreign partners own more than 50%. This outpaced the national average of 5.97% of workers.

Also, foreign-based companies do well in the Hoosier state. The 2019 annual report from the Indiana Economic Development Corp. reported that 38 foreign-owned companies located in Indiana announced plans to expand, which is anticipated to pump \$3 billion into the state's economy and create 6,000 new jobs.


"It's important for us to demonstrate that foreign-owned companies have been successful in Indiana and this is a safe place to put investor dollars," Berry said.

The gleaming high rise on the plot of land that used to hold Market Square Area in Indianapolis is an example of how foreign investors funneling their money through a regional center can boost a project. Overseas companies pushed roughly \$25 million into what is now 360 Market Square, a 28-story mixed-used tower that includes a Whole Foods Market and 292 luxury apartments.

Moreno, who used to live in that building, sees many potential investment opportunities in Indiana for foreign nationals. His excitement has not diminished from the time he first learned about the economic development work done by regional centers.

"... I thought this is the new best thing," Moreno recalled. "This is going to be the game changer."

See **IMMIGRATION** page 5B



SHERIFF'S SALE

Notice to all parties, known and unknown, that a foreclosure action is pending. Useful for real estate investors, private citizens or lenders seeking to help the owner keep the property . . . a potential source of a bargain on real estate!

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INSIDE

Every week, IBJ's Court and Commercial Record supplement contains public notice for Marion County, Indiana. Various branches of government have passed laws requiring themselves and select private interests to disclose information about their plans and activities in newspapers. This ensures citizens have access to information they need to participate in the governance of their communities. You may also access this information online at ibj.com.

Administration.....	8B	Car Sales	Name Changes.....	9B	
Bidders.....	6B	(Mechanic's Liens).....	9B, 10B	Public Hearings.....	10B
Bond Sales.....	11B	Interested Persons.....	9B, 11B	Service by Publication.....	5B
Budget Estimates.....	11B				

Millennial Money: How to plan and budget for DIY goals now

Sean Pyles

Did you find yourself cooped up during the pandemic-induced stay-at-home orders, blankly staring at the walls of your house, longing for more?

Maybe you wanted to travel or go out to dinner with friends. Or maybe you just wanted a fresh coat of paint on that wall.

If you found yourself in the latter camp, you had company: When the home improvement platform Houzz surveyed 1,000 homeowners who use the site in April, nearly 80% said they were considering remodeling changes that would

help them enjoy their houses more. And sales at Home Depot were up 7% in the first quarter of this year compared with the same period last year, a possible sign that consumers were already spending more on home improvement materials.

Although now might seem like the perfect time for DIY home improvement, be sure to consider our new reality. Plan the project's size, type and budget to fit current circumstances.

Plan your project

Whether it's a wall in need of color or a drab backyard that could use some

landscaping, start by knowing what you want to accomplish. Then, put together a plan.

When determining the project you'll take on, think about what's within your skill set and what you can accomplish during the upcoming months. For example, if you want to remodel your bathroom, put in some flower beds and redo the siding on your house, start with the flower beds since it's easier and timely.

Some projects are better left for professionals or for a later date. You might decide to wait to renovate a bathroom when you're holed up for the winter and

to hire a professional for the siding since it's complicated to install.

But realize that it might be difficult to get a professional on the phone given the uncertain state of businesses and stay-at-home orders. As well, resist the temptation to do everything yourself.

"Wiring and plumbing shouldn't be DIY unless you know something about it," says Alexandra Barker, principal at Barker Associates Architecture Office in New York. "Because then, if you're in a crisis, it's hard to get a plumber or electrician to answer your calls right now."

Vicki and Steph Kostopoulos, a mother-daughter duo who run the "Mother Daughter Projects" blog, suggest holding off on any project that involves a lot of sanding — during which you would need to wear an N95 mask — given the current demand for personal protective equipment in hospitals.

Do your research

Choosing a project can be exciting, but figuring out exactly how to do it is an altogether more difficult task.

"Before you start a project, watch a number of videos on how to do it so you can make sure you understand the process," says Steph Kostopoulos. "By watching multiple sources, you'll be able to get an idea of how it's done."

YouTube has countless hours of DIY videos, but the quality varies. For consistent and knowledgeable how-to videos, check out This Old House, a home improvement series that makes seemingly complicated DIY projects more accessible. Apartment Therapy is another reliable resource.

Set your project budget

You know what you want to accomplish and how you would do it — but can you afford it? Make sure you know the total cost of a project, then review your budget and see how much of your expendable income can be allocated for it.

The budgeting process might take some negotiation between what you can afford right now and what you want to accomplish. Given that we're in a recession, it's best to avoid going into debt or tapping your emergency fund for home improvements.

Consider making a simple spreadsheet that lists the items you need and how much they'll cost. That lets you prepare for and track the cost of the project. And pad it a bit because your project will likely cost more than that when it's done, Barker says.

"You always have to add in 10% or 15% of cost overage to your project budget," she says. "You never know if your dog or cat could knock over your can of paint, then you have to buy another. Expect the unexpected as part of your budgeting."

If you find the total expenses are more than what you can afford right now, see if you can divide the project into more manageable chunks over time. This will help you get started without stretching your finances. •

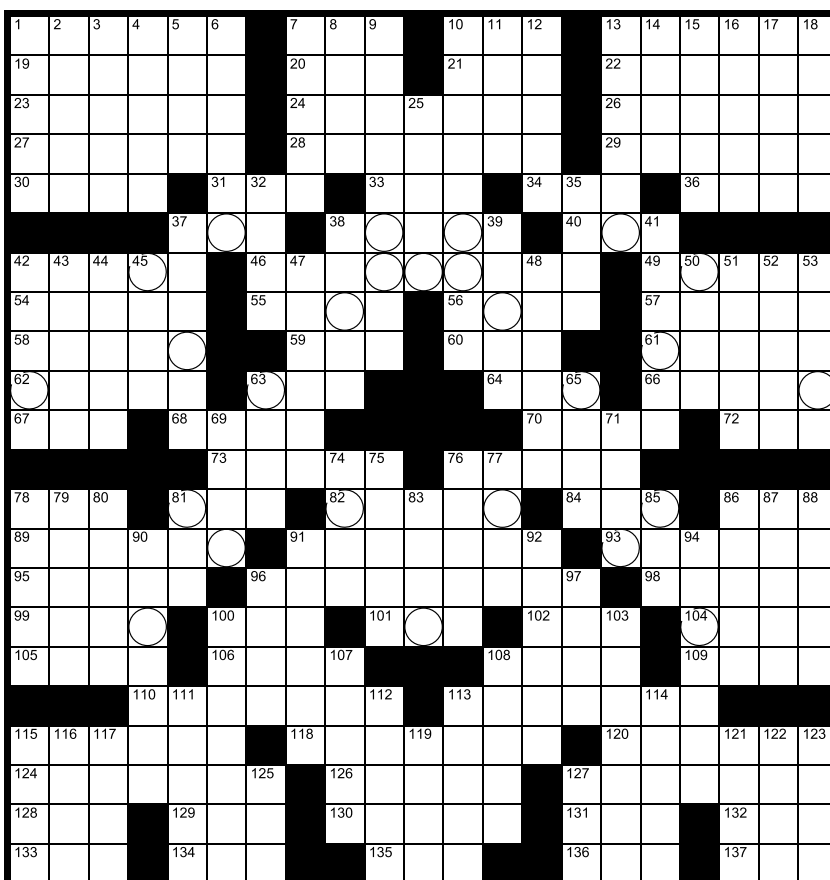
Pyles is a writer at NerdWallet. Email him at spyles@nerdwallet.com.

KNIGHT VISION BY EVAN BIRNHOLZ

Read more about this crossword constructor tribute puzzle at washingtonpost.com/people/evan-birnholz

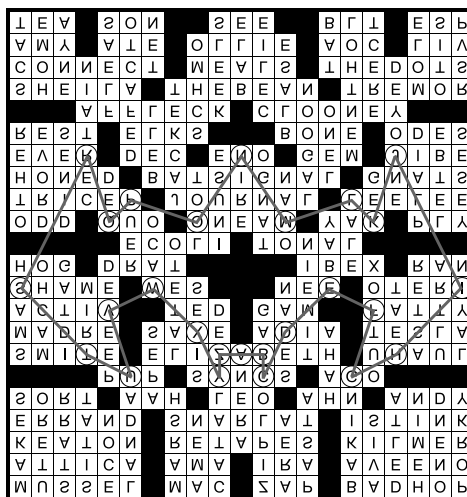
ACROSS

- 1 Wedge-shaped mollusk
- 7 Entertaining Bernie
- 10 Sci-fi sound effect
- 13 Tough bounce for a shortstop to handle
- 19 Prison in 1971 news
- 20 Q&A session on Reddit
- 21 Radio host Flatow
- 22 Body wash brand
- 23 He played this puzzle's subject in 1989
- 24 Records again
- 26 He played this puzzle's subject in 1995
- 27 Post office trip, e.g.
- 28 Threaten, canine-style
- 29 "You're way better than me at this"
- 30 ___ of (kinda)
- 31 Satisfied sigh
- 33 Fitting zodiac sign for a Detroit Lions player
- 34 Philip of "Kung Fu"
- 36 Artistic Warhol
- 37 Small sheltie, e.g.
- 38 Aligns, as audio files
- 40 Of yore
- 42 Strike, like a god
- 46 "Pride and Prejudice" protagonist Bennet
- 49 Company with trailers
- 54 Mother in Monterrey
- 55 "If the World Was Ending" singer JP
- 56 Sarah McLachlan hit
- 57 Car with a Smart Summon feature
- 58 When Prospero says "We are such stuff / As dreams are made on"
- 59 Red Sox great Williams
- 60 Group of whales
- 61 ___ acids
- 62 "That's a pity"
- 63 1969 NBA MVP Unseld
- 64 Once named
- 66 Cheri of "Love & Sex"
- 67 Truffle hunter
- 68 "Fudge!"
- 70 Mountain goat
- 72 Participated in a race
- 73 Raw meat contaminator
- 76 Opposite of dissonant
- 78 Off-the-wall
- 81 Status ___
- 82 Night shift hr.
- 84 Tibetan ruminant
- 86 Practice, as a trade
- 89 Push-up target, informally
- 91 Personal record
- 93 Sobieski of "Eyes Wide Shut"
- 95 Fine-tuned
- 96 High light of action films?
- 98 Picnic pests
- 99 "No one will ___ know"
- 100 The 12 of 12/31: Abbr.
- 101 Devo producer Brian
- 102 Piece of pirate treasure
- 104 Be in accord (with)
- 105 Take it easy
- 106 Order with an Antlers youth program
- 108 Support group member?
- 109 Letters of commendation?
- 110 He played this puzzle's subject in 2016
- 113 He played this puzzle's subject in 1997
- 115 BET co-founder Johnson
- 118 Nickname of Chicago's "Cloud Gate," so called for its legume-like shape
- 120 Sign of seismic activity
- 124 With 127 Across, what you must do alphabetically to reveal the 96 Across
- 126 Course loads?
- 127 See 124 Across
- 128 Lois Lane portrayer Adams
- 129 ___ dirt (was humbled)
- 130 Stan's comic partner
- 131 Dem rep. sworn into Congress at age 29
- 132 Tyler of "Ad Astra"
- 133 Boston ___ Party
- 134 Robb, to Catelyn Stark
- 135 Call, at a casino
- 136 Crunchy lunch, briefly
- 137 Predictive power, briefly



DOWN

- 1 Forms
- 2 In ___ (in the womb)
- 3 Apt surname for an idol
- 4 Occupy, as a booth
- 5 Nobel category, briefly
- 6 Martin of "EDtv"
- 7 Grassy ecosystem
- 8 Congregation's cry
- 9 Accelerated, as a chemical reaction
- 10 Plastic storage unit
- 11 Real estate measure
- 12 Strands at a restaurant
- 13 Working at a cookie-cutter job?
- 14 Car rental chain
- 15 River formation
- 16 Confine
- 17 Ceaselessly
- 18 "Space Jam" pig
- 25 Game point?
- 32 Bonobos and gibbons
- 35 "Oh man, that's classic!"
- 37 Vexed
- 38 Some sudoku entries
- 39 Common sight in a lot
- 41 One-up slyly
- 42 Tennis winner, often
- 43 "___ Man" (hit for the Village People)
- 44 Luggage label
- 45 Cut back
- 47 Not punctual for
- 48 Cry for resuming play
- 50 Campfire output
- 51 Flower with rays
- 52 Prefix for "sonic"
- 53 Easy two-pointer
- 63 Jennifer Love Hewitt's Texas birthplace
- 65 Shopping.com parent
- 69 Agree to a second stint
- 71 Airline at Ben-Gurion
- 74 Spoils, as in the plot of a heist film?
- 75 Not vacant
- 76 "Strictly Come Dancing" dance
- 77 Bahla Fort's nation
- 78 Each follower?
- 79 Got going in golf ... or in a Golf, say
- 80 Consumes in style
- 81 Math proof abbr.
- 83 "Happy Days" actress Moran
- 85 Porter holder
- 86 Flannel pattern
- 87 Leave undisturbed
- 88 Hoped-for replies
- 90 Having no doubt
- 91 Leather piece of attire for the Fonzy
- 92 Body of water near a coastal plain
- 94 Took pleasure in
- 96 Town crier's item
- 97 Jay once on NBC
- 100 In actuality
- 103 Peppermint oil extract
- 107 Ordinary guy
- 108 Uninterested in it all
- 111 Greyhound problems
- 112 Vessels' bottoms
- 113 Whoopi's role in "The Color Purple"
- 114 Construct
- 115 Perform a jazzy riff
- 116 Castle, to a queen, e.g.
- 117 Musician from Donegal
- 119 He played this puzzle's subject in 2005
- 121 Tunneling insectivore
- 122 R&B legend Johnny
- 123 Agree to go, say
- 125 Neon's atomic number
- 127 Caps lock neighbor



NOILNOTS

Saying goodbye: Baker to retire after more than 40 years as a judge



**By Olivia Covington
The Indiana Lawyer**

Indiana Court of Appeals Judge John G. Baker is retiring as the state's longest-serving judge, capping a judicial career that began with his appointment to a new court in Monroe County. (Photo courtesy of Zionsville Monthly)

It wasn't quite the retirement he expected.

With COVID-19 forcing most of the population to work from home, Court of Appeals Judge John Baker quietly visited the Indiana Statehouse in early June to pack up his chambers. He's been working from his Bloomington home, and even though he won't officially retire until July 31, he decided to close out his Indianapolis office early, without the usual pomp and circumstance of a sendoff.

It was a bittersweet day, Baker admitted, as he packed away 30-plus years of memories. The longest-serving judge in Indiana, including 10 years on the Monroe County bench, he plans to spend his days in Bloomington enjoying time with his wife while also working as a senior judge.

Baker has been "practicing" retirement in recent months, spending certain days working at home in the morning before heading to a restaurant and a movie in the afternoon.

"I wanted to work from home," Baker said with a laugh, "but I didn't mean for everyone else in the world to have to do it."

The bulk of his career has been spent in a black robe, starting as a pro tem in the Bloomington City Court before becoming the first judge of the then-newly created Monroe County Court. Eventually he would help lead the effort to create a unified court system in Monroe County, which he says is now the paradigm for other courts to emulate.

The retiring judge is proud of the work he's accomplished on the bench, both at the trial and appellate levels. One of his

proudest achievements, he said, was his partnership with former Chief Justice Randall Shepard to create the Indiana Graduate Program for Judges.

Having been in the judiciary for four decades, Baker also had ample opportunity to work with the other two branches of Hoosier government. Both the Indiana House and Senate held ceremonies in his honor during the 2020 legislative session.

His impact on the bar is also not soon to be forgotten, as multiple candidates vying to be his successor have spoken highly of his body of work and engagement with lawyers.

As the Judicial Nominating Commission prepares to name his successor, Baker hopes whoever replaces him will bring to the bench a sense of industry, intellectual integrity, common sense and the ability to listen.

"And based on the people I've seen on that list," he said of his potential successors, "they're not going to miss me long."

Baker recently spoke with *The Indiana Lawyer* over the phone for a look back at his long judicial career.

Given how involved you were with the Monroe County courts, why did you decide to pursue the Court of Appeals?

During that time I was serving as president of the Indiana Judges Association, and that was before we had a really active lobbying process, which meant that I had to spend a great deal of time with the General Assembly. So what happened was, as I was patrolling the halls of the Statehouse, one of the judges

on the Court of Appeals suggested that with Robert Neal's retirement approaching in the next year, maybe I should give it some thought. I'd been labeled a Democrat for 13 years at that point, and nobody in the Democratic Party had been appointed. But then a man named Evan Bayh won the governor's race in 1988, and those same fellas were a little bit more aggressive, so I gave it some thought. I was flattered and I thought it was interesting work, but I wasn't sure if I was cut out for it. But I put my name in, and guess what? I got it.

You're the most prolific judge in the history of Indiana's appellate courts. How did you manage the workload?

Much of that was brought about because I've been there a long time – I was an appellate judge for 34 years. I've had wonderful law clerks since Day 1, and they have been some of the smartest lawyers I've ever worked with. I know some people can muse about cases, but I'm not that gifted. I've always had to do the best I could with what I thought was the right thing to do. After reading and hearing arguments and doing my own independent study, I would just do it and move on. I recall that in one year I would do more cases in a month than my colleagues on the Supreme Court did in a year. But they had to spend all their time managing the court system and attorney and judicial discipline rules. We didn't have to do that.

I sought appointment to the Supreme Court twice and was a finalist in 1991. I sought it, but I didn't get it — my point is that Providence was looking out for me,

because I ended up where I needed to be. I enjoyed the volume of the work and its diversity. My colleagues on the Supreme Court spend a lot of time deciding what not to decide, but one thing the Court of Appeals does is, we don't get to pick our inventory. Our process is, you don't pick the cases you want to write on — you get randomly assigned to be the majority writer unless two other people don't agree with you. I liked it and I still like it.

Given the pandemic, will you return to your chambers or finish your term at home?

I'm going to finish it out at home, in order to make it work because of the pandemic. I would've stayed until the last day — we had planned a nice retirement ceremony on July 30, but of course that's all been continued indefinitely. When I retire, then somebody will move into my office. Mine is the nicest one to move into, and the rookie — my replacement — will go into another office. All of that requires room changes, so I thought I'd help my colleagues by getting out of the way.

What's been the hardest part of your job, and the best part?

The hardest part when I was a trial judge was sentencing, because often, because of the way the law was written, when you had to send someone to prison, it was just an acknowledgement of a failure on the part of society and other institutions that this person has to be warehoused. I struggled mightily in family law cases about custody. Finally, one of my colleagues said, "Baker, just settle down. If they're silly enough to let you do it, just do the best you can. But if they're good parents, it won't matter."

There is some isolation as an appellate judge, more than as a trial judge. When I was in junior high, I read a short story, "The Man Without A Country." When I got to the Court of Appeals, I was a man without a country. I was living in Bloomington and working in Indianapolis ... That took some adjustment, but I adjusted.

What I like about the appellate process is working with other people, hearing their views on an issue, trying to be a good listener and, when appropriate, trying to convince them to see a different point of view. I've also enjoyed working with the brilliant, wonderful law clerks I've had over the years. And I enjoyed being a representative for the court and working with the legislative branch and the executive branch.

You've developed a reputation for engaging with the bar. Why has that been important to you?

Lawyers are problem-solvers, and I was just in a position to solve some problems that would not otherwise be solved. I always felt like lawyers were my teammates, and I enjoyed lawyers. I always felt that I could relate and help them understand the court system better and try to enlist their help in making changes.

I don't know that it goes beyond that — I just always thought that it was part of my job to enrich the bar and help the bench. •

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IMMIGRATION

Continued from page 1B

Missing piece

With Crossroads, Moreno said he will be able to provide the piece that is often missing from other centers.

The Regional Center Program, established by Congress in 1990, enables foreign nationals to receive an EB-5 visa in exchange for investing about \$1 million into an economic project that will create at least 10 jobs. Moreno said while regional centers can identify investment opportunities, they struggle to find foreign investors, sometimes having to get help from brokers who can charge hundreds of thousands of dollars but offer no guarantees they will find anyone.

Crossroads was having difficulty finding investors, which put the regional center in danger of being closed by the federal government, Moreno said. As an immigration attorney, he said he has an advantage in identifying investors because not only does he have experience handling EB-5 visa applications, he has also cultivated business relationships with attorneys and others around the world.

Jason Randolph, vice president of business development at Crossroads, echoed Moreno. "We've got investors on the bench ready to get into the game and we need to identify really good projects," he said.

However, Aaron Grau, executive director of Invest in the USA (IIUSA), the trade association for the EB-5 Regional Center Program, sees the possibility for a conflict of interest within Crossroads because of its attorney ownership.

Questions could arise over whether Moreno is representing the interests of the investors or of the regional center, Grau said. Competition between states for investors can be fierce, so Moreno will

have to be clear on whether he is representing a particular investor's interest or if he is representing the regional center and the project it is pushing.

Moreno countered by pointing to the safeguards in the system where he will have to comply with U.S. Securities and Exchange Commission regulations by providing full disclosure about the project to the investor. Details such as other sources of funding, total cost of the project and how the investor's money will be used will have to be provided.

Moreover, he will have to meet the requirements of the U.S. Customs and Immigration Services to ensure the investor gets the visa. Investors are putting money into the projects for the purpose of getting permanent residency. Moreno said he "actually cares" that the foreign nationals are able to realize their goal.

"I think that's where the other regional centers have screwed up ...," Moreno said. "They're only representing the regional center (so they say), 'Screw the investors, who cares if they get their green cards?'"

Potential projects

In an analysis of regional center activity, IIUSA found foreign investors pumped nearly \$11 billion into the U.S. economy during fiscal years 2014 and 2015. The bulk, \$7.1 billion, went into construction projects, while most of the \$3.9 billion that was funneled into nonconstruction projects went to hotels, \$1 billion, and real estate, \$527 million.

Grau said investors are attracted to construction because they can more easily see the return on their investments. Although an engineering or health care project might produce white-collar jobs, foreign nationals are not likely to offer support because they want to be sure their investments lead to the jobs needed to get their visas. Creating high-skill, high-paying positions is more difficult,

Economic impact

Investments of nearly \$11 billion through the EB-5 program in fiscal years 2014 and 2015 created an estimated 355,208 jobs and contributed about \$55 billion to U.S. economic output.

	Northeast	Midwest	South	West	U.S. Total
EB-5 investment*	\$3,820	\$380	\$2,613	\$4,171	\$10,984
Job creation	90,474	47,564	102,456	114,714	355,208
Economic output*	\$14,455	\$7,790	\$14,922	\$18,324	\$55,490
Labor income*	\$6,547	\$2,851	\$5,989	\$7,636	\$23,022

* in millions

Source: Invest In the USA February 2019 report "Assessment of the Economic Value and Job Creation Impacts of Project Capital Investment Activity Under the EB-5 Program"

so investors do not want to risk losing their permanent resident status on a project that might struggle to generate the number of jobs required.

Even as COVID-19 has stalled the economy, Moreno is encouraging foreign nationals to prepare their investment applications in anticipation for when business starts moving again. He explained that getting a visa petition processed takes about two years, so with the hope that a vaccine is developed in the next 12 to 18 months, investors will be

ready to jump when the pandemic ends.

And Randolph sees many investment opportunities coming. In particular, the outbreak may enable more businesses to qualify for the troubled business designation, which could then open them to foreign investors. Enterprises that were profitable but have fallen 20% or more on account of the shutdown will be attractive.

"I think COVID is going to provide larger opportunities than we know of today," Randolph said. •

Service by Publication

The service of process, which may include a summons, on an absent or nonresident defendant by publishing a notice of suit.

SUMMONS -- SERVICE BY PUBLICATION NOTICE OF SUIT

State of Indiana, County of Marion, SS: In the Marion Circuit Court Cause No.: 49C01-2006-PL018619 Lehman Asset Fund Series III LLC, Plaintiff, vs. Betty Haynes, Bowman & Heintz, et al., "The World", Defendants.

You are notified that you have been sued in the above-referenced Court.

This Summons and Notice of Publication is directed to the following persons who may have an interest in the following described real estate located in Marion County, Indiana that is the subject of this proceeding, and whose whereabouts are known to Plaintiff as follows: **Betty J. Haynes, Bowman & Heintz, John Doe/Mary Doe, as Unknown Occupants, and "The World"**.

Lot 28 in Herman Maple Heights Addition", an Addition to the City of Indianapolis as recorded in Plat Book 29, Page 183, in the Office of the Recorder of Marion County, Indiana. Commonly known as: **4338 N. Audubon Rd., Indianapolis, IN 46226.**

And all other persons claiming any right, title or interest in the described real estate herein, through or under them or any other person or entity, the names of all whom are unknown to the Plaintiff.

In addition to the above-named Defendants being served by this summons there may be other Defendants who have an interest in this lawsuit.

If you have a claim for relief against the Plaintiff arising from the same transaction or occurrence, you must assert it in your written answer.

The Publication of this Notice is given pursuant to Indiana Code 32-20-3-14 and Indiana Code 43-21-1.

You must answer the Complaint in writing, by you or your attorney, on or before the 2nd day of August, 2020, (the same being within thirty (30) days after the Third Notice of Suit), and if you fail to do so a judgment will be entered against you for what the Plaintiff has demanded.

JYNELL D. BERKSHIRE Attorney for Plaintiff

ATTEST: Myla A. Eldridge Clerk of Court (SEAL)

Jynell D. Berkshire BERKSHIRE LAW LLC 1320 E. Vermont Street Indianapolis, IN 46202 (317) 434-3000 20-2004--06:19--26--07:03

SUMMONS -- SERVICE BY PUBLICATION AMENDED NOTICE OF SUIT

State of Indiana, County of Marion, SS: In the Marion County Superior Court Cause No. 49D02-2002-MF005837

Birch Walnut, LLC, Plaintiff, vs. Frank A. Brown, Rhonda Collins, Defendants.

The State of Indiana to the Defendants above-named, and any other person who may be concerned: You are notified that you have been sued in the Court above named.

The nature of the suit against you is: Foreclosure of mortgage and termination of your interest, if any, in the real property located at:

8103 Laughlin Drive Indianapolis, IN 46219

and to the following Defendants whose whereabouts are unknown: Frank A Brown, and all other persons claiming any right, title, or interest in the within described real estate by, through or under them or any other person or entity, the names of all whom are unknown to the Plaintiff.

In addition to the above named Defendants being served by this summons there may be other Defendants who have an interest in this lawsuit.

If you have a claim for relief against the Plaintiff arising from the same transaction or occurrence, you must assert it in your written answer.

You must answer the Complaint in writing, by you or your attorney, within thirty (30) days commencing the day after final publication of this notice, and if you fail to do so a judgment will be entered against you for what the Plaintiff has demanded.

By /s/ David M. Bengs Attorney for Plaintiff

ATTEST: Myla A. Eldridge Clerk of the Marion Superior Court (SEAL) David M. Bengs Jennifer L. Snook MARINOSCI LAW GROUP, P.C. 455 West Lincolnway, Suite B Valparaiso, IN 46385 Telephone: (219) 386-4700 20-2005--06:19--26--07:03

SUMMONS BY PUBLICATION

NOTICE OF SUIT

State of Indiana, County of Marion, SS: In the Marion Superior/Circuit Court Cause No.: 49D06-2006-CC018669 Wildwood Homes, Inc., Plaintiff, vs. Alondra Del Rosario Villa Rodriguez, Grover R. White, National City Bank, Gulf Harbour Investments Corporation, and Any Unknown Occupants, Defendants.

Notice is hereby given that Plaintiff, Wildwood Homes, Inc. has filed a suit to foreclose lien in the Marion Superior 6, against Defendant Grover R. White whose whereabouts are unknown. Said case is pending under cause number 49D06-2006-CC-018669. The Court is located at 200 E. Washington St., Room W-542, Indianapolis, IN 46204. Plaintiff is represented by Steven C. Earnhart, THRASHER BUSCHMANN & VOELKEL, P.C., 151 N. Delaware St., Suite 1900, Indianapolis, IN 46204, 317-686-4773. Said claim to foreclose lien arises from delinquent homeowners association assessments. Defendant Grover R. White must respond within thirty (30) days after the last notice of the action is published. If Defendant Grover R. White fails to do so, judgment by default may be entered against Defendant Grover R. White for the relief demanded in the Plaintiff's complaint.

By /s/ Stephen C. Earnhart

THRASHER BUSCHMANN & VOELKEL, P.C. By: /s/ Stephen C. Earnhart ATTEST: Myla A. Eldridge Clerk of the Marion Superior Court (SEAL) Steven C. Earnhart 151 North Delaware Street Suite 1900 Indianapolis, Indiana 46204 317-686-4773 20-2006--06:19--26--07:03

NOTICE OF SUIT

State of Indiana, County of Marion, SS: In the Marion Circuit Court Cause No.: 49C01-2006-PL019124 Taja Robinson, Plaintiff, vs. Chasli Mishan Harris, and The World, Defendants

You are notified that you have been sued in the above-referenced Court. The nature of the suit against you is a Complaint to Quiet Title to Real Estate Obtained via Tax Sale on the following described real estate: Lot Numbered 121 in Glick's Post Addition, an Addition to the City of Indianapolis, Indiana, as per plat thereof recorded in Plat Book 31, page 450, and re-recorded in Plat Book 32, page 29, in the Office of the Recorder of Marion County, Indiana. The same is commonly known as **2702 North Bazil Avenue, Indianapolis, Indiana 46219.**

This Summons and Notice of Publication is directed to the following persons who may have an interest in the described real estate located in Marion County that is the subject of this proceeding, and whose name appears of record concerning the real estate: **Chasli Mishan Harris and The World.**

In addition to the above named Defendants being served by this Summons, there may be other Defendants who have an interest in this lawsuit.

This Publication of Notice is given pursuant to Indiana Code Sec. 32-30-3-14 and Indiana Code Sec. 34-32-1.

You must answer the Complaint in writing, by you or your attorney, on or before the 2nd day of August, 2020 (the same being within thirty (30)

days after the Third Notice of Suit), and if you fail to do so, a judgment will be entered quieting title to the real estate in the name of the Plaintiff as the Plaintiff has demanded.

STRIBECK LAW P.C. By: /s/ S. Christopher Striebeck Attorney for Plaintiff

ATTEST: Myla A. Eldridge Clerk of the Marion County Circuit Court 1 S. Christopher Striebeck STRIBECK LAW P.C. 8888 Keystone Crossing Suite 1300 Indianapolis, Indiana 46240 (317) 362-0191 20-2007--06:19--26--07:03

NOTICE OF SUIT

State of Indiana, County of Marion, SS: In the Marion Circuit Court Cause No.: 49C01-2006-PL018701 Brandon Cedric Howard a/k/a Brandon Howard, Plaintiff, vs. Unknown Occupant 8441 East Beechwood Avenue, Indianapolis, IN 46219; Beneficial Mortgage Co. of Indiana; Health and Hospital Corporation of Marion County; and, The World, Defendants

You are notified that you have been sued in the above-referenced Court. The nature of the suit against you is a Complaint to Quiet Title to Real Estate Obtained via Tax Sale on the following described real estate:

Part of the South half of the Northwest quarter of Section 7, Township 15 North, Range 5 East of the Second Principal Meridian, in Marion County, Indiana, more particularly described as follows, to-wit Beginning on the South line of said half quarter section at a point 2064.065 feet East of

School Corporation also reserves the right to postpone, from time to time, the date established for the receipt of bids on the Bonds. Any such amendment or postponement will be announced in the same manner as the notice of the sale from the Municipal Advisor as described in "BIDDING DETAILS." If any date fixed for the sale is postponed, any alternative sale date will be announced at least 24 hours prior to such alternative sale date.

BASIS FOR AWARD. The sale of the Bonds will be awarded to the bidder making a bid that conforms to the specifications herein and which produces the lowest Net Interest Cost to the School Corporation. The Net Interest Cost is determined by computing the total interest on all of the Bonds from the date of delivery to the date of maturity or mandatory sinking fund redemption, if applicable, and deducting therefrom the premium bid, if any, or adding thereto the amount of any discount. In the event of a bidder's error in net interest cost rate calculations, the interest rates and premium, if any, set forth or incorporated by reference in the Official Bid Form will be considered as the intended bid.

GOOD FAITH DEPOSIT. The Purchaser will be required to provide to the School Corporation a good faith deposit in the form of cash, a certified check or a cashier's check or a wire transfer in the amount of one percent (1.00%) of the aggregate principal amount of the Bonds to be sold to the Purchaser (the amount of such wire transfer being referred to hereinafter as the "Deposit") within twenty-four (24) hours after being notified of being the Purchaser. If the Deposit is not received by the time set forth above, then the bid of the Purchaser shall be rejected. The Deposit will be applied to the purchase price of the Bonds awarded to the Purchaser.

In the event the Purchaser fails or refuses to comply with the provisions of the bid and this Notice, such Deposit shall become the property of the School Corporation and shall be taken and considered as liquidated damages of the School Corporation on account of such failure or refusal.

The Purchaser will be required to make payment for the Bonds in Federal Reserve or other immediately available funds and accept delivery of the Bonds within five (5) days after being notified that the Bonds are ready for delivery, at a bank designated by the School Corporation. Any premium bid must be paid in cash at the time of delivery as a part of the purchase price of the Bonds. The Bonds will be ready for delivery within sixty (60) days after the date on which the award is made, and if not deliverable within that period, the Purchaser will be entitled to rescind the sale and the Deposit will be returned. Any notice of rescission must be in writing.

It is anticipated that CUSIP identification numbers will be printed on the Bonds if the Purchaser is an Underwriter, but neither the failure to print such numbers on any Bonds nor any error with respect thereto shall constitute cause for a failure or refusal by the Purchaser to accept delivery of and pay for the Bonds in accordance with the terms of its bid. No CUSIP identification number shall be deemed to be a part of any Bond or the contract evidenced thereby and no liability shall hereafter attach to the School Corporation or any of its officers or agents because of or on account of such numbers. All expenses in relation to the printing or typing of CUSIP numbers on the Bonds shall be paid by the School Corporation. The Purchaser will also be responsible for any other fees or expenses it incurs in connection with the resale of the Bonds.

AUTHORITY AND PURPOSE. The Bonds are being issued under the provisions of the Indiana Code to provide the School Corporation with funds to pay for the costs of the 2020 Bus Reimbursement Project as described and defined in the Resolution, as more fully described in the Preliminary Official Statement, together with the expenses necessarily incurred in connection therewith, including the expenses incurred in connection with the issuance of the Bonds.

The principal of and interest on the Bonds are a general obligation of the School Corporation payable from ad valorem property taxes collected by the School Corporation on all taxable property within the geographical boundaries of the School Corporation as described in more detail in the Preliminary Official Statement.

BOND DELIVERY. At the time of delivery of the Bonds, the approving opinion of Barnes & Thornburg LLP, Indianapolis, Indiana, Bond Counsel, as to the validity of the Bonds, together with a transcript of the proceedings for the Bonds, the printed Bonds and closing certificates in the customary form showing no litigation, will be furnished to the Purchaser at the expense of the School Corporation. In addition, unless bond counsel is able, on the date of delivery, to render an opinion to the effect that the interest on the Bonds is exempt from income taxation in the State of Indiana for all purposes except the State financial institutions tax, the Purchaser shall have the right to rescind the sale, and in such event the Deposit will be returned.

PRELIMINARY OFFICIAL STATEMENT. A copy of the Preliminary Official Statement prepared at the direction of the School Corporation may be obtained in limited quantities prior to submission of a bid by request from the Municipal Advisor at the address set forth above. Said Preliminary Official Statement will be in a form deemed final by the School Corporation, pursuant to Rule 15c2-12 of the Securities and Exchange Commission (the "Rule"), subject to completion as permitted by the Rule.

The Preliminary Official Statement when further supplemented by an addendum or addenda specifying the interest rates of the Bonds, and any other information referred to in paragraph (b)(1) of the Rule, shall constitute a "Final Official Statement" of the School Corporation with respect to the Bonds, as that term is defined in the Rule. By awarding the Bonds to the Purchaser, the School Corporation agrees that, no more than seven (7) business days after the date of such award, it shall provide to the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, up to ten (10) copies of the Official Statement at the School Corporation's expense, any additional copies to be at the expense of the underwriting syndicate. The School Corporation designates the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, as its agent for purposes of distributing copies of the Final Official Statement to each participating underwriter. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt by each such participating underwriter of the Final Official Statement.

In order to assist bidders in complying with paragraph (b)(5) of the Rule, the School Corporation will undertake, pursuant to the Continuing Disclosure Contract which shall be delivered to the Purchaser at the closing on the Bonds, to provide annual reports, certain financial information, and notices of certain events as required by Section (b)(5) of the Rule. A description of this undertaking is set forth in the Preliminary Official Statement and will also be set forth in the Final Official Statement.

If bids for the Bonds are submitted by mail, they should be addressed to School Corporation in care of the Municipal Advisor at the address listed above.

The School Corporation reserves the right to reject any and all bids for any reason and for no reason at all and to waive any and all informalities, defects or requirements set forth in this notice or any bid submitted in response to this notice.

Dated this 26th day of June, 2020.
SCHOOL TOWN OF MUNSTER, LAKE COUNTY, INDIANA
20-2075--06:26--07:03

**OFFICIAL NOTICE OF INTENT TO SELL BONDS
\$5,350,000 (Preliminary, Subject to Change)
PERRY TOWNSHIP SCHOOLS, MARION COUNTY, INDIANA
GENERAL OBLIGATION BONDS, SERIES 2020**

NOTICE IS HEREBY GIVEN that upon not less than twenty-four (24) hours' notice given by telephone, electronically or otherwise on behalf of Perry Township Schools, Marion County, Indiana, an Indiana public school

corporation (the "School Corporation"), prior to ninety (90) days from the date of the second publication of this notice, bids will be received on behalf of the School Corporation in care of the School Corporation's municipal advisor, Baker Tilly Municipal Advisors, LLC (the "Municipal Advisor"), 8365 Keystone Crossing, Suite 300, Indianapolis, Indiana 46240, (317) 465-1500 (telephone), bids@bakertilly.com (e-mail), in the manner as set forth herein for (a) the purchase of the general obligation bonds of the School Corporation designated as "Perry Township Schools, Marion County, Indiana, General Obligation Bonds, Series 2020" (the "Bonds") in the aggregate principal amount of Five Million Three Hundred Fifty Thousand Dollars (\$5,350,000) (preliminary, subject to change), bearing interest at a coupon rate not exceeding four percent (4.00%) per annum, to be issued by the School Corporation pursuant to a resolution adopted by the Board of Education of the School Corporation on March 9, 2020 (the "Resolution").

Upon completion of the bidding procedures described herein, the results of the non-electronic bids received shall be compared to the electronic bids received by the Municipal Advisor on behalf of the School Corporation.

TYPES OF BIDS ALLOWED. Bids for the Bonds may be submitted via the **PARITY**® web site ("**PARITY**®"). Bidders may access the sale at the **PARITY**® website via the sale link at Internet Address www.newissuetime.com until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, not less than twenty-four (24) hours prior to the sale of the Bonds. To bid via **PARITY**®, bidders must have both (1) completed the registration form on **PARITY**®, if not previously registered, and (2) requested and received admission to the School Corporation's sale, as described in the Registration and Admission to Bid and details set forth below. As an alternative to **PARITY**®, bidders may submit a bids for Bonds to the Municipal Advisor at the address described above until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, twenty-four (24) hours prior to the sale of the Bonds. It is currently anticipated that bids on the Bonds will be requested to be submitted on July 14, 2020.

POTENTIAL BIDDER QUESTIONS. If a potential bidder has questions related to the School Corporation, the financings or the submission of bids, questions should be submitted by electronic mail to the Municipal Advisor at the addresses set forth in this notice no later than 11:00 a.m. (applicable Eastern Time) on July 13, 2020. Any question submitted after such date and time or not submitted via electronic mail to the Municipal Advisor at the address set forth above will not receive any response. To the best of the School Corporation's ability, all questions submitted on or before such date and time and submitted via electronic mail to the Municipal Advisor at the addresses set forth in this notice will be addressed by the School Corporation and sent to all potential bidders, including all bidders requesting the 24 hours' notice of sale, no later than 5:00 p.m. (applicable Eastern Time) on July 13, 2020. Additionally, upon request, the written responses of the School Corporation will be sent via electronic mail to any other interested person or entity requesting such written responses. Potential bidders should review the information in this notice as well as the Preliminary Official Statement (as hereinafter defined) for information regarding the School Corporation, the financings and the submission of bids prior to submitting any questions.

FORM, MATURITY AND PAYMENT OF BONDS. Interest on the Bonds shall be calculated on the basis of twelve (12) thirty (30)-day months for a three hundred and sixty (360)-day year and shall be payable semiannually on January 15 and July 15 in each year, commencing no earlier than July 15, 2021. The Bonds will be issued as fully registered bonds in either certificated form or in book-entry-only form (as selected by the successful bidder) in denominations of \$5,000 each or any integral multiple thereof or a minimum denomination of \$100,000 and \$1,000 multiples above such minimum denomination, as selected by such successful bidder, not exceeding the aggregate principal amount of such Bonds maturing in any one year, and when issued, will be registered in the name of the successful bidder or if the successful bidder determines to have such bonds issued in book-entry-only form, then in the name of CEDE & Co., as nominee for The Depository Trust Company ("DTC"), New York, New York. If book-entry-only form is selected by the successful bidder, the purchasers of beneficial interests in the Bonds will not receive physical delivery of bond certificates and ownership by the Beneficial Owners will be evidenced by book-entry only. As long as Cede & Co. is the registered owner of the Bonds as nominee of DTC, payments of principal and interest will be made directly to such registered owner, which will in turn, remit such payments to the DTC Participants for subsequent disbursement to the Beneficial Owners. Neither the School Corporation nor The Bank of New York Mellon Trust Company, N.A., as the registrar and paying agent (the "Registrar" and the "Paying Agent"), shall have any liability for the failure of DTC or any DTC Participant to remit the payment or provide any notice to any Beneficial Owner of the Bonds.

The Bonds shall be numbered consecutively from 2020R-1 upward, shall bear an original issue date which shall be the date the Bonds are issued and shall mature on January 15 and July 15 in the years and amounts as follows:

Maturity Date*	Principal Amount*
July 15, 2021	\$2,620,000
January 15, 2022	2,730,000

*estimated, subject to change

The School Corporation reserves the right to adjust principal amounts within maturities of the Bonds to achieve the financial objectives of the School Corporation based upon the rates bid by the successful bidder, the School Corporation's current debt service levy and the School Corporation's anticipated debt service levy during the term of the Bonds. The School Corporation also reserves the right to reduce the principal amount of the Bonds to be issued in order to receive no more than \$5,350,000 in proceeds from the sale of the Bonds, and in the event of such principal amount reduction to adjust principal amounts within maturities of the Bonds.

All payments of interest on the Bonds will be paid by check or draft mailed one business day prior to each interest payment date, to the registered owners of the Bonds as of the first (1st) day of the month in which such interest is payable at the address as it appears on the registration books kept by the Registrar and Paying Agent as of the first (1st) day of the month of the interest payment date or at such other address as is provided to the Registrar and Paying Agent in writing by such registered owner. Principal on the Bonds will be payable at the principal corporate trust office of the Paying Agent. Notwithstanding the foregoing, (a) so long as DTC or its nominee is the registered owner of the Bonds, principal of and interest on the Bonds will be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates in accordance with the procedures required by DTC, and (b) so long as all of the outstanding Bonds are held by one accredited investor, principal of and interest on the Bonds may be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates without presentment of the Bonds.

The Bonds may be transferred or exchanged at the office of the Registrar, subject to the terms and conditions set forth in the Resolution.

REDEMPTION PROVISIONS. Unless otherwise noted in the twenty-four (24) hour notice of sale received by all interested bidders prior to the sale date of the Bonds, none of the Bonds shall be subject to optional redemption prior to maturity.

Upon the election of the successful bidder with respect to the Bonds, any of the Bonds may be issued as term bonds subject to mandatory sinking fund redemption on January 15 and July 15 of the year set forth above at 100% of the face value in accordance with the schedule set forth above. If any of the Bonds are subject to mandatory sinking fund redemption, the Registrar and Paying Agent shall credit against the mandatory sinking fund requirement for any term bonds and corresponding mandatory sinking fund redemption obligation, in the order determined by the School Corporation, any term bonds maturing on the same date which have previously been redeemed (otherwise than as a result of a previous mandatory redemption requirement) or delivered to the Registrar and Paying Agent for cancellation

or purchased for cancellation by the Registrar and Paying Agent and not theretofore applied as a credit against any redemption obligation. Each term bond so delivered or canceled shall be credited by the Registrar and Paying Agent at 100% of the principal amount thereof against the mandatory sinking fund obligation on such mandatory obligations and the principal amount of that term bond to be redeemed by operation of the mandatory sinking fund requirement shall be accordingly reduced; provided, however, the Registrar and Paying Agent shall credit such term bonds only to the extent received on or before forty-five days preceding the applicable mandatory redemption date.

Notice of any mandatory sinking fund redemption will be mailed by first class mail by the Registrar and Paying Agent not less than 30 days prior to the date selected for redemption to the registered owners of all of the Bonds to be redeemed at the address shown on the registration books of the Registrar and Paying Agent; provided, however, that failure to give such notice by mailing or a defect in the notice or the mailing as to such Bonds will not affect the validity of any proceedings for redemption as to any other Bonds for which notice is adequately given. Notice having been mailed, such Bonds designated for redemption will, on the date specified in such notice, become due and payable at the then applicable redemption price. On presentation and surrender of such Bonds in accordance with such notice at the place at which the same are expressed in such notice to be redeemable or as otherwise agreed to by the School Corporation and set forth in the Bonds, such Bonds will be redeemed by the Registrar and Paying Agent for that purpose. From and after the date of redemption so designated, unless default is made in the redemption of such Bonds, upon presentation, interest on such Bonds designated for redemption will cease.

INTEREST RATES AND BANK QUALIFICATION. Each bid submitted must be for all of the Bonds and must state the rate or rates of interest therefor, not exceeding the maximum per annum interest rate hereinbefore specified. Such interest rate or rates must be in multiples of one-eighth (1/8) or one-one hundredth (1/100) of one percent (1.00%). Bids specifying more than one interest rate must also specify the amount and maturities of the Bonds bearing each rate. All Bonds maturing on the same date shall bear the same rate of interest. Although not a term of sale, it is requested that each bid show the total dollar cost to final maturity and the net interest cost on the entire issue to which such bid relates.

The School Corporation has designated the Bonds as "qualified tax-exempt obligations" pursuant to Section 265(b)(3) of the Internal Revenue Code of 1986, as amended.

BIDDING DETAILS. Any person interested in submitting a bid for the Bonds must furnish written notice of such intent along with such person's name, address and telephone number, on or before 11:00 a.m. (applicable Eastern Time), July 13, 2020, to the Municipal Advisor at the address and contact information set forth above. Notwithstanding the foregoing, any person or entity registered in **PARITY**® will be automatically deemed to have complied with the foregoing requirements for so long as such person or entity is registered in **PARITY**®. In addition to sending the notice on **PARITY**®, the School Corporation will cause each person so registered to be notified of the date and time bids will be received for the Bonds, not less than twenty-four (24) hours before the date and time of sale. The notification shall be made electronically if an e-mail address has been furnished. No conditional bid or bids for less than ninety-nine and one-half percent (99.50%) of the par value of the Bonds will be considered. The School Corporation reserves the right to reject any and all bids and to waive any informality in any bid. If no acceptable bid is received on the date fixed for sale of the Bonds, the sale may be continued from day to day thereafter without further advertisement for a period not to exceed thirty (30) days, but if so continued, no bid will be accepted which offers an interest cost which is equal to or higher than the best bid received at the time fixed for the sale.

A bidder for the Bonds may purchase bond insurance to guarantee the repayment of the debt service of the Bonds from a bond insurance company; provided, however, the payment of any premium for any such bond insurance will be paid by such successful bidder from its discount bid, and will not be paid by the School Corporation.

Each of the bids of the Bonds not submitted via **PARITY**® (i) must be on the form approved by the School Corporation, without additions, alterations or erasures, which form may be obtained from the Municipal Advisor at the address set forth herein; and (ii) delivered to the Municipal Advisor on behalf of the School Corporation at the applicable address or contact information set forth above.

While it is not a requirement for the successful bidder, the School Corporation encourages each successful bidder to make a good faith effort to offer the Bonds to be purchased by residents of the School Corporation.

INTERNET BIDS. If using **PARITY**®, bidders must first visit the **PARITY**® web site where, if they have never registered with **PARITY**®, they can register and then request admission to bid on the Bonds. Only NASD registered broker dealers and dealer banks with DTC clearing arrangements will be eligible to bid via **PARITY**®. Any questions pertaining to the **PARITY**® web site may be directed to **PARITY**® at (212) 849-5021.

RULES OF ELECTRONIC BIDDING. The "Rules" of **PARITY**® can be viewed on its website and are incorporated herein by reference. Bidders must comply with the requirements of **PARITY**® in addition to requirements of this Official Notice of Intent to Sell Bonds if the bidder is using **PARITY**®. To the extent there is a conflict between the Rules of **PARITY**® and this Official Notice of Intent to Sell Bonds, this Official Notice of Intent to Sell Bonds shall control.

CLOSED AUCTION. Bidders may change and submit bids as many times as they wish during the sale period for the Bonds, but they may not withdraw a submitted bid. The last bid submitted by a bidder prior to the deadline for the receipt of bids will be compared to all other final bids to determine the winning bid. During the sale, no bidder will see any other bidder's bid, nor will it see the status of its bid relative to other bids (e.g. whether their bid is the leading bid).

AMENDMENTS. The School Corporation reserves the right to amend any information contained in this Official Notice of Intent to Sell Bonds. The School Corporation also reserves the right to postpone, from time to time, the date established for the receipt of bids on the Bonds. Any such amendment or postponement will be announced in the same manner as the notice of the sale from the Municipal Advisor as described in "BIDDING DETAILS." If any date fixed for the sale is postponed, any alternative sale date will be announced at least 24 hours prior to such alternative sale date.

BASIS FOR AWARD. The sale of the Bonds will be awarded to the bidder making a bid that conforms to the specifications herein and which produces the lowest Net Interest Cost to the School Corporation. The Net Interest Cost is determined by computing the total interest on all of the Bonds from the date of delivery to the date of maturity or mandatory sinking fund redemption, if applicable, and deducting therefrom the premium bid, if any, or adding thereto the amount of any discount. In the event of a bidder's error in net interest cost rate calculations, the interest rates and premium, if any, set forth or incorporated by reference in the Official Bid Form will be considered as the intended bid.

In the event that the School Corporation fails to receive a bid on the Bonds from at least three Underwriters (as hereinafter defined), the School Corporation shall so advise the successful bidder for the Bonds (such successful bidder, the "Purchaser"). If the Purchaser is an Underwriter intending to resell all or any portion of the Bonds to the Public (as hereinafter defined), the Purchaser must, prior to acceptance of its bid by the School Corporation, either (i) agree in writing to neither offer nor sell any of the Bonds to any person at a price that is higher than the initial offering price for each maturity of the Bonds during the Holding Period (as hereinafter defined) for any maturity of the Bonds or (ii) request in writing that the School Corporation treat the first price at which 10% of a maturity of the Bonds (the 10% test) is sold to the Public as the issue price of that maturity, applied on a maturity-by-maturity basis. For purposes of this Notice of Intent to Sell

Bonds, (a) the term "Public" shall mean any person (including an individual, trust, estate, partnership, association, company, or corporation) other than an Underwriter or a related party to an Underwriter, (b) the term "related party" means any two or more persons who have greater than 50 percent common ownership, directly or indirectly, (c) the term "Underwriter" means (i) any person that agrees pursuant to a written contract with the School Corporation (or with the lead underwriter to form an underwriting syndicate) to participate in the initial sale of the Bonds to the Public, and (ii) any person that agrees pursuant to a written contract directly or indirectly with a person described in clause (i) of this paragraph to participate in the initial sale of the Bonds to the Public (including a member of a selling group or a party to a retail distribution agreement participating in the initial sale of the Bonds to the Public), (d) the term "Underwriters" means more than one Underwriter, and (e) the term "Holding Period" means the period starting on the date the School Corporation awards the Bonds to the Purchaser (the "Sale Date") and ending on the earlier of (i) the close of the fifth business day after the Sale Date, or (ii) the date on which the Underwriter has sold at least 10% of each maturity of the Bonds to the Public at prices that are no higher than the initial offering price for such maturity of the Bonds. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt of each such participating underwriter of the Official Statement. The Purchaser shall be responsible for providing (i) in writing the initial reoffering prices and other terms, if any, to the Municipal Advisor as and at the time requested and (ii) a certification verifying information as to the bona fide initial offering prices of the Bonds to the Public and sales of the Bonds appropriate for determination of the issue price of, and the yield on, the Bonds under Internal Revenue Code of 1986, as amended, as and at the time requested by the School Corporation's bond counsel.

GOOD FAITH DEPOSIT. The Purchaser will be required to provide to the School Corporation a good faith deposit in the form of cash, a certified check or a cashier's check or a wire transfer in the amount of one percent (1.00%) of the aggregate principal amount of the Bonds to be sold to the Purchaser (the amount of such wire transfer being referred to hereinafter as the "Deposit") within twenty-four (24) hours after being notified of the award of the Bonds. If the Deposit is not received by the time set forth above, then the bid of the Purchaser shall be rejected. The Deposit will be applied to the purchase price of the Bonds awarded to the Purchaser.

In the event the Purchaser fails or refuses to comply with the provisions of the bid and this Notice, such Deposit shall become the property of the School Corporation and shall be taken and considered as liquidated damages of the School Corporation on account of such failure or refusal.

The Purchaser will be required to make payment for the Bonds in Federal Reserve or other immediately available funds and accept delivery of the Bonds within five (5) days after being notified that the Bonds are ready for delivery, at a bank designated by the School Corporation. Any premium bid must be paid in cash at the time of delivery as a part of the purchase price of the Bonds. The Bonds will be ready for delivery within sixty (60) days after the date on which the award is made, and if not deliverable within that period, the Purchaser will be entitled to rescind the sale and the Deposit will be returned. Any notice of rescission must be in writing.

It is anticipated that CUSIP identification numbers will be printed on the Bonds if the Purchaser is an Underwriter, but neither the failure to print such numbers on any Bonds nor any error with respect thereto shall constitute cause for a failure or refusal by the Purchaser to accept delivery of and pay for the Bonds in accordance with the terms of its bid. No CUSIP identification number shall be deemed to be a part of any Bond or the contract evidenced thereby and no liability shall hereafter attach to the School Corporation or any of its officers or agents because of or on account of such numbers. All expenses in relation to the printing or typing of CUSIP numbers on any of the Bonds shall be paid by the School Corporation. The Purchaser will also be responsible for any other fees or expenses it incurs in connection with the resale of the Bonds.

AUTHORITY AND PURPOSE. The Bonds are being issued under the provisions of the Indiana Code to provide the School Corporation with funds to pay for the costs of the 2020 General Obligation Bond Project as described and defined in the Resolution, as more fully described in the Preliminary Official Statement, together with the expenses necessarily incurred in connection therewith, including the expenses incurred in connection with the issuance of the Bonds.

The principal of and interest on the Bonds are a general obligation of the School Corporation payable from ad valorem property taxes collected by the School Corporation on all taxable property within the geographical boundaries of the School Corporation as described in more detail in the Preliminary Official Statement.

BOND DELIVERY. At the time of delivery of the Bonds, the approving opinion of Barnes & Thornburg LLP, Indianapolis, Indiana, Bond Counsel, as to the validity of the Bonds, together with a transcript of the proceedings for the Bonds, the printed Bonds and closing certificates in the customary form showing no litigation, will be furnished to the Purchaser at the expense of the School Corporation. In addition, unless bond counsel is able, on the date of delivery, to render an opinion to the effect that (1) under existing laws, regulations, judicial decisions and rulings, interest on the Bonds is excludable from gross income under Section 103 of the Internal Revenue Code of 1986, as amended, for federal income tax purposes, and (2) the interest on the Bonds is exempt from income taxation in the State of Indiana for all purposes except the State financial institutions tax, the Purchaser shall have the right to rescind the sale, and in such event the Deposit will be returned.

PRELIMINARY OFFICIAL STATEMENT. A copy of the Preliminary Official Statement prepared at the direction of the School Corporation may be obtained in limited quantities prior to submission of a bid by request from the Municipal Advisor at the address set forth above. Said Preliminary Official Statement will be in a form deemed final by the School Corporation, pursuant to Rule 15c2-12 of the Securities and Exchange Commission (the "Rule"), subject to completion as permitted by the Rule.

The Preliminary Official Statement when further supplemented by an addendum or addenda specifying the interest rates of the Bonds, and any other information referred to in paragraph (b)(1) of the Rule, shall constitute a "Final Official Statement" of the School Corporation with respect to the Bonds, as that term is defined in the Rule. By awarding the Bonds to the Purchaser, the School Corporation agrees that, no more than seven (7) business days after the date of such award, it shall provide to the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, up to ten (10) copies of the Official Statement at the School Corporation's expense, any additional copies to be at the expense of the underwriting syndicate. The School Corporation designates the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, as its agent for purposes of distributing copies of the Final Official Statement to each participating underwriter. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt by each such participating underwriter of the Final Official Statement. The Purchaser shall be responsible for providing (i) in writing the initial reoffering prices and other terms, if any, to the Municipal Advisor as and at the time requested and (ii) a certification verifying information as to the bona fide initial offering prices of the Bonds to the public and sales of the Bonds appropriate for determination of the issue prices of, and the yields on, the Bonds under the Internal Revenue Code of 1986, as amended, as and at the time requested by the School Corporation's bond counsel. Alternatively, if the Purchaser is holding the Bonds for its own account and with no present intent to resell any of the Bonds or the interest therein, then the Purchaser

will provide a certification to such effect in form and substance satisfactory to the Municipal Advisor and the School Corporation's bond counsel.

In order to assist bidders in complying with paragraph (b)(5) of the Rule, the School Corporation will undertake, pursuant to a Continuing Disclosure Contract, which shall be delivered to the Purchaser at the closing on the Bonds, to provide annual reports, certain financial information, and notices of certain events as required by Section (b)(5) of the Rule. A description of this undertaking is set forth in the Preliminary Official Statement and will also be set forth in the Final Official Statement.

If bids for the Bonds are submitted by mail, they should be addressed to School Corporation in care of the Municipal Advisor at the address listed above.

The School Corporation reserves the right to reject any and all bids for any reason and for no reason at all and to waive any and all informalities, defects or requirements set forth in this notice or any bid submitted in response to this notice.

Dated this 26th day of June, 2020.
PERRY TOWNSHIP SCHOOLS, MARION COUNTY, INDIANA
20-2076--06:26--07:03

NOTICE OF INTENT TO SELL BONDS
\$2,000,000
GENERAL OBLIGATION BONDS OF 2020
SCOTT COUNTY SCHOOL DISTRICT 2

Upon not less than twenty-four (24) hours' notice given by the undersigned Secretary prior to the ninetieth day after this notice is first published, Scott County School District 2 (the "School Corporation") will receive and consider bids for the purchase of the following described Bonds. Any person interested in submitting a bid for the Bonds may furnish in writing to the School Corporation c/o Therber & Brock ("Therber"), 11550 North Meridian Street, Suite 275, Carmel, Indiana 46032; (317) 637-9572 or by e-mail to mike.therber@therberbrock.com and marianne.spencer@therberbrock.com, on or before 11:00 a.m. (Indianapolis Time) July 9, 2020, the person's name, address, and telephone number. Interested persons may also furnish an e-mail address. The undersigned Secretary will notify (or cause to be notified) each person so registered of the date and time bids will be received not less than twenty-four (24) hours before the date and time of sale. The notification shall be made by telephone at the number furnished by such person and also by e-mail, if an e-mail address has been received.

Notice is hereby given that electronic proposals will be received via PARITY®, in the manner described below, until the time and date specified in the Notice provided at least 24 hours prior to the sale, which is expected to be 11:00 a.m. (Indianapolis Time), on July 16, 2020. Bids may be submitted electronically via PARITY® pursuant to this Notice until the time specified in this Notice, but no bid will be received after the time for receiving bids specified above. To the extent any instructions or directions set forth in PARITY® conflict with this Notice, the terms of this Notice shall control. For further information about PARITY®, potential bidders may contact the School Corporation's advisor, Mike Therber at (317) 637-9572 or PARITY® at (212) 849-5021.

At the time designated for the sale, the School Corporation will receive at the offices of Therber, 11550 North Meridian Street, Suite 275, Carmel, Indiana, and consider bids for the purchase of the following described Bonds: Scott County School District 2 General Obligation Bonds of 2020 (the "Bonds"), an Indiana political subdivision, in the principal amount of \$2,000,000; Fully registered form; Denomination \$5,000 and integral multiples thereof (or in such other denomination as requested by the winning bidder); Originally dated the date of delivery of the Bonds; Bearing interest at a rate or rates to be determined by bidding, payable on July 15, 2021, and semiannually thereafter; These Bonds will be initially issued in a Book Entry System (as defined in the Bond Resolution (as hereinafter defined)) unless otherwise requested by the winning bidder. Interest payable by check mailed one business day prior to the interest payment date or by wire transfer to depositories on the interest payment date to the person or depository in whose name each Bond is registered with The Bank of New York Mellon Trust Company, N.A. (the "Registrar") on the fifteenth day immediately preceding such interest payment date; Maturing or subject to mandatory redemption on January 15 and July 15 beginning July 15, 2026 through no later than January 15, 2030 on the dates and amounts as provided by the School Corporation prior to the sale.

As an alternative to PARITY®, bidders may submit a sealed bid or e-mail the bid electronically to the School Corporation's municipal advisor at the address described above until the time and on the date identified in the notice given by, or on behalf of the School Corporation, twenty-four hours prior to the sale of the Bonds. Upon completion of the bidding procedures described herein, the results of the sealed, non-electronic bids received shall be compared to the electronic bids received by the School Corporation.

The Bonds are not subject to optional redemption prior to maturity. A bid may designate that a given maturity or maturities shall constitute a term bond, and the semi-annual amounts set forth in the schedule provided prior to the sale shall constitute the mandatory sinking fund redemption requirements for such term bond or bonds. For purposes of computing net interest cost, the mandatory redemption amounts shall be treated as maturing on the dates set forth in the schedule provided prior to the sale.

In the case of any redemption, 30 days' notice will be given by mail to the registered owners of the Bonds to be redeemed, and accrued interest will be paid to the date fixed for redemption. Interest on the Bonds so called for redemption will cease on the redemption date fixed in said notice if funds are available at the place of redemption to redeem the Bonds so called on the date fixed in said notice, or thereafter when presented for payment.

The Bonds have been designated as qualified tax-exempt obligations for purposes of Section 265(b)(3) of the Internal Revenue Code of 1986, as amended (the "Code").

Each bid must be for all of the Bonds and must state the rate of interest which each maturity of the Bonds is to bear, stated in multiples of 1/8th, 1/20th or 1/100th of 1%. The maximum interest rate of the Bonds shall not exceed 4.00% per annum. All Bonds maturing on the same date shall bear the same rate. No bid for less than 99.50% of the face value of the Bonds will be considered. The Bonds will be awarded to the lowest responsible and responsive bidder who has submitted a bid in accordance herewith (the "Purchaser"). The Purchaser will be the one who offers the lowest net interest cost to the School Corporation, to be determined by computing the total interest on all of the Bonds to their maturities based upon the schedule provided by the School Corporation prior to the sale and deducting therefrom the premium bid, if any, and adding thereto the discount bid, if any. No conditional bids will be considered. The right is reserved to reject any and all bids. If an acceptable bid is not received for the Bonds on the date of sale hereinafter fixed, the sale may be continued from day to day thereafter without further advertisement, during which time no bid which provides a higher net interest cost to the Corporation than the best bid received at the time of the advertised sale will be considered.

Each bid not submitted via PARITY® must be enclosed in a sealed envelope addressed to the School Corporation and marked on the outside "Scott County School District 2 Bid for General Obligation Bonds of 2020." A good faith deposit ("Deposit") in the form of cash, wire transfer, or certified or cashier's check in the amount of \$20,000 payable to the order of the School Corporation is required to be submitted by the Purchaser not later than 3:30 p.m. (EST) on the next business day following the award. If such Deposit is not received by that time, the School Corporation may reject the bid. No interest on the Deposit will accrue to the Purchaser. The Deposit will be applied to the purchase price of the Bonds. In the event the Purchaser fails to honor its accepted bid, the Deposit will be retained by the School Corporation as liquidated damages.

The Purchaser shall make payment for such Bonds and accept delivery thereof within five days after being notified that the Bonds are ready for delivery, at such place in the City of Indianapolis, Indiana, as the Purchaser may designate, or at such other location mutually agreed to by the School Corporation and the Purchaser. The Bonds will be ready for delivery within 45 days after the date of sale. If the School Corporation fails to have the Bonds ready for delivery prior to the close of banking hours on the forty-fifth day after the date of sale, the Purchaser may secure the release of the bid upon request in writing, filed with the School Corporation. The Purchaser is expected to apply to a securities depository registered with the Securities and Exchange Commission ("SEC") to make such Bonds depository-eligible. If the Bonds are reoffered, at the time of delivery of the Bonds to the Purchaser, the Purchaser will be required to certify to the School Corporation the initial reoffering price to the public of a substantial amount of each maturity of the Bonds.

All provisions of the bid form and Preliminary Official Statement (as hereinafter defined) are incorporated herein. As set forth in the Preliminary Official Statement, the Purchaser agrees by submission of their bid to assist the School Corporation in establishing the issue price of the Bonds under the terms outlined therein and shall execute and deliver to the School Corporation at closing an "issue price" certificate, together with the supporting pricing wires or equivalent communications, with such modifications as may be appropriate or necessary, in the reasonable judgment of the Purchaser, the School Corporation and Ice Miller LLP ("Bond Counsel").

Bidders must comply with the rules of PARITY® (the "Rules") in addition to requirements of this Notice. To the extent there is a conflict between the Rules and this Notice, this Notice shall control. Bidders may change and submit bids as many times as they wish during the sale, but they may not withdraw a submitted bid. The last bid submitted by a bidder prior to the deadline for the receipt of bids will be compared to all other final bids to determine the winning bid. During the sale, no bidder will see any other bidder's bid, nor will they see the status of their bid relative to other bids (e.g., whether their bid is a leading bid).

It is anticipated that CUSIP identification numbers will be printed on the Bonds, but neither the failure to print such numbers on any Bond nor any error with respect thereto shall constitute cause for failure or refusal by the successful bidder thereto to accept delivery of and pay for the Bonds in accordance with the terms of its proposal. No CUSIP identification number shall be deemed to be a part of any Bond or a part of the contract evidenced thereby and no liability shall hereafter attach to the School Corporation or any of its officers or agents because of or on account of such numbers. All expenses in relation to the printing of CUSIP identification numbers on the Bonds shall be paid for by the School Corporation; provided, however, that the CUSIP Service Bureau charge for the assignment of said numbers shall be the responsibility of and shall be paid for by the Purchaser. The Purchaser will also be responsible for any other fees or expenses it incurs in connection with the resale of the Bonds.

The approving opinion of Bond Counsel, together with a transcript of the proceedings relating to the issuance of the Bonds and closing papers in the usual form showing no litigation questioning the validity of the Bonds, will be furnished to the successful bidder at the expense of the School Corporation.

The Bonds are being issued for the purpose of the renovation of and improvements to school facilities, including site improvements and the purchase of real estate, equipment, buses and technology, and will be direct obligations of the School Corporation payable out of ad valorem taxes to be collected on the taxable property within the School Corporation; however, the School Corporation's collection of the levy may be limited by operation of I.C. 6-1.1-20.6, which provides taxpayers with tax credits for property taxes attributable to different classes of property in an amount that exceeds certain percentages of the gross assessed value of that property. The School Corporation is required by law to fully fund the payment of debt service on the Bonds in an amount sufficient to pay the debt service, regardless of any reduction in property tax collections due to the application of such tax credits. The School Corporation may not be able to levy or collect additional property taxes to make up this shortfall. The School Corporation is a school corporation organized pursuant to the provisions of I.C. 20-23; the Bonds will not be "private activity bonds" as defined in Section 141 of the Code.

The Bonds constitute an indebtedness only of the School Corporation. In the opinion of Bond Counsel, under the existing federal statutes, decisions, regulations and rulings, the interest on the Bonds is exempt from all income taxation in Indiana. In the opinion of Bond Counsel, under the existing federal statutes, decisions, regulations and rulings, the interest on the Bonds is excludable from gross income for purposes of federal income taxation.

The School Corporation has prepared a Preliminary Official Statement (the "Preliminary Official Statement") relating to the Bonds which it has deemed nearly final. A copy of the Preliminary Official Statement may be obtained from the School Corporation's municipal advisor, Therber & Brock, 11550 North Meridian Street, Suite 275, Carmel, Indiana 46032. Within seven (7) business days of the sale, the School Corporation will provide the successful bidder with sufficient copies of the Final Official Statement (the "Final Official Statement") at the School Corporation's expense in order for such bidder to comply with Section (b)(4) of the SEC Rule 15c2-12 and the rules of the Municipal Securities Rulemaking Board. Additional copies, at the Purchaser's expense, must be requested within five (5) business days of the sale. Inquiries concerning matters contained in the Preliminary Official Statement must be made and pricing and other information necessary to complete the Final Official Statement must be submitted by the Purchaser within two (2) business days following the sale to be included in the Final Official Statement.

If the Bonds are reoffered by an underwriter, the School Corporation agrees to enter into a second supplement to the master continuing disclosure undertaking (the "Master Agreement") in order to permit the Purchaser to comply with the SEC Rule 15c2-12, as amended to the date hereof (the "SEC Rule"). A copy of the Master Agreement is available from the School Corporation or municipal advisor at the addresses below.

The School Corporation has further agreed to comply with the Purchaser's reasonable requests to provide or disclose information and make appropriate filings which may be required in order for such purchaser to comply with the SEC Rule.

Further information relative to said issue and a copy of the Preliminary Official Statement may be obtained upon application to Therber & Brock, 11550 North Meridian Street, Suite 275, Carmel, Indiana 46032, municipal advisor to the School Corporation; or Marc Slaton, Superintendent of the School Corporation, 375 East McClain Avenue, Scottsburg, Indiana 47170. If bids are submitted by mail, they should be addressed to the School Corporation, attention of the Superintendent of the School Corporation, c/o Therber & Brock, 11550 North Meridian Street, Suite 275, Carmel, Indiana 46032.

Dated this 26th day of June, 2020.

/s/ _____
Secretary, Board of School Trustees, Scott County School District 2
20-2077--06:26--07:03

OFFICIAL NOTICE OF INTENT TO SELL BONDS
\$5,350,000 (Preliminary, Subject to Change)
METROPOLITAN SCHOOL DISTRICT OF
PIKE TOWNSHIP, MARION COUNTY, INDIANA
GENERAL OBLIGATION BONDS, SERIES 2020A

NOTICE IS HEREBY GIVEN that upon not less than twenty-four (24) hours' notice given by telephone, electronically or otherwise on behalf of the Metropolitan School District of Pike Township, Marion County, Indiana, an Indiana public school corporation (the "School Corporation"), prior to ninety (90) days from the date of the second publication of this notice, bids

will be received on behalf of the School Corporation in care of the School Corporation's municipal advisor, Baker Tilly Municipal Advisors, LLC (the "Municipal Advisor"), 8365 Keystone Crossing, Suite 300, Indianapolis, Indiana 46240, (317) 465-1500 (telephone), bids@bakertilly.com (e-mail), in the manner as set forth herein for the purchase of the general obligation bonds of the School Corporation designated as "Metropolitan School District of Pike Township, Marion County, Indiana, General Obligation Bonds, Series 2020A" (the "Bonds") in the aggregate principal amount of Five Million Three Hundred Fifty Thousand Dollars (\$5,350,000) (preliminary, subject to change), bearing interest at a coupon rate not exceeding five percent (5.00%) per annum, to be issued by the School Corporation pursuant to a resolution adopted by the Board of Education of the School Corporation on May 28, 2020 (the "Resolution").

Upon completion of the bidding procedures described herein, the results of the non-electronic bids received shall be compared to the electronic bids received by the Municipal Advisor on behalf of the School Corporation.

TYPES OF BIDS ALLOWED. Bids may be submitted via the **PARITY**® web site ("PARITY®"). Bidders may access the sale at the **PARITY**® website via the sale link at Internet Address www.newissuehome.i-deal.com until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, not less than twenty-four (24) hours prior to the sale of the Bonds. To bid via **PARITY**®, bidders must have both (1) completed the registration form on **PARITY**®, if not previously registered, and (2) requested and received admission to the School Corporation's sale, as described in the Registration and Admission to Bid and details set forth below. As an alternative to **PARITY**®, bidders may submit a bid to the Municipal Advisor at the address described above until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, twenty-four (24) hours prior to the sale of the Bonds. It is currently anticipated that bids on the Bonds will be requested to be submitted on July 21, 2020.

POTENTIAL BIDDER QUESTIONS. If a potential bidder has questions related to the School Corporation, the financing or the submission of bids, questions should be submitted by electronic mail to the Municipal Advisor at the addresses set forth in this notice no later than 10:00 a.m. (applicable Eastern Time) on July 20, 2020. Any question submitted after such date and time or not submitted via electronic mail to the Municipal Advisor at the address set forth above will not receive any response. To the best of the School Corporation's ability, all questions submitted on or before such date and time and submitted via electronic mail to the Municipal Advisor at the addresses set forth in this notice will be addressed by the School Corporation and sent to all potential bidders, including all bidders requesting the 24 hours' notice of sale, no later than 5:00 p.m. (applicable Eastern Time) on July 20, 2020. Additionally, upon request, the written responses of the School Corporation will be sent via electronic mail to any other interested person or entity requesting such written responses. Potential bidders should review the information in this notice as well as the Preliminary Official Statement (as hereinafter defined) for information regarding the School Corporation, the financing and the submission of bids prior to submitting any questions.

FORM, MATURITY AND PAYMENT OF BONDS. Interest on the Bonds shall be calculated on the basis of twelve (12) thirty (30)-day months for a three hundred and sixty (360)-day year and shall be payable semiannually on January 15 and July 15 in each year, commencing no earlier than July 15, 2021. The Bonds will be issued as fully registered bonds in either certificated form or in book-entry-only form (as selected by the successful bidder) in either denominations of \$5,000 each or any integral multiple thereof or minimum denominations of \$100,000 each and any multiple of \$1,000 above such minimum denomination, as selected by the successful bidder, not exceeding the aggregate principal amount of such Bonds maturing on the applicable principal payment date, and when issued, will be registered in the name of the successful bidder or if the successful bidder determines to have such Bonds issued in book-entry-only form, then in the name of CEDE & Co., as nominee for The Depository Trust Company ("DTC"), New York, New York. If book-entry-only form is selected by the successful bidder, the purchasers of beneficial interests in the Bonds (the "Beneficial Owners") will not receive physical delivery of bond certificates and ownership by the Beneficial Owners will be evidenced by book-entry only. As long as Cede & Co. is the registered owner of the Bonds as nominee of DTC, payments of principal and interest will be made directly to such registered owner, which will in turn, remit such payments to the DTC Participants for subsequent disbursement to the Beneficial Owners. Neither the School Corporation nor The Bank of New York Mellon Trust Company, N.A., as the registrar and paying agent (the "Registrar" and the "Paying Agent"), shall have any liability for the failure of DTC or any DTC Participant to remit the payment or provide any notice to any Beneficial Owner of the Bonds.

The Bonds shall be numbered consecutively from 2020AR-1 upward, shall bear an original issue date which shall be the date the Bonds are issued and shall mature on January 15 and July 15 in the years and amounts as follows:

Maturity Date*	Principal Amount*	Maturity Date*	Principal Amount*
July 15, 2021	\$270,000	January 15, 2022	\$385,000
July 15, 2022	130,000	January 15, 2023	130,000
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July 15, 2024	760,000	January 15, 2025	780,000
July 15, 2025	800,000	January 15, 2026	820,000

*estimated, subject to change

The School Corporation reserves the right to adjust principal amounts within maturities of the Bonds to achieve the financial objectives of the School Corporation based upon the rates bid by the successful bidder, the School Corporation's current debt service levy and the School Corporation's anticipated debt service levy during the term of the Bonds. The School Corporation also reserves the right to reduce the principal amount of the Bonds to be issued in order to receive no more than \$5,350,000 in proceeds from the sale of the Bonds, and in the event of such principal amount reduction to adjust principal amounts within maturities of the Bonds.

All payments of interest on the Bonds will be paid by check or draft mailed one business day prior to each interest payment date, to the registered owners of the Bonds as of the first (1st) day of the month in which such interest is payable at the address as it appears on the registration books kept by the Registrar and Paying Agent as of the first (1st) day of the month of the interest payment date or at such other address as is provided to the Registrar and Paying Agent in writing by such registered owner. Principal on the Bonds will be payable at the principal corporate trust office of the Paying Agent. Notwithstanding the foregoing, (a) so long as DTC or its nominee is the registered owner of the Bonds, principal of and interest on the Bonds will be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates in accordance with the procedures required by DTC, and (b) so long as all of the outstanding Bonds are held by one accredited investor, principal of and interest on the Bonds may be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates without presentation of the Bonds.

The Bonds may be transferred or exchanged at the office of the Registrar, subject to the terms and conditions set forth in the Resolution.

REDEMPTION PROVISIONS. Unless otherwise noted in the twenty-four (24) hour notice of sale received by all interested bidders prior to the sale date of the Bonds, none of the Bonds shall be subject to optional redemption prior to maturity.

Upon the election of the successful bidder with respect to the Bonds, any of the Bonds may be issued as term bonds subject to mandatory sinking fund redemption on January 15 and July 15 of the year set forth above at 100% of the face value in accordance with the schedule set forth above. If any of the Bonds are subject to mandatory sinking fund redemption, the Registrar and Paying Agent shall credit against the mandatory sinking fund requirement for any term bonds and corresponding mandatory sinking fund

redemption obligation, in the order determined by the School Corporation, any term bonds maturing on the same date which have previously been redeemed (otherwise than as a result of a previous mandatory redemption requirement) or delivered to the Registrar and Paying Agent for cancellation or purchased for cancellation by the Registrar and Paying Agent and not theretofore applied as a credit against any redemption obligation. Each term bond so delivered or canceled shall be credited by the Registrar and Paying Agent at 100% of the principal amount thereof against the mandatory sinking fund obligation on such mandatory obligations and the principal amount of that term bond to be redeemed by operation of the mandatory sinking fund requirement shall be accordingly reduced; provided, however, the Registrar and Paying Agent shall credit such term bonds only to the extent received on or before forty-five days preceding the applicable mandatory redemption date.

Notice of any mandatory sinking fund redemption will be mailed by first class mail by the Registrar and Paying Agent not less than 30 days prior to the date selected for redemption to the registered owners of all term bonds of the Bonds to be redeemed at the address shown on the registration books of the Registrar and Paying Agent; provided, however, that failure to give such notice by mailing or a defect in the notice or the mailing as to such Bonds will not affect the validity of any proceedings for redemption as to any other Bonds for which notice is adequately given. Notice having been mailed, such Bonds designated for redemption will, on the date specified in such notice, become due and payable at the then applicable redemption price. On presentation and surrender of such Bonds in accordance with such notice at the place at which the same are expressed in such notice to be redeemable or as otherwise agreed to by the School Corporation and set forth in the Bonds, such Bonds will be redeemed by the Registrar and Paying Agent for that purpose. From and after the date of redemption so designated, unless default is made in the redemption of such Bonds, upon presentation, interest on such Bonds designated for redemption will cease.

INTEREST RATES. Each bid submitted must be for all of the Bonds and must state the rate or rates of interest for each maturity of the Bonds, not exceeding the maximum per annum interest rate hereinbefore specified. Such interest rate or rates must be in multiples of one-eighth (1/8) or one-one hundredth (1/100) of one percent (1.00%). Bids specifying more than one interest rate must also specify the amount and maturities of the Bonds bearing each rate. All Bonds maturing on the same date shall bear the same rate of interest. Although not a term of sale, it is requested that each bid show the total dollar cost to final maturity and the net interest cost on the entire issue of the Bonds.

BIDDING DETAILS. Any person interested in submitting a bid for the Bonds must furnish written notice of such intent along with such person's name, address and telephone number, on or before 10:00 a.m. (applicable Eastern Time), July 20, 2020, to the Municipal Advisor at the address and contact information set forth above. Notwithstanding the foregoing, any person or entity registered in **PARITY**® will be automatically deemed to have complied with the foregoing requirements for so long as such person or entity is registered in **PARITY**®. In addition to sending the notice on **PARITY**®, the School Corporation will cause each person so registered to be notified of the date and time bids will be received for the Bonds, not less than twenty-four (24) hours before the date and time of sale. The notification shall be made electronically if an e-mail address has been furnished. No conditional bid or bids for less than ninety-nine and one-half percent (99.50%) of the par value of the Bonds will be considered. The School Corporation reserves the right to reject any and all bids and to waive any informality in any bid. If no acceptable bid is received on the date fixed for sale of the Bonds, the sale may be continued from day to day thereafter without further advertisement for a period not to exceed thirty (30) days, but if so continued, no bid will be accepted which offers an interest cost which is equal to or higher than the best bid received at the time fixed for the sale.

A bidder for the Bonds may purchase bond insurance to guarantee the repayment of the debt service of the Bonds from a bond insurance company; provided, however, the payment of any premium for any such bond insurance will be paid by the successful bidder of the Bonds (the "Purchaser") from its discount bid, and will not be paid by the School Corporation.

Each of the bids for the Bonds not submitted via **PARITY**® (i) must be on the form approved by the School Corporation, without additions, alterations or erasures, which form may be obtained from the Municipal Advisor at the address set forth herein; and (ii) delivered to the Municipal Advisor on behalf of the School Corporation at the applicable address or contact information set forth above.

While it is not a requirement for the Purchaser, the School Corporation encourages the Purchaser to make a good faith effort to offer the Bonds to be purchased by residents of the School Corporation.

INTERNET BIDS. If using **PARITY**®, bidders must first visit the **PARITY**® web site where, if they have never registered with **PARITY**®, they can register and then request admission to bid on the Bonds. Only NASD registered broker dealers and dealer banks with DTC clearing arrangements will be eligible to bid via **PARITY**®. Any questions pertaining to the **PARITY**® web site may be directed to **PARITY**® at (212) 849-5021.

RULES OF ELECTRONIC BIDDING. The "Rules" of **PARITY**® can be viewed on its website and are incorporated herein by reference. Bidders must comply with the requirements of **PARITY**® in addition to requirements of this Official Notice of Intent to Sell Bonds if the bidder is using **PARITY**®. To the extent there is a conflict between the Rules of **PARITY**® and this Official Notice of Intent to Sell Bonds, this Official Notice of Intent to Sell Bonds shall control.

CLOSED AUCTION. Bidders may change and submit bids as many times as they wish during the sale period for the Bonds, but they may not withdraw a submitted bid. The last bid submitted by a bidder prior to the deadline for the receipt of bids will be compared to all other final bids to determine the winning bid. During the sale, no bidder will see any other bidder's bid, nor will it see the status of its bid relative to other bids (e.g. whether their bid is the leading bid).

AMENDMENTS. The School Corporation reserves the right to amend any information contained in this Official Notice of Intent to Sell Bonds. The School Corporation also reserves the right to postpone, from time to time, the date established for the receipt of bids on the Bonds. Any such amendment or postponement will be announced in the same manner as the notice of the sale from the Municipal Advisor as described in "BIDDING DETAILS." If any date fixed for the sale is postponed, any alternative sale date will be announced at least 24 hours prior to such alternative sale date.

BASIS FOR AWARD. The sale of the Bonds will be awarded to the bidder making a bid that conforms to the specifications herein and which produces the lowest Net Interest Cost to the School Corporation. The Net Interest Cost is determined by computing the total interest on all of the Bonds from the date of delivery to the date of maturity or mandatory sinking fund redemption, if applicable, and deducting therefrom the premium bid, if any, or adding thereto the amount of any discount. In the event of a bidder's error in net interest cost rate calculations, the interest rates and premium, if any, set forth or incorporated by reference in the Official Bid Form will be considered as the intended bid.

In the event that the School Corporation fails to receive a bid on the Bonds from at least three Underwriters (as hereinafter defined), the School Corporation shall so advise the Purchaser. If the Purchaser is an Underwriter intending to resell all or any portion of the Bonds to the Public (as hereinafter defined), the Purchaser must, prior to acceptance of its bid by the School Corporation, either (i) agree in writing to neither offer nor sell any of the Bonds to any person at a price that is higher than the initial offering price for each maturity of the Bonds during the Holding Period (as hereinafter defined) for any maturity of the Bonds or (ii) request in writing that the School Corporation treat the first price at which 10% of a maturity of the Bonds (the 10% test) is sold to the Public as the issue price of that maturity, applied on a maturity-by-maturity basis. For purposes of this Notice of Intent to Sell

Bonds, (a) the term "Public" shall mean any person (including an individual, trust, estate, partnership, association, company, or corporation) other than an Underwriter or a related party to an Underwriter, (b) the term "related party" means any two or more persons who have greater than 50 percent common ownership, directly or indirectly, (c) the term "Underwriter" means (i) any person that agrees pursuant to a written contract with the School Corporation (or with the lead underwriter to form an underwriting syndicate) to participate in the initial sale of the Bonds to the Public, and (ii) any person that agrees pursuant to a written contract directly or indirectly with a person described in clause (i) of this paragraph to participate in the initial sale of the Bonds to the Public (including a member of a selling group or a party to a retail distribution agreement participating in the initial sale of the Bonds to the Public), (d) the term "Underwriters" means more than one Underwriter, and (e) the term "Holding Period" means the period starting on the date the School Corporation awards the Bonds to the Purchaser (the "Sale Date") and ending on the earlier of (i) the close of the fifth business day after the Sale Date, or (ii) the date on which the Underwriter has sold at least 10% of each maturity of the Bonds to the Public at prices that are no higher than the initial offering price for such maturity of the Bonds. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt of each such participating underwriter of the Official Statement. The Purchaser shall be responsible for providing (i) in writing the initial reoffering prices and other terms, if any, to the Municipal Advisor as and at the time requested and (ii) a certification verifying information as to the bona fide initial offering prices of the Bonds to the Public and sales of the Bonds appropriate for determination of the issue price of, and the yield on, the Bonds under Internal Revenue Code of 1986, as amended, as and at the time requested by the School Corporation's bond counsel.

GOOD FAITH DEPOSIT. The Purchaser will be required to provide to the School Corporation a good faith deposit in the form of cash, a certified check or a cashier's check or a wire transfer in the amount of one percent (1.00%) of the aggregate principal amount of the Bonds to be sold to the Purchaser (the amount of such wire transfer being referred to hereinafter as the "Deposit") within twenty-four (24) hours after being notified of being the Purchaser. If the Deposit is not received by the time set forth above, then the bid of the Purchaser shall be rejected. The Deposit will be applied to the purchase price of the Bonds awarded to the Purchaser.

In the event the Purchaser fails or refuses to comply with the provisions of the bid and this Notice, such Deposit shall become the property of the School Corporation and shall be taken and considered as liquidated damages of the School Corporation on account of such failure or refusal.

The Purchaser will be required to make payment for the Bonds in Federal Reserve or other immediately available funds and accept delivery of the Bonds within five (5) days after being notified that the Bonds are ready for delivery, at a bank designated by the School Corporation. Any premium bid must be paid in cash at the time of delivery as a part of the purchase price of the Bonds. The Bonds will be ready for delivery within sixty (60) days after the date on which the award is made, and if not deliverable within that period, the Purchaser will be entitled to rescind the sale and the Deposit will be returned. Any notice of rescission must be in writing.

It is anticipated that CUSIP identification numbers will be printed on the Bonds of the Purchaser is an Underwriter, but neither the failure to print such numbers on any Bonds nor any error with respect thereto shall constitute cause for a failure or refusal by the Purchaser to accept delivery of and pay for the Bonds in accordance with the terms of its bid. No CUSIP identification number shall be deemed to be a part of any Bond or the contract evidenced thereby and no liability shall hereafter attach to the School Corporation or any of its officers or agents because of or on account of such numbers. All expenses in relation to the printing or typing of CUSIP numbers on the Bonds shall be paid by the School Corporation. The Purchaser will also be responsible for any other fees or expenses it incurs in connection with the resale of the Bonds.

AUTHORITY AND PURPOSE. The Bonds are being issued under the provisions of the Indiana Code to provide the School Corporation with funds to pay for the costs of the 2020 Elementary Schools and Administrative/Operational Facilities Improvement and Portable Equipment Acquisition Project as described and defined in the Resolution, as more fully described in the Preliminary Official Statement, together with the expenses necessarily incurred in connection therewith, including the expenses incurred in connection with the issuance of the Bonds.

The principal of and interest on the Bonds are a general obligation of the School Corporation payable from ad valorem property taxes collected by the School Corporation on all taxable property within the geographical boundaries of the School Corporation as described in more detail in the Preliminary Official Statement.

BOND DELIVERY. At the time of delivery of the Bonds, the approving opinion of Barnes & Thornburg LLP, Indianapolis, Indiana, Bond Counsel, as to the validity of the Bonds, together with a transcript of the proceedings for the Bonds, the printed Bonds and closing certificates in the customary form showing no litigation, will be furnished to the Purchaser at the expense of the School Corporation. In addition, unless bond counsel is able, on the date of delivery, to render an opinion to the effect that (1) under existing laws, regulations, judicial decisions and rulings, interest on such series of the Bonds is excludable from gross income under Section 103 of the Internal Revenue Code of 1986, as amended, for federal income tax purposes, and (2) the interest on such series of the Bonds is exempt from income taxation in the State of Indiana for all purposes except the State financial institutions tax, the Purchaser shall have the right to rescind the sale, and in such event the Deposit will be returned.

PRELIMINARY OFFICIAL STATEMENT. A copy of the Preliminary Official Statement prepared at the direction of the School Corporation may be obtained in limited quantities prior to submission of a bid by request from the Municipal Advisor at the address set forth above. Said Preliminary Official Statement will be in a form deemed final by the School Corporation, pursuant to Rule 15c2-12 of the Securities and Exchange Commission (the "Rule"), subject to completion as permitted by the Rule.

The Preliminary Official Statement when further supplemented by an addendum or addenda specifying the interest rates of the Bonds, and any other information referred to in paragraph (b)(1) of the Rule, shall constitute a "Final Official Statement" of the School Corporation with respect to the Bonds, as that term is defined in the Rule. By awarding the Bonds to the Purchaser, the School Corporation agrees that, no more than seven (7) business days after the date of such award, it shall provide to the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, up to ten (10) copies of the Official Statement at the School Corporation's expense, any additional copies to be at the expense of the underwriting syndicate. The School Corporation designates the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, as its agent for purposes of distributing copies of the Final Official Statement to each participating underwriter. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt by each such participating underwriter of the Final Official Statement. The successful bidder for a particular series of the Bonds shall be responsible for providing (i) in writing the initial reoffering prices and other terms, if any, to the Municipal Advisor as and at the time requested and (ii) a certification verifying information as to the bona fide initial offering prices of such series of the Bonds to the public and sales of such series of the Bonds appropriate for determination of the issue price of, and the yields on, such series of the Bonds under the Internal Revenue Code of 1986, as amended, as and at the

time requested by the School Corporation's bond counsel. Alternatively, if the successful bidder for a particular series of the Bonds is holding such series of the Bonds for its own account and with no present intent to resell any of such series of the Bonds or the interest therein, then such successful bidder will provide a certification to such effect in form and substance satisfactory to the Municipal Advisor and the School Corporation's bond counsel.

In order to assist bidders in complying with paragraph (b)(5) of the Rule, the School Corporation will undertake, pursuant to the Continuing Disclosure Contract which shall be delivered to the Purchaser at the closing on the Bonds, to provide annual reports, certain financial information, and notices of certain events as required by Section (b)(5) of the Rule. A description of this undertaking is set forth in the Preliminary Official Statement and will also be set forth in the Final Official Statement.

If bids for the Bonds are submitted by mail, they should be addressed to School Corporation in care of the Municipal Advisor at the address listed above.

The School Corporation reserves the right to reject any and all bids for any reason and for no reason at all and to waive any and all informalities, defects or requirements set forth in this notice or any bid submitted in response to this notice.

Dated this 3rd day of July, 2020.
METROPOLITAN SCHOOL DISTRICT OF PIKE TOWNSHIP, MARION COUNTY, INDIANA
20-2128--07:03--10

**OFFICIAL NOTICE OF INTENT TO SELL BONDS
\$5,350,000 (Preliminary, Subject to Change)
METROPOLITAN SCHOOL DISTRICT OF
PIKE TOWNSHIP, MARION COUNTY, INDIANA
GENERAL OBLIGATION BONDS, SERIES 2020B (TAXABLE)**

NOTICE IS HEREBY GIVEN that upon not less than twenty-four (24) hours' notice given by telephone, electronically or otherwise on behalf of the Metropolitan School District of Pike Township, Marion County, Indiana, an Indiana public school corporation (the "School Corporation"), prior to ninety (90) days from the date of the second publication of this notice, bids will be received on behalf of the School Corporation in care of the School Corporation's municipal advisor, Baker Tilly Municipal Advisors, LLC (the "Municipal Advisor"), 8365 Keystone Crossing, Suite 300, Indianapolis, Indiana 46240, (317) 465-1500 (telephone), bids@bakertilly.com (e-mail), in the manner as set forth herein for the purchase of the general obligation bonds of the School Corporation designated as "Metropolitan School District of Pike Township, Marion County, Indiana, General Obligation Bonds, Series 2020B (Taxable)" (the "Bonds") in the aggregate principal amount of Five Million Three Hundred Fifty Thousand Dollars (\$5,350,000) (preliminary, subject to change), bearing interest at a coupon rate not exceeding five percent (5.00%) per annum, to be issued by the School Corporation pursuant to a resolution adopted by the Board of Education of the School Corporation on May 28, 2020 (the "Resolution").

Upon completion of the bidding procedures described herein, the results of the non-electronic bids received shall be compared to the electronic bids received by the Municipal Advisor on behalf of the School Corporation.

TYPES OF BIDS ALLOWED. Bids may be submitted via the **PARITY®** web site ("**PARITY®**"). Bidders may access the sale at the **PARITY®** website via the sale link at Internet Address www.newissuehome-i-deal.com until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, not less than twenty-four (24) hours prior to the sale of the Bonds. To bid via **PARITY®**, bidders must have both (1) completed the registration form on **PARITY®**, if not previously registered, and (2) requested and received admission to the School Corporation's sale, as described in the Registration and Admission to Bid and details set forth below. As an alternative to **PARITY®**, bidders may submit a bid to the Municipal Advisor at the address described above until 11:00 a.m. (applicable Eastern Time) on the date identified in the notice given by, or on behalf of the School Corporation, twenty-four (24) hours prior to the sale of the Bonds. It is currently anticipated that bids on the Bonds will be requested to be submitted on July 21, 2020.

POTENTIAL BIDDER QUESTIONS. If a potential bidder has questions related to the School Corporation, the financing or the submission of bids, questions should be submitted by electronic mail to the Municipal Advisor at the addresses set forth in this notice no later than 10:00 a.m. (applicable Eastern Time) on July 20, 2020. Any question submitted after such date and time or not submitted via electronic mail to the Municipal Advisor at the address set forth above will not receive any response. To the best of the School Corporation's ability, all questions submitted on or before such date and time and submitted via electronic mail to the Municipal Advisor at the addresses set forth in this notice will be addressed by the School Corporation and sent to all potential bidders, including all bidders requesting the 24 hours' notice of sale, no later than 5:00 p.m. (applicable Eastern Time) on July 20, 2020. Additionally, upon request, the written responses of the School Corporation will be sent via electronic mail to any other interested person or entity requesting such written responses. Potential bidders should review the information in this notice as well as the Preliminary Official Statement (as hereinafter defined) for information regarding the School Corporation, the financing and the submission of bids prior to submitting any questions.

FORM, MATURITY AND PAYMENT OF BONDS. Interest on the Bonds shall be calculated on the basis of twelve (12) thirty (30)-day months for a three hundred and sixty (360)-day year and shall be payable semiannually on January 15 and July 15 in each year, commencing no earlier than July 15, 2021. The Bonds will be issued as fully registered bonds in either certificated form or in book-entry-only form (as selected by the successful bidder) in either denominations of \$5,000 each or any integral multiple thereof or minimum denominations of \$100,000 each and any multiple of \$1,000 above such minimum denomination, as selected by the successful bidder, not exceeding the aggregate principal amount of such Bonds maturing on the applicable principal payment date, and when issued, will be registered in the name of the successful bidder or if the successful bidder determines to have such Bonds issued in book-entry-only form, then in the name of CEDE & Co., as nominee for The Depository Trust Company ("DTC"), New York, New York. If book-entry-only form is selected by the successful bidder, the purchasers of beneficial interests in the Bonds (the "Beneficial Owners") will not receive physical delivery of bond certificates and ownership by the Beneficial Owners will be evidenced by book-entry only. As long as Cede & Co. is the registered owner of the Bonds as nominee of DTC, payments of principal and interest will be made directly to such registered owner, which will in turn, remit such payments to the DTC Participants for subsequent disbursement to the Beneficial Owners. Neither the School Corporation nor The Bank of New York Mellon Trust Company, N.A., as the registrar and paying agent (the "Registrar" and the "Paying Agent"), shall have any liability for the failure of DTC or any DTC Participant to remit the payment or provide any notice to any Beneficial Owner of the Bonds.

The Bonds shall be numbered consecutively from 2020BR-1 upward, shall bear an original issue date which shall be the date the Bonds are issued and shall mature on January 15 and July 15 in the years and amounts as follows:

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*estimated, subject to change

The School Corporation reserves the right to adjust principal amounts within maturities of the Bonds to achieve the financial objectives of the

School Corporation based upon the rates bid by the successful bidder, the School Corporation's current debt service levy and the School Corporation's anticipated debt service levy during the term of the Bonds. The School Corporation also reserves the right to reduce the principal amount of the Bonds to be issued in order to receive no more than \$5,350,000 in proceeds from the sale of the Bonds, and in the event of such principal amount reduction to adjust principal amounts within maturities of the Bonds.

All payments of interest on the Bonds will be paid by check or draft mailed one business day prior to each interest payment date, to the registered owners of the Bonds as of the first (1st) day of the month in which such interest is payable at the address as it appears on the registration books kept by the Registrar and Paying Agent as of the first (1st) day of the month of the interest payment date or at such other address as is provided to the Registrar and Paying Agent in writing by such registered owner. Principal on the Bonds will be payable at the principal corporate trust office of the Paying Agent. Notwithstanding the foregoing, (a) so long as DTC or its nominee is the registered owner of the Bonds, principal of and interest on the Bonds will be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates in accordance with the procedures required by DTC, and (b) so long as all of the outstanding Bonds are held by one accredited investor, principal of and interest on the Bonds may be paid directly by the Paying Agent to DTC by wire transfer on the interest payment dates and principal payment dates without presentment of the Bonds.

The Bonds may be transferred or exchanged at the office of the Registrar, subject to the terms and conditions set forth in the Resolution.

REDEMPTION PROVISIONS. Unless otherwise noted in the twenty-four (24) hour notice of sale received by all interested bidders prior to the sale date of the Bonds, none of the Bonds shall be subject to optional redemption prior to maturity.

Upon the election of the successful bidder with respect to the Bonds, any of the Bonds may be issued as term bonds subject to mandatory sinking fund redemption on January 15 and July 15 of the year set forth above at 100% of the face value in accordance with the schedule set forth above. If any of the Bonds are subject to mandatory sinking fund redemption, the Registrar and Paying Agent shall credit against the mandatory sinking fund requirement for any term bonds and corresponding mandatory sinking fund redemption obligation, in the order determined by the School Corporation, any term bonds maturing on the same date which have previously been redeemed (otherwise than as a result of a previous mandatory redemption requirement) or delivered to the Registrar and Paying Agent for cancellation or purchased for cancellation by the Registrar and Paying Agent and not theretofore applied as a credit against any redemption obligation. Each term bond so delivered or canceled shall be credited by the Registrar and Paying Agent at 100% of the principal amount thereof against the mandatory sinking fund obligation on such mandatory obligations and the principal amount of that term bond to be redeemed by operation of the mandatory sinking fund requirement shall be accordingly reduced; provided, however, the Registrar and Paying Agent shall credit such term bonds only to the extent received on or before forty-five days preceding the applicable mandatory redemption date.

Notice of any mandatory sinking fund redemption will be mailed by first class mail by the Registrar and Paying Agent not less than 30 days prior to the date selected for redemption to the registered owners of all term bonds of the Bonds to be redeemed at the address shown on the registration books of the Registrar and Paying Agent; provided, however, that failure to give such notice by mailing or a defect in the notice or the mailing as to such Bonds will not affect the validity of any proceedings for redemption as to any other Bonds for which notice is adequately given. Notice having been mailed, such Bonds designated for redemption will, on the date specified in such notice, become due and payable at the then applicable redemption price. On presentation and surrender of such Bonds in accordance with such notice at the place at which the same are expressed in such notice to be redeemable or as otherwise agreed to by the School Corporation and set forth in the Bonds, such Bonds will be redeemed by the Registrar and Paying Agent for that purpose. From and after the date of redemption so designated, unless default is made in the redemption of such Bonds, upon presentation, interest on such Bonds designated for redemption will cease.

INTEREST RATES. Each bid submitted must be for all of the Bonds and must state the rate or rates of interest for each maturity of the Bonds, not exceeding the maximum per annum interest rate hereinbefore specified. Such interest rate or rates must be in multiples of one-eighth (1/8) or one-one hundredth (1/100) of one percent (1.00%). Bids specifying more than one interest rate must also specify the amount and maturities of the Bonds bearing each rate. All Bonds maturing on the same date shall bear the same rate of interest. Although not a term of sale, it is requested that each bid show the total dollar cost to final maturity and the net interest cost on the entire issue of the Bonds.

BIDDING DETAILS. Any person interested in submitting a bid for the Bonds must furnish written notice of such intent along with such person's name, address and telephone number, on or before 10:00 a.m. (applicable Eastern Time), July 20, 2020, to the Municipal Advisor at the address and contact information set forth above. Notwithstanding the foregoing, any person or entity registered in **PARITY®** will be automatically deemed to have complied with the foregoing requirements for so long as such person or entity is registered in **PARITY®**. In addition to sending the notice on **PARITY®**, the School Corporation will cause each person so registered to be notified of the date and time bids will be received for the Bonds, not less than twenty-four (24) hours before the date and time of sale. The notification shall be made electronically if an e-mail address has been furnished. No conditional bid or bids for less than ninety-nine and one-half percent (99.50%) of the par value of the Bonds will be considered. The School Corporation reserves the right to reject any and all bids and to waive any informality in any bid. If no acceptable bid is received on the date fixed for sale of the Bonds, the sale may be continued from day to day thereafter without further advertisement for a period not to exceed thirty (30) days, but if so continued, no bid will be accepted which offers an interest cost which is equal to or higher than the best bid received at the time fixed for the sale.

A bidder for the Bonds may purchase bond insurance to guarantee the repayment of the debt service of the Bonds from a bond insurance company; provided, however, the payment of any premium for any such bond insurance will be paid by the successful bidder of the Bonds (the "Purchaser") from its discount bid, and will not be paid by the School Corporation.

Each of the bids for the Bonds not submitted via **PARITY®** (i) must be on the form approved by the School Corporation, without additions, alterations or erasures, which form may be obtained from the Municipal Advisor at the address set forth herein; and (ii) delivered to the Municipal Advisor on behalf of the School Corporation at the applicable address or contact information set forth above.

While it is not a requirement for the Purchaser, the School Corporation encourages the Purchaser to make a good faith effort to offer the Bonds to be purchased by residents of the School Corporation.

INTERNET BIDS. If using **PARITY®**, bidders must first visit the **PARITY®** web site where, if they have never registered with **PARITY®**, they can register and then request admission to bid on the Bonds. Only NASD registered broker dealers and dealer banks with DTC clearing arrangements will be eligible to bid via **PARITY®**. Any questions pertaining to the **PARITY®** web site may be directed to **PARITY®** at (212) 849-5021.

RULES OF ELECTRONIC BIDDING. The "Rules" of **PARITY®** can be viewed on its website and are incorporated herein by reference. Bidders must comply with the requirements of **PARITY®** in addition to requirements of this Official Notice of Intent to Sell Bonds if the bidder is using **PARITY®**. To the extent there is a conflict between the Rules of **PARITY®** and this Official Notice of Intent to Sell Bonds, this Official Notice of Intent to Sell Bonds shall control.

CLOSED AUCTION. Bidders may change and submit bids as many times as they wish during the sale period for the Bonds, but they may not withdraw a submitted bid. The last bid submitted by a bidder prior to the deadline for the receipt of bids will be compared to all other final bids to determine the winning bid. During the sale, no bidder will see any other bidder's bid, nor will it see the status of its bid relative to other bids (e.g. whether their bid is the leading bid).

AMENDMENTS. The School Corporation reserves the right to amend any information contained in this Official Notice of Intent to Sell Bonds. The School Corporation also reserves the right to postpone, from time to time, the date established for the receipt of bids on the Bonds. Any such amendment or postponement will be announced in the same manner as the notice of the sale from the Municipal Advisor as described in "BIDDING DETAILS." If any date fixed for the sale is postponed, any alternative sale date will be announced at least 24 hours prior to such alternative sale date.

BASIS FOR AWARD. The sale of the Bonds will be awarded to the bidder making a bid that conforms to the specifications herein and which produces the lowest Net Interest Cost to the School Corporation. The Net Interest Cost is determined by computing the total interest on all of the Bonds from the date of delivery to the date of maturity or mandatory sinking fund redemption, if applicable, and deducting therefrom the premium bid, if any, or adding thereto the amount of any discount. In the event of a bidder's error in net interest cost rate calculations, the interest rates and premium, if any, set forth or incorporated by reference in the Official Bid Form will be considered as the intended bid.

GOOD FAITH DEPOSIT. The Purchaser will be required to provide to the School Corporation a good faith deposit in the form of cash, a certified check or a cashier's check or a wire transfer in the amount of one percent (1.00%) of the aggregate principal amount of the Bonds to be sold to the Purchaser (the amount of such wire transfer being referred to hereinafter as the "Deposit") within twenty-four (24) hours after being notified of being the Purchaser. If the Deposit is not received by the time set forth above, then the bid of the Purchaser shall be rejected. The Deposit will be applied to the purchase price of the Bonds awarded to the Purchaser.

In the event the Purchaser fails or refuses to comply with the provisions of the bid and this Notice, such Deposit shall become the property of the School Corporation and shall be taken and considered as liquidated damages of the School Corporation on account of such failure or refusal.

The Purchaser will be required to make payment for the Bonds in Federal Reserve or other immediately available funds and accept delivery of the Bonds within five (5) days after being notified that the Bonds are ready for delivery, at a bank designated by the School Corporation. Any premium bid must be paid in cash at the time of delivery as a part of the purchase price of the Bonds. The Bonds will be ready for delivery within sixty (60) days after the date on which the award is made, and if not deliverable within that period, the Purchaser will be entitled to rescind the sale and the Deposit will be returned. Any notice of rescission must be in writing.

It is anticipated that CUSIP identification numbers will be printed on the Bonds of the Purchaser is an Underwriter, but neither the failure to print such numbers on any Bonds nor any error with respect thereto shall constitute cause for a failure or refusal by the Purchaser to accept delivery of and pay for the Bonds in accordance with the terms of its bid. No CUSIP identification number shall be deemed to be a part of any Bond or the contract evidenced thereby and no liability shall hereafter attach to the School Corporation or any of its officers or agents because of or on account of such numbers. All expenses in relation to the printing or typing of CUSIP numbers on the Bonds shall be paid by the School Corporation. The Purchaser will also be responsible for any other fees or expenses it incurs in connection with the resale of the Bonds.

AUTHORITY AND PURPOSE. The Bonds are being issued under the provisions of the Indiana Code to provide the School Corporation with funds to pay for the costs of the 2020 Facility and Equipment Reimbursement Project as described and defined in the Resolution, as more fully described in the Preliminary Official Statement, together with the expenses necessarily incurred in connection therewith, including the expenses incurred in connection with the issuance of the Bonds.

The principal of and interest on the Bonds are a general obligation of the School Corporation payable from ad valorem property taxes collected by the School Corporation on all taxable property within the geographical boundaries of the School Corporation as described in more detail in the Preliminary Official Statement.

BOND DELIVERY. At the time of delivery of the Bonds, the approving opinion of Barnes & Thornburg LLP, Indianapolis, Indiana, Bond Counsel, as to the validity of the Bonds, together with a transcript of the proceedings for the Bonds, the printed Bonds and closing certificates in the customary form showing no litigation, will be furnished to the Purchaser at the expense of the School Corporation. In addition, unless bond counsel is able, on the date of delivery, to render an opinion to the effect that the interest on the Bonds is exempt from income taxation in the State of Indiana for all purposes except the State financial institutions tax, the Purchaser shall have the right to rescind the sale, and in such event the Deposit will be returned.

PRELIMINARY OFFICIAL STATEMENT. A copy of the Preliminary Official Statement prepared at the direction of the School Corporation may be obtained in limited quantities prior to submission of a bid by request from the Municipal Advisor at the address set forth above. Said Preliminary Official Statement will be in a form deemed final by the School Corporation, pursuant to Rule 15c2-12 of the Securities and Exchange Commission (the "Rule"), subject to completion as permitted by the Rule.

The Preliminary Official Statement when further supplemented by an addendum or addenda specifying the interest rates of the Bonds, and any other information referred to in paragraph (b)(1) of the Rule, shall constitute a "Final Official Statement" of the School Corporation with respect to the Bonds, as that term is defined in the Rule. By awarding the Bonds to the Purchaser, the School Corporation agrees that, no more than seven (7) business days after the date of such award, it shall provide to the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, up to ten (10) copies of the Official Statement at the School Corporation's expense, any additional copies to be at the expense of the underwriting syndicate. The School Corporation designates the senior managing underwriter of the syndicate to which the Bonds are awarded, if applicable, as its agent for purposes of distributing copies of the Final Official Statement to each participating underwriter. Any underwriter executing and delivering an Official Bid Form with respect to the Bonds agrees thereby that if its bid is accepted by the School Corporation (i) it shall accept such designation and (ii) it shall enter into a contractual relationship with all participating underwriters of the Bonds for purposes of assuring the receipt by each such participating underwriter of the Final Official Statement.

In order to assist bidders in complying with paragraph (b)(5) of the Rule, the School Corporation will undertake, pursuant to the Continuing Disclosure Contract which shall be delivered to the Purchaser at the closing on the Bonds, to provide annual reports, certain financial information, and notices of certain events as required by Section (b)(5) of the Rule. A description of this undertaking is set forth in the Preliminary Official Statement and will also be set forth in the Final Official Statement.

If bids for the Bonds are submitted by mail, they should be addressed to School Corporation in care of the Municipal Advisor at the address listed above.

The School Corporation reserves the right to reject any and all bids for any reason and for no reason at all and to waive any and all informalities, defects or requirements set forth in this notice or any bid submitted in response to this notice.

Dated this 3rd day of July, 2020.
METROPOLITAN SCHOOL DISTRICT OF PIKE TOWNSHIP, MARION COUNTY, INDIANA
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