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BUSINESS LEADER

MORGAN COUNTY

July 2021



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After 30+ years in the Indiana State Police, Rich Myers brings all his knowledge and experience back home as Morgan County Sheriff

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How will you measure your life?

This question was posed to me in one of my MBA classes – Managing Behavior in Organizations – several years ago. The question originates directly from a book by the same title, written by Harvard Business School professor Clayton Christensen. I remember it being quite a striking question, and it remains so today. At the time, I was about to take office as a county commissioner, I was working a challenging full-time job, I was seriously contemplating running for a higher political office in the future, serving on several boards, and oh –I had a family that I loved, complete with two delightful young boys. I so vividly remember this question – how will you measure your life? – hitting me right between the eyes. How could I possibly be successful in all I was juggling at the time, without compromising what mattered most? Spoiler Alert: running a hundred miles an hour and saying ‘yes’ to everything is no way to measure your life.

In his book, Professor Christensen poses three questions – questions he also poses to students in his classes – and asks readers to seek “cogent answers” to each of them: First, how can I be sure I’ll be happy in my career? Second, how can I be sure my relationship with my spouse and family become an enduring source of happiness? Third, how can I be sure



I’ll stay out of jail? Christensen acknowledges the first two questions are somewhat predictable compared to the last, but his experience is shaped by classmates of Christensen – both in his Rhodes scholar class and at HBS – spending time in jail, including Jeff Skilling of the famed Enron scandal. Integrity matters.

Let’s take a closer look at each question. How can I be sure I’ll be happy in my career? – Christensen suggests the powerful motivator for a career is not money; rather, it is the opportunity to learn, grow in responsibilities, contribute to others and be recognized for achievements. Christensen says “doing deals doesn’t yield the deep rewards that come from building people up.” Christensen approaches this topic from the perspective of doing work

you love but seems convicted that happiness in a career stems more from helping others grow and develop than it does from having a deep interest in your chosen profession.

How can I be sure my relationship with my spouse and family become an enduring source of happiness? For this question, Christensen suggests spending considerable time reflecting on and unearthing your life purpose. Once you have clarity on your life purpose, you can begin to craft a life strategy, one that allocates ample precious and scarce resources to your spouse, children and other family. If that advice sounds a bit fluffy to you, Christensen provides this poignant, thought-provoking statement: “People who are driven to excel have this unconscious propensity to underinvest in their families and overinvest in their careers – even though intimate and loving relationships with their families are the most powerful and enduring source of happiness.” Powerful. Plan your time investment accordingly.

How can I be sure I’ll stay out of jail? Christensen poses this question seriously – remember his own personal experiences with his classmates – but a good euphemism for this question would be “how do I live a life of integrity?” Christensen suggests avoiding what he calls the “marginal costs” mistake. Business

school and economics majors will recognize this phrase immediately, and in this context, Christensen makes a parallel reference to marginal cost decision-making in businesses, where such decision-making tends to bias companies to “leverage what they have put in place to succeed in the past, instead of guiding them to create the capabilities they’ll need in the future.” Christensen calls this “just this once” thinking. Christensen says the lesson he’s learned is that “it’s easier to hold to your principles 100% of the time than it is to hold to them 98% of the time.” Draw a line in the sand and stick to principles of integrity.

Friends, we’re given one life to live. One life to enjoy, to make a difference, to raise a family, one life to do so many wonderful things. How will you measure your life? By money, promotions, or the number of boards you serve on? Or would it be best to find work you love and use it to contribute to others, seek out your spouse and family for your enduring source of happiness, and lead a life of integrity? I know the path I’m taking, and I’m not looking back.

Ryan Goodwin is a former Morgan County Commissioner and current board member of the Indianapolis Airport Authority. He holds an MBA from Purdue University and writes on business and government.

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They are watching

Have you ever noticed that when many successful small business owners tell their story, it often starts with something from childhood? An event. A person. An interest or talent. Even behaviors based on their most heartfelt principles.

Morgan County Sheriff Rich Myers was inspired by a friend of the family. He never wavered from his path in law enforcement but took on new experiences and assignments that over 30+ years eventually lead him to where he is today: The Sheriff of his hometown county – doing what he loves in the most important place he always wanted to be.

You know those people who are gifted with special talents, skills, or traits. The person who can talk to anyone, friend, or stranger. The person who always took everything apart and put it all back together in a new and different way. For Michelle Tramm, it was touch and her hands. Like us, she figured if she could do something, everyone else could, too. It is a big revelation when we learn truth. She now uses her special gift to help others in a successful massage therapy business.

Sometimes we meet old friends and are surprised to learn what they are doing professionally. However, after stepping back and thinking about them as children, it becomes clearer, and less surprising. For instance, old friends of Ken VanSlyke might be surprised that he is now a Steak 'n Shake franchise owner. After all, true to his belief in giving back to the community being a fireman was all he considered. Retirement has not altered that belief. By re-opening the Mooresville Steak 'n Shake he is giving people jobs, families a place to make special memories, and taking the opportunity to support the community by sponsoring golf



JIM HESS
From the Publisher

outings or a team at the League of Miracles.

It is not by chance that so many entrepreneurs had small business owners as parents, grandparents, aunts, uncles, or neighbors. There really is a good argument that the seeds of success are sown in childhood experiences. Think about yourself and your journey as a small business owner. What is the foundation on which you have built your success? Does it harken back to those simpler, care-free days? Maybe they were not always so care-free because you were working in a family business, or you were kept busy with community involvement.

With that in mind, the importance of being role models and giving our young people many different experiences becomes abundantly clear. Look around. Who is watching you – and wanting to be like you when they grow up? There is someone. We are the sowers of the next generation of Morgan County small business owners.

BUSINESS LEADER[®]

MORGAN COUNTY

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Ephesians 2:10

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By Elaine Whitesides

Morgan County Business Leader

Every family has a favorite restaurant where the whole family often sits down to a meal together. Those favorite restaurants are woven into the family's story and become memories that still warm the heart years later.

For Ken VanSlyke, that special place was Steak 'n Shake. Driving by the store just off State Road 67 in Mooresville brought up many good memories. However, mixed in with those happy memories was the fact that the restaurant had closed.

The Morgan County boy who longed to be a fireman realized that dream. He started as a cadet at 16 years old and over 30 years worked his way up to Fire Chief in Madison Township. In 2015, he took an early retirement.

His wife, Rebecca and their daughters, Alycia, Heather, and Krista watched as he contemplated what his next chapter in life would look like. "I wanted to do something," VanSlyke said. "I was too young to not do anything." A few fruitless excursions into other industries made VanSlyke realize he needed variety and a new, unfamiliar challenge.

GRAB AN OPPORTUNITY

As he was making one more trip by the Steak 'n Shake, he saw an opportunity that intrigued him. He says he had never worked in the restaurant industry, and had little experience even cooking at the firehouse or at home. "I went with it," VanSlyke said. "I started talking with the Steak 'n Shake corporation. It was six months before I said I was ready to reopen the store."

Timing was good because Steak 'n Shake was making changes in their franchise structure as well as in store operations. As a franchisee VanSlyke would work with the company in a new program they call a Franchise Partnership. His responsibility centers primarily on the store itself. He would take care of the building and equipment maintenance, hiring employees, ordering supplies, customer service and daily operations. Corporate would handle the pay-



Ken VanSlyke

staffing. "I saw that to speed things up you must have good employees," VanSlyke said. Hiring and retention was a problem. After the first wave of 20 new hires, he saw he was losing employees to better paying jobs. "I certainly didn't want to have to lock the door in the middle of the day. With employees leaving, calling in sick, or just not showing up, I was frustrated." He decided to increase the hourly wage and has seen a marked improvement in employee performance, commitment, and retention.

Like other small family businesses, two of his daughters took on management roles. "I wanted to give my girls the opportunity to be a part of running the business," VanSlyke said. "I wanted them to be successful and then it's made others successful, too." Non-family employees have become extended family. The store currently employs 25 people, and he is expecting to hire at least 15 more.

The store had been closed for about a year. Through a Grand Opening ceremony with the Greater Mooresville Chamber of Commerce on September 28 and social media, response has exceeded VanSlyke's expectations. With their efforts and the tremendous response to the re-opening, VanSlyke was able to reach the necessary "Gold Standard" level as a franchisee quickly.

Steak 'n Shake planned a remodel that began in June. Phase One includes the counter and service area, which will accommodate the new service operation. Customers will place their order at a kiosk and pick it up at the counter. Drinks will be self-service at a fountain station.

A GOOD DECISION

VanSlyke says he is taking it one step at a time. "I want this to be the best Steak 'n Shake that there is." Corporate evaluates stores on a quarterly basis. Instead of viewing the evaluations as pressure, he said, "It gives me a goal and something to work for."

"As an EMS I have seen everything but childbirth. Death, suicides, accidents," he said. "Here we have to be concerned with safety, but I don't have to worry about people dying." He says it makes it easier, but he still feels responsible. "I can't walk away and let others suffer by losing a job. It's like being on a smaller roller coaster, simpler. I would do it again."

It has been an arduous journey to find how the next chapter of life will be written. "I don't know what I would be doing if I didn't do this," VanSlyke said. "The timing was perfect. I found something I can spend my time at and still give back to the community to make the world a better place. I think it saved me."

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VanSlyke says he likes the way the partnership is set up. It has allowed him to put his focus on customer service and community involvement. "Our customer base is enormous," he said, "and we sponsored a local golf outing and a team at the League of Miracles."

VanSlyke went through months of hands-on training at a Greenwood location and the extensive education of all things Steak 'n Shake.

FIRST EXPERIENCES

Opening during the pandemic with drive-thru and takeout service was a challenge. "I had been through lots of drive-thrus," VanSlyke said, "but being on the inside knowing the frustrations on the outside was eye-opening."

He learned that everything came down to

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Inflation. Supply and demand. Supply chain interruptions. And Ketchup packets.

What?

Inflation is on the minds of a lot of people. Personally, I'm not sure what to think. Many of the foundational commodities our economy runs on have spiked in price; gasoline, wood, meat, and even ketchup packets.

I was at a cookout recently, a public one, not a private one and wanted some ketchup for my hot dog. They were out of ketchup packets so I asked about them. I discovered that ketchup packets used to run about \$.07 per packet but now cost upwards of \$.40 each. I'm a "why" guy so I started to speculate what would cause ketchup to spike over 600%? Covid.

Remember when you'd go to a sit down restaurant and there'd be menus on the table, a little tray with salt, pepper, sugar and sweetener? There often was a bottle of ketchup and mustard on the table as well. Not so much anymore. Many restaurants removed all that table top stuff due to covid. Menus are now found on your phone after you scan a QR code either imprinted on the table or on a disposable slip of paper your server hands you. And ketchup? It's brought out to you in packet form with your fries. That is if you ask for it. No multiple-hands-touched-Heinz-bottle here. No multi-serve bottles leads to higher demand for ketchup packets. Higher demand before suppliers can ramp up production leads to shortages which lead to price pressures which in turn allows for higher prices.

The ketchup conundrum led me to other questions: "If ketchup can spike in price, what about the spikes in other commodities? What caused them? How long will they last? Or are they here to stay?"

There's good news about wood. According to Forbes (6/15/2021 "Here's What Plunging Lumber Prices Tell Us about Inflation" Sarah Hansen) Lumber has fallen 40% from its May 2021 highs. Those high lumber prices added



**JEFF
BINKLEY**
Finance

about \$34k to the price of a new home over the last year according to Bank of America.

And there's potential good news on the gas and oil front. Fourteen U.S. states filed suit June 16th against the Biden administration over oil and gas leasing pauses he implemented when he took office. Should those leases become available again, production would increase thus alleviating some of the supply side pressures in rising gas prices.

Lots of questions remain. Will prices fall back to pre-pandemic levels or will producers use the pandemic price surge as a buffer to keep prices higher than before? What other unforeseen covid economic impacts have yet to appear? And will ending the Pandemic Unemployment Assistance program results in higher wage demand for the many lower wage workers returning to work over these next several weeks? Rising wages are foundational in rising inflation.

It surely is an interesting time to be a student of economics.

Jeff Binkley is the Founder and Managing Director of Binkley Wealth Management Group LLC located in Avon. His firm is an Independent Fee-Only Indiana Registered Investment Adviser that has adhered to the fiduciary rule since its founding in 2010.

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Jod Woods

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Please let me know if there are any topics that you would enjoy being discussed. I can be reached at 317-831-5279 or JodWoods@EconomyHVAC.com.

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FULL C I A

By Elaine Whitesides

Morgan County Business Leader

One thing is for certain, you never know when you will meet someone who will change your life. That person for Rich Myers was a good friend of his father who would come by their Eminence home to visit. His name was Rod Katter.

Katter was a policeman. Myers said, "I knew him, saw him, and saw what he represented: law and order." He would show up in his crisp, sharp uniform and washed car, and young Myers saw what he wanted to be when he grew up – a policeman.

Many youngsters think they want to be a fireman, a policeman, or Superman at some point but as they get older, the vision they hold of the future changes. Not so for Myers. When he graduated from high school, he still wanted to be a policeman. Candidates had to be 21 years old to attend the police academy. At 18 he joined the Indiana State Police as a civilian employee.

Myers spent three years traveling across the state with an older group of men on what was called the Tower Crew. While hanging communications devices, dishes, and antennas for the state police he learned about time management, work ethic, and persistence. He also learned how to accept disappointment when he was not accepted into the Indiana State Police Academy on his first attempt. "At the time there would something like 30 openings," Myers said, "and more than 3,000 applicants. It was really tough to get in."

The next year he was accepted into the Academy. While there, he was asked for a "wish list" of where he wanted to be based after graduation. He wanted to be in the Putnamville District which, at the time, included Morgan County and his hometown. He also asked to be considered for the Jasper or Bloomington District. He was sent to the Lafayette District. "It was not what I wanted," Myers said, "but it was the best thing for me. I made all my rookie mistakes there over two of the greatest years in my law enforcement career."

After two years he got his wish and was transferred to Putnamville where he spent the next 15 years working the road. His duties included everything from calls for service to traffic enforcement and criminal enforcement. Troopers were offered the chance to pursue specialties such as SCUBA, SWAT, drugs, undercover, stolen vehicles, or investigations.

When Explosive Ordinance Disposal (EOD) commonly called the "Bomb Squad," was started, Myers applied and was accepted. There were only a few troopers in the program across the state and it was on a part-time, as-needed basis. "It was totally volunteer," Myers said. "There was no extra pay, just a chance to pursue an interest."

MORGAN COUNTY SHERIFF'S OFFICE

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In the EOD his primary responsibility was to be the eyes and ears for law enforcement, to ascertain the validity of a threat, call for assistance from other agencies if needed, and be part of the resolution. There was an extensive 6-week training course in Alabama with the military and FBI, and troopers were provided basic used equipment and even made some of their own.

Since that time, the program has evolved into a full-time team. Many of the specialties worked together. During the period when meth labs were prevalent and there was a strong potential for explosions, the drug and the EOD teams combined efforts. He was involved with the attempted bombing of the Tippecanoe Courthouse in 1998 from which he was awarded a Silver Star.

BUILDING FOR THE FUTURE

The desire to learn and develop new knowledge and skills lead Myers to take a position as the Public Information Officer (PIO). He was promoted to sergeant and was responsible for interacting with media, conducting community programs, and school and public relations.

When the districts were redrawn, Myers transferred to the Indianapolis post. Myers said he went from busy to busy-busy. "Morgan County was a laid-back farming community," Myers said. During his time as one of the two Indianapolis PIOs, Myers now recognizes that he learned the basis for what he would be doing later in life.

He moved into the PIO role covering not just Indianapolis, but the entire state. He was working out of a government building on Senate Avenue. "It was another good thing the state police did for me. It gave me new challenges, opened my horizons. I got to see the differences, explore the differences, and learn what happens in different parts of the state."

He stepped into a role on the Executive Protection team and worked on the governor's personal detail, protecting the governor and first lady. He was part of the transition team from Governor Bay's administration to Governor O'Bannon's administration. Once the transition was complete, Myers went back to



working the roads as a state trooper. His next move took him back to the state government buildings. He spent eleven years working as legislative security when legislature was in session.

GOING BACK HOME

Myers has lived in Eminence his entire life. He and his wife,

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R C L E

After 30+ years in the Indiana State Police, Rich Myers brings all his knowledge and experience back home as Morgan County Sheriff



Rich Myers

being sown and nurtured in his mind about becoming Morgan County Sheriff. He was waiting for the time to be right. When the previous sheriff had served two terms and could not run again, Myers decided the time was right and he threw his hat into the ring. "I felt I have gained enough knowledge," Myers said, "and I wanted to get back into Morgan County (professionally)."

Sheriff is the only elected law enforcement position in the state. Campaigning was new to him, but another chance to learn something new. Just like business owners build networks, Myers had built a network that reached from Eminence and Morgan County to Indianapolis and across the state, even into the FBI.

When he won the election, Myers retired from the Indiana State Police. He believed he had the opportunity to build on what previous sheriffs had done. "We need, as sheriffs, to be involved in the community. I stay connected to people across the state and in Morgan County," Myers said. "I make it a point to make a face-to-face connection with constituents, business owners, school leaders, and the leaders in civic, community, and charitable organizations. People need to know that I am accessible, and we need to all work together. I am blessed with this opportunity and responsibility," Myers said, "and I grasp it and use it to its full potential."

"Morgan County is no longer a small community," Myers said. "We are more populated and diverse. I-69 is going to be a major expressway." Myers says that while it's not like before when you knew all your neighbors, the support and appreciation from the community is still there. "My job is to continue to maintain and build on the reputation that we have earned here."

While several deputies, like Chief Deputy Terry Keith, have come up through the Morgan County Sheriff's office, Myers said coming from an outside agency helped tremendously. He said, "We gelled working toward a common goal. We blend together all of our knowledge and experiences to make our office better for whatever the community is asking from us."

One of the first steps Myers took as Sheriff was to institute a new salary matrix. "We worked with the county council to adopt the State Police model," Myers said. "Our pay is competitive with surrounding counties and there are new opportunities for advancement. All in all, it has positively impacted morale, retention, and quality of services."

Without a doubt the Sheriff's office has grown with the community. There are 30 officers including a trained SWAT team, three K9 teams, four detectives, and an evidence technician as well as deputies on the roads. There is coordination between all the town and the county law enforcement agencies, so

they support each other as needed.

THE MORGAN COUNTY JAIL

In addition to overseeing the deputies and civilian employees at the Sheriff's office, Myers is also in charge of the Morgan County Jail. There are 64 employees at the jail to manage the daily routine led by Jail Commander, Major David Rogers, and Matron, Shelley Beaver. Rogers is a certified jail officer and has been with the Morgan County Sheriff's office for 18 years. Beaver has been in the role of Matron for more than 20 years.

The jail is based on a pod design. Inmates are divided into several different blocks, each designated for a specific purpose. For example, men and women are separated into different blocks and people in the work-release program are housed in a specific area.

Operating a jail is a huge responsibility according to Myers. The average population currently is about 260 people. "Three meals are served 7 days a week, 365 days a year," Myers said. Technology plays a big part in the jail. Inmates can use computer stations to talk with friends and family, and visitations are accomplished through computer programs similar to Facetime. Even attorney visits and court sessions are operated within the walls of the jail, through technology. Commissary deposits can be made through an ATM at the jail. "Many inmates are in poor health when they come in," Myers said. "Medical and dental care is available."

"More than 90 percent of offenses are in some way drug related," Myers said, "theft, burglary, assault, domestic disturbances, shootings, and a lot of mental challenges. There is hope and things can change, but they have to want to do it." With that in mind, several programs are on-going like counseling and the work-release program. The jail staff also works with the courts, judges, and community groups to ease the transition after incarceration to reduce recidivism and to break generational cycles.

BEING SHERIFF

Myers says the two things that really make a difference in law enforcement is education and visibility. "Seeing an officer out there and engaging in conversation outside a charged situation can change attitudes. That personal contact is important."

The one thing that keeps him awake at night, Myers says, is the safety of officers. Law enforcement is a dangerous job. While concern lurks in the back of his mind always, he said, "I love being busy and the challenge in this job. I love the group of people here, the office, the community. I want to be part of the community and do what we can to make it better. We are here to serve."

Karen, have an 80-acre farm where they raise cows and pigs that his daughter shows in 4H. His parents live on the other side of the property and his brother-in-law works the land. His three sisters have all stayed in Morgan County as well. It is home.

When Morgan County was calling him home, seeds were

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A hands-on approach

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By Elaine Whitesides

Morgan County Business Leader

In a recent article in The Guardian, writer Joe Moran says, "Touch is the sense we take most for granted, but we miss it when it's gone." Of course, he is talking about the affect COVID has had on people. Jenna Lee, MD, director of the pediatric Consultation Liaison and Pediatric emergency Psychiatry and clinical instructor at UCLA says that touch has a cortisol-lowering affect which decreases heart rate and blood pressure and increases the production of oxytocin, the feel-good hormone, so the immune system is more able to do its function. In other words, touch is good for us.

From an early age, Michelle Tramm learned about the power of touch when she massaged her mother's head to relieve headaches and rubbed her mother's hands to alleviate the pain of arthritis. Growing up she considered this an ability that everyone possessed and enjoyed

helping people find relief from pain.

Now, as a nationally certified massage therapist, she realizes that the ability to use her hands to help others feel better is a special gift.

FINDING PURPOSE AND PASSION

Tramm grew up in an Air Force family. She has lived in Texas, Japan, Maryland, and Ohio. Her last stop was Indiana where she took a job as a computer instructor at IUPUI. Her boss suggested she take a weekend course on massage therapy. Tramm registered for the class only to find out it was a year of weekends. Tramm said she thought, "Oh no, what did I sign up for?"

By the end of the year, Tramm had found her passion. The director of the school, now known as the Indiana Therapeutic Massage school, asked her to "pinch hit" for an absent instructor and teach an anatomy class. For more than 20 years Tramm taught anatomy, therapeutic physiology, and a few other classes. She was also educating herself through reading, classes, and coursework, achieving the top level of national certification in massage therapy.

In 2011 she started her massage therapy business in addition to all the teaching. A woman of faith, Tramm immediately under-



Michelle Tramm

stood what her path would be when she heard a quote from Leo Buscaglia: "Your talent is God's gift to you. What you do with it is your gift back to God."

With comprehensive knowledge of anatomy and physiology and the power of her hands, Tramm's focus is for clients to achieve structural integrity. Structural integrity in massage is a non-invasive technique that identifies the source of pain based on structural imbalances and uses body positioning to relieve tension. She said, "I see the purpose of massage is to help people function, so they are able to live with chronic conditions like arthritis or heal from acute injuries. I concentrate on the mechanics of the body to achieve that."

Tramm offers several kinds of massage therapy including certified prenatal, therapeutic deep tissue, Swedish, and Thai foot massage. The choice of the modalities she offers is driven by the needs of her clients. Before offering a modality, she educates herself and learns the technique. "I don't want to hurt people," she said, "so I have to know what to do and what not to do."

In recent years, the public's perception of massage changed. "People are realizing that massage therapy has more health benefits than people gave it credit for," Tramm said. "It is not just a luxurious indulgence." Many of her active clients have standing weekly or monthly appointments.

THE BUSINESS OF MASSAGE THERAPY

Tramm says she does not "go to work." Rather, she says, she "gets to go to work." It is her mindset that makes it easy to be a sole proprietor and run a business. She said, "I have to learn what each individual client needs and what works best for them." She does the same thing when it comes to owning a business. Flexibility is the keystone. She approaches clients, her business, and life based on what works. What works for some might not work for others, including her.

It was her willingness to help a friend that brought her to Mooresville. He was a fellow student at school and when he called, she went. He was working at a salon in Mooresville. She started helping and subsequently joined him. Eventually he moved into the athletic massage specialty, and she stayed at the salon in Mooresville, now the K & A Design Group on High Street.

There is a mix of women offering hair, nail, and massage services at the salon. "It's an amazing place," Tramm said. "These are the best women to work with."

It is not just the culture in the salon that appeals to Tramm. "Mooresville is such a very caring community," she said. "The small business community in Mooresville is so strong. They support each other. When someone needs something, the town rallies and comes to the rescue. Really, I wouldn't ever want to move anywhere else."

LIFE AND BUSINESS

She appreciates the flexibility of her schedule that allows her to pursue other, outside interests. An avid gardener, she has more than 500 varieties of day lilies in her flower beds.

Tramm is married to Eric, and they have a blended family of seven children ranging from ages 28 to 37. "They are scattered across the nation," Tramm said, "but my three grandchildren are local." In her spare time, she prefers to be outdoors and likes including the family and grandchildren in hiking, camping, or bicycling activities.

The time and energy required to rear seven children is the norm for Tramm. She always had a mix of work and responsibilities that required new knowledge and skills. "I learn things because I want to know more about something, or how to do something," Tramm said.

"Knowing I have the ability to put my hands on people and help them feel better is satisfying," Tramm said. "Knowing they can sleep at night without pain makes me feel so good."

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Ensuring your small business goals support your personal goals

As a small business owner, you may have your eye on your business' goals, but what are your personal goals? Many small business owners work long hours sacrificing personal and family aspirations to make the business successful. But personal goals don't have to be exclusive of the business goals! In fact, your personal goals can, and should, inform your business goals.

At the end of the time of your small business, how do you know that the business will produce the personal outcomes you want? You can take the time now to determine exactly what the personal outcomes are that you want to achieve and then lay out steps to ensure that the business will produce those outcomes. In addition, if you can identify your team members' personal goals and align the business to achieve them, then you'll have a fully engaged workforce.

START BY IDENTIFYING YOUR PERSONAL VISION

Looking out 5, 10, 15, 20, even 30 or 40 years depending on your age, what kind of life do you want? Imagine where you'll be living. What will your physical health, friendships, values, spiritual life, and family makeup be? What donations and investments will you want to make? What bucket-list activities will you want to have achieved?

It's insightful to project the ages of your kids if you have them. If your kids are 8, 13, and 16 now, in 10 years they'll be 18, 23, and 26. What funds will you need for college or weddings? What grandchildren will you be anticipating? How many kids will still be living with you and what remodeling will that prompt?

Another way to envision your future in a detailed way is to break your personal vision into 3 parts: what you want to BE, DO, and HAVE. Perhaps you'd like to BE a college professor or published author by the time you're 60. What will you be DOING? Spending summers in your lake house, world travel, charity work, spending time with grandchildren, paying for their private school, or spinning off 3 other businesses? What properties, businesses, degrees, cash, and cars do you want to HAVE?

Work with your family to list all the personal goals you have at each 5- or 10-year increment and get it on paper. Now you have a clearly defined and documented personal vision... your ultimate goal.

NEXT IDENTIFY YOUR BUSINESS VISION

Look at your business in those same 5- or 10-year increments and determine where it needs to be in order to produce your personal outcomes. Your personal vision informs the discussion about your business vision. It dic-



ROGER AND SUSIE ENGELAU
Business Coach

tates what size and type of business you want to build or the type of customers you want to attract. For example, if you want to fund your grandkids' college, how much cash will the business need to produce? if you want to be traveling a lot, you'll need to build a strong leadership team to run things when you're gone. If you want to be spending more time with your spouse, the job description you create for yourself needs to be work that can be done remotely. If you want to be using more of your creativity, you'd want to change the market you target. Bob's personal vision, for example, drove him to switch the target market in his manufacturing company from aerospace to metal street art.

ALIGNING YOUR PERSONAL VISION WITH YOUR BUSINESS VISION

Once you've defined your own personal vision and once you have your business' vision defined, you can begin to walk your team members through the same process, starting with your leaders who can, in turn, walk their team members through it.

Finally, the engine that drives your business from where it is now to where it needs to be in the future includes planning activities: defining your culture, setting goals, and agreeing on the strategies to achieve those goals. It also includes the activities you perform on a daily, weekly, monthly, and quarterly basis. This can all be documented on your Single Sheet Business Plan. You can maintain and adjust along the way 4 times a year by updating your Quarterly Action Plan.

Knowing you have a detailed plan in place to ensure that your personal goals are met is a blessing that extends beyond yourself. It gives you, your family, your team members, and their families peace of mind and renewed energy.

Award-Winning Business Coach and Owner of Inspire Results Business Coaching, U.S. Military Academy at West Point graduate, Roger Engela, his wife Susie, and their team of business coaches apply their business expertise to help business owners improve their business, income, and lifestyle. To schedule an exploratory discussion, go here <http://bit.ly/timewith-Roger>, call 317-908-5809, or email Roger@InspireResults.com.

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Lessons from my dad – The hidden elements

As my Dad took me to middle school most every morning, we would have wonderful conversations about most any subject you can imagine. I learned life lesson through those conversations and stories. One in particular was remembering the names of people we would meet as dropped by the Post Office which we did at least twice each and every morning.

Some of the people we encountered would call out my Dad by name and he would reply with their name in the same manner. I was amazed at how my Dad could remember all those names. Who were those people? Why make the effort to call them by their name? I remember asking my Dad, “How do you remember their name?” He replied that their name was important, to them and he was right.

I remembered being one of the morning greeters at my elementary school, Washington Elementary, in Vincennes, Indiana. I recalled standing at the top of the first flight of stairs, where the morning greeter stood, and saying “good morning” to almost every person and I called them by their first name as well. It was important to me to remember as many first names as I could as I greeted each person.

The late Dale Carnegie is quoted as saying “The sweetest sound is a person’s name on someone else’s lips.” I didn’t learn that little quote until much later and long after all those Post Office visits and even longer after the elementary morning greeter days. None the less, the quote is so true and such a good lesson for each of us no matter what our role in life.

Carnegie developed strategies for remembering names and lists of items which can be quite effective if practiced and put in to use consistently. For me, I know the importance of knowing



JACK KLEMEYER
Business Coach

the other person’s name and the impact it can have in building a relationship. A couple of pieces of my “remembering names” strategy ... I pay attention when a person says their name as we’re introduced. I really focus on their name and if it’s not clear, I ask them to repeat it so I do get it. I focus intently on that part of the conversation and then I call them by their name while in initial conversation. If I am at all unsure, I say something like, “It’s Martha, right?” to make sure I have it. Then, and here’s the key, I relax and trust that I know it.

Too much stress, or internal dialogue questioning whether or not you know the person’s name creates more doubt and consequently causes confidence to dissipate quickly. It’s important when learning something new to relax and know that you have

it, then practice it as soon as you can and correct any errors. Keep moving forward with confidence.

You see everything we do, humor, remember names, hitting a baseball, there is a strategy we employ to execute the thing we’re doing. This reinforces my belief that there are really only three things that typically holds any of us back:

- Limiting Beliefs
- Low Expectations which bring about Low Standards
- Ineffective Strategy

In my experience, it usually boils down to a limiting belief. It’s how we think about the things we do that really matters. It’s the most important part of successful execution but sadly it’s the least focused on when learning, training or relearning or retraining any skill.

When you focus on how you think about what you do, you can bring about lasting change. The next time you’re learning, remember to notice how your thinking about the thing. Notice your confidence, notice your self-talk. Ivan Misner, the founder of Business Networks International calls these things the “Hidden Elements” and he is so right. The unseen difference makers.

Now that you know about them, you’re in on the secret and you can begin to employ these “Hidden Elements” in your craft.

Grow Your Business™ Coaching founder Jack Klemeyer is recognized as a preeminent resource for business professionals. As a John Maxwell Certified coach, speaker, trainer and facilitator of Mastermind groups for business owners and professionals, his results-driven philosophy calls for action and accountability. Jack can be reached at Jack@GYBCoaching.com or at 317-755-6963. Learn more at GYBCoaching.com.

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Corbin Clow



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Franciscan Health Hospitals recognized for clinical expertise

Franciscan Health Central Indiana hospitals have earned national acclaim for providing excellent medical care to patients.

The 2021 ratings - which were announced by CareChex®, an information service of Quantros, Inc. - reports that Franciscan Health Indianapolis is No. 1 in Indiana for interventional coronary care. Interventional cardiology is the area of medical care which diagnoses and treats coronary artery disease, vascular disease, structural heart disease, and congenital heart defects using complex, specialized catheter-based techniques.

Likewise, Franciscan Health Mooresville holds the No.1 spot in the state for patient safety in joint replacement surgery. It marked the fourth consecutive year the hospital has earned a state ranking. This specialty primarily is focused on hip and knee replacements, but replacement procedures can be performed on other joints.

"These designations truly attest to the dedication of our of our doctors and their respective teams of nurses and other caregivers," said James Callaghan, MD, president and CEO for Franciscan Health Central Indiana. "We are extremely grateful for their ability to care for patients in such an exceptional manner, which honors our Mission."

The Franciscan Health Heart Center is

dedicated to providing comprehensive cardiovascular care. Highly skilled teams of cardiologists, cardiothoracic and vascular surgeons, nurses and technicians collaborate to provide compassionate care to patients from across the Midwest and beyond.

Additionally, members of Franciscan Physician Network Indiana Heart Physicians, Franciscan Physician Network Vascular Surgeons, and Cardiac Surgery Associates are known for innovating new procedures and conducting clinical trials that have benefited patients for decades.

The Mooresville hospital is home to the internationally known Center for Hip & Knee Surgery, which has served patients for more than three decades. The Center performs about 2,500 joint replacements each year, treating patients from all over the nation and the world. As part of the Center, Franciscan Physician Network Joint Replacement Surgeons use cutting-edge surgical techniques, conduct nationally recognized research and are dedicated to providing care based on physical, emotional and spiritual needs.

The CareChex rating system is designed to assist hospitals and healthcare systems in improving the quality of inpatient care and promoting clinical excellence to patients, payers and employers.



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