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FROM THE GROUND UP

Matt Hays talks about building the legacy of Equipment Technologies



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Doing work you love, Part two

Last month, I shared a peek inside my journey from the cubicle to the cockpit – a remarkably rewarding journey, but one rife with challenges, setbacks, and great sacrifice. For this month, I promised to share a few insights on lessons learned along the way, in hope it inspires or prompts you to consider if you, too, should pursue work you love.

VOCATION OR AVOCATION?

While the title of this article series is ‘Doing Work You Love,’ this question of vocation or avocation is an important one. As previously shared, I’m going through a transition from a business and political career to one of professional flying. Flying is not new to me – my father is an airline pilot and I have always been fascinated with all things aviation. But when I started ruminating on the thought of flying professionally, I had to ask myself: “Can doing this as a hobby bring the right level of fulfillment, or is this a ‘must-do’ for me professionally?” This was a genuinely difficult question for me – flying as an avocation would be much quicker, much cheaper and cause much less disruption in my daily life. But ultimately, when I looked at the long-term view, I knew my answer: flying should be my vocation.



**RYAN
GOODWIN**

DEVELOP A LIFE PLAN

The long-term view mentioned above is hard to see without considerable time in reflection. Michael Hyatt, a contemporary business and productivity author I truly admire, wrote a book called “Living Forward,” in which he champions the idea of writing a “life plan” encompassing multiple dimensions in your life, including faith, family, work, health, finances, and other domains. What I like about Hyatt’s book is that it goes beyond goal setting – commonly reserved for business and personal finances – and looks at your life holistically. All the way to writing your own eulogy, at least as an exercise in imaging your ideal future. This idea you have for work you love, how does it fit into other domains of your life? Does this idea help you accomplish goals in other areas? Does it support your life plan?

SAVE-UP

Unless you are part of a fortunate few able to self-fund your dream job transition or envision a dream job with little start-up cost or financial sacrifice, you will need to plan your exit from your current reality. Begin to save now. Reduce monthly expenses. Work an extra job that gets you closer to your goal. I know this is hard – I’ve not upgraded my 11-year-old car and I cancelled cable and other subscription services – in effort to reduce my monthly expenses to aide in making my transition work. I’m not missing out on anything! Take a close look at every single expense you’ve had in the last 90 days and see what you can live without. You’ll be surprised by how much you can cut. Trust me.

SKILL-UP

What skills, experience, education, or training do you need for the work you love? Be careful here. Many assume they need to invest heavily in education, specifically big degrees, to pursue the work they love. Some do need that – you won’t become a doctor without a medical degree – but many do not. Be sure to carefully search job descriptions, job postings, and most importantly, talk to people in the field you want to pursue. You may find a certification is a better

path than a degree, or perhaps a degree is needed, but it is not the degree program you thought. In my case, in a highly regulated industry (aviation), I was able to learn exactly the qualifications I would need to get to the spot I wanted, and then was able to plan a path forward.

TAKE ACTION

At first glance, this last piece of advice might seem trite. Please do not run past it. I am pleading with you, from personal experience: once you begin to chart a path forward toward work you love, act. Even if it is one small step today, one small step tomorrow. Do not let inaction today turn to tomorrow’s regret. I’ll leave you with this terrific quote from a titan of industry known for taking action, John Pierpont “J.P.” Morgan: “The first step towards getting somewhere is to decide you’re not going to stay where you are.” You’ve thought about the nudge toward work you love, you’ve asked yourself the avocation or vocation question, you’ve developed a plan to financially prepare and skill up. Now it is time to act.

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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Know thyself

Are you coming or going? It's hard to tell these days with changes in public health, where employees are working, supply chain problems, sporadic customer counts, and networking with business colleagues has fallen off drastically.

It has been interesting to talk to small business owners lately. With the sands of change whipping around our ankles, it is harder than ever to make decisions and commitments.

One astute business owner recently told me he returns to his original business purpose when things begin to spin up around him. By clarifying his purpose, he says he can make decisions that stay true to his business – and himself.

More than a good practice, it is foundational. For a business to be successful, an owner must focus on a goal or purpose and understand his own capabilities to achieve it. Once those two elements are settled, he can identify what and who he needs and what must be done.

With that sitting in the back of my mind, I realize that both businesspeople we feature this month know themselves. They own their capabilities as well as their challenges. They both the businesspeople we feature this month went to university, graduated, and became CPAs. Both gave up the "stable, secure" corporate jobs to have their own businesses. The stability of the jobs was overshadowed not because they did not like the work, but because being in that job just didn't fit them.

Matt Hays, CEO of Equipment Technologies, says he would never do something that someone else could do better. Letting go of control and allowing someone else to do their work to the best of their ability is more than a boon for employee productivity and performance, it is also the basis for a positive and robust company culture.



JIM HESS
From the Publisher

With confidence, Hays also steadfastly knew what he could accomplish and pushed forward every day. Does that mean success is guaranteed? No, not even for the most capable person. Hayes has been running Equipment Technologies for eleven years and he says he remembers vividly the day when he knew the company was going to be successful.

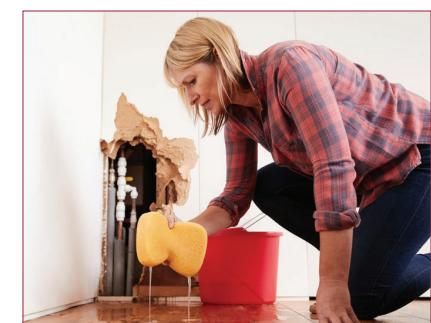
Keller Office Supply and Printing has passed its 20th anniversary. When Chip Keller opened the company, he felt he had learned what to do and how to do it. So that is what he did. In the center of his decision to pursue his own business, was what he wanted for his family.

When Keller realized that not only was his family important to him, so was his community, he stepped into public service. First on a business's board of directors, then in a civic commission, then finally into local government. Talk to him for a few minutes and it is evident that his family, business, and community all flow from the same well for him. It is who he is.

Honestly assessing our strengths and challenges brings clarity. Removing emotion from assessment and being objective identifies what we already have and what we need for success. It all comes down to knowing yourself.



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By Elaine Whitesides

Morgan County Business Leader

"Everything you do in life is worthwhile," Chip Keller said. Perhaps it is an attitude developed by the CPA after graduating from Butler University and taking a corporate job. He spent five years going to his desk every day. "I learned and it paid well," Keller said, "I hated it."

It wasn't the work that bothered Keller. "It was nothing to work 50+ hours a week, and 60+ hours a week during tax time," Keller said. "It wasn't the life I wanted to have with my family."

What made his studies and job worthwhile was that he learned what was needed to start a business on his own and how to do it. Because he worked at an office supply store during college, when Martinsville office supply store owner asked what he thought about starting his own office supply store, Keller decided to take the chance and quit his CPA job.

Just three days before he left the job, he and his wife, Michelle, bought a house. He says she married him thinking he had a good-paying, stable job and then he leaves it behind for the risky venture of business ownership. It worked out. They have been married more than 20 years and have two children, Emmah and Ben.

During his time at the accounting firm, Keller built relationships that have given him



Chip Keller

new opportunities. One of the partners in the firm knew Citizen's Bank was looking to add to their board of directors and felt Keller was perfect for the position.

That brings up another thing Keller has learned about himself through his life and experiences. "I enjoy being on that board," Keller said. "I am drawn to anything that makes a small community stronger."

HIS BUSINESS MODEL

Keller Office Supply was started from scratch. Keller developed a business model that kept overhead low. "We would just take orders from customers, receive the stock, and then deliver it over the next days," Keller said. "It was

order as needed."

That was before Amazon disrupted the industry. Then, feeling the pain, Staples bought out one of the major wholesalers and cut overhead by taking much of their business online. When Staples did that, it also eliminated one of Keller's suppliers.

To combat the effects, Keller added printing to his shop and business name, which has been successful.

The one thing that Keller says he can provide his customers that Amazon and others cannot is the personal service you get from a local business. For example, he has been known to install office furniture on a Saturday morning or make an extra run with something a customer needed but forgot on the order. Relationships matter to Keller.

TAKING A ROLE IN THE COMMUNITY

Keller feels business, and business owners, have a role in the community. "Networking, knowing your community and knowing people around you," Keller said, "is important to a successful business." The well-worn line that people buy from people they know and like is true. He became active in both the Martinsville and Greater Mooresville Chambers of Commerce.

In 2001, Keller purchased the building on Main Street that is now home to Keller Office Supply and Printing. He gave what was an appliance store a new life. His office is in the front window. "I love looking out on Main Street seeing what is going on," Keller said.

Watching what was happening in Martinsville and hearing what outsiders said about Martinsville affected Keller. He realized that few of his high school classmates stayed to in Martinsville.

In 2010 Keller joined the Redevelopment Commission. One of the last projects he worked on there was plans for a performance park that will increase downtown offerings and add to the quality of life in Martinsville. It is now coming to fruition. The city purchased land adjacent to the Art Sanctuary. He looks

forward to the construction of an amphitheater and grassy areas.

In 2013 Keller attended an Indiana Economic course held at Ball State University. It was a place to learn and share ideas with representatives from communities all over the state. He says it was a game-changer for him. He wanted to make things better in the future and decided that if he wanted things to change, he had to be involved with the decision-makers.

In 2015 Keller got the chance to join the City Council. People told him he had to campaign. "But as a small business owner," Keller said, "I follow the Golden Rule. I am campaigning every day for business. This is who I am and what I want to do with the community."

"We are living in such a unique time with I-69 being built and running through Martinsville and Morgan County," Keller said. "I wanted to help the county take advantage of all the opportunities that are available with that growth. We need a plan."

When a position on the Morgan County Commission came available in 2021, he resigned as City Councilor. He said it was time to give someone else a turn to fill his position on the City Council. Keller applied, was voted in, and named a County Councilman.

From his office in the front window on Main Street, Keller witnesses change. "In just five years," Keller said, "the scenery has changed immensely. Renovations and transformations are exciting. This year has been cool, seeing all the changes happening. Construction is going on and the number of people walking around downtown has increased."

But it is not easy to bring change. He says he doesn't want to be like any other community, but he wants to be the best Martinsville and Morgan County possible.

"You have to be respectful of all when bringing in new ideas," Keller said. "My ambitions are small. We may be moving things in baby steps, but we are building foundations for future generations of business owners and residents."



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9/11 plus 20 years

I was late to work that day. Traffic, or a late start, or I just didn't get to work on time. You know how that sometimes can happen no matter how regular your commute is. When I sat down at my cubicle in the big Schwab call center, one of the towers was already burning. I could see it on one of the dozens of TV monitors hanging from the ceiling in the center. One of my teammates told me that a plane apparently hit one of the towers. But in that day of pre-9/11 innocence we all thought some fool of a private pilot had gotten too close to the building during a sight-seeing flight so we weren't too torn up about it.

Then the 2nd plane hit.

Within moments the entire call center became very, very quiet. People stopped talking, phones quit ringing, a stillness settled over the building. I looked around. People were numb. Didn't understand, couldn't understand. "What's happening?" Thirty minutes later, when the 3rd plane hit the Pentagon, that numbness turned into fear. Wall Street was evacuated, Capitol Hill was as well. And people had begun to leave the towers while thousands of FDNY heroes ran into them. I couldn't speak. I couldn't think. All I could do was watch those smoky buildings on the TV screen above me. Phones were still pretty quiet but had picked up a little.

Then the first tower fell.

Quiet exclamations of "NO!" could be heard around the center. Sobs broke out as well. I bowed my head and prayed as did dozens of others around the building. When the 2nd tower fell, emotions had come full circle back to numb. I was numb. Management said anybody that wanted to go home could. I chose to. The only thing I remember about that drive home was how blue the sky was and how not a single contrail could be seen. Planes had been grounded



**JEFF
BINKLEY**
Finance

immediately and didn't fly for a week. Blue, blue skies with not a contrail to be seen.

I had called the kids' schools and was told I could come get them if I wanted but they were suggesting not to so as not to excite them unnecessarily. I had "rescued" an old Honda motorcycle from a barn in Ohio the week previously, so I just turned the radio off, opened the garage door on that beautiful fall day and lost myself in very amateur mechanics.

20 years. And yet as I write this, the emotions return. Now not with fear, but sadness and loss, tempered and intermixed with undying hope and a little motorcycle grease.

God Bless America

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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Residential development approvals signal changing horizon

In 2021, much of MCEDC's time has been invested in facilitating conversations about residential development and supporting efforts of home builders that want to increase Morgan County's housing inventory. Local leaders in Martinsville, Monrovia and Mooresville have recently approved residential projects that could add 800+ new, single family building lots to those communities to attract new individuals and families, adding to the economic potential of Morgan County.

This is a big deal!

MCEDC continues to promote the development of Morgan County's communities as centers that offer quality of life and quality of place for our neighbors and to those that would invest their resources in Morgan County if the capacity were available. Housing starts will provide positive economic signals to others that will see Morgan County as a place where they can live a quality lifestyle, open a small business or even locate larger operations such as commercial offices or industrial development. Population growth has been a missing link to Morgan County's future, and these new residential developments are a step in the right direction with more work to do.

Numbers do matter!

Economic development has evolved into

a practice that recognizes the importance of human capital as a primary indicator of a location's economic ability. If we continue to focus on creating capacity for newcomers as well as for those of us that would expand our horizons if given the opportunity, others will see Morgan County as a primary location for investment in the Indy metro region. Consider this: If Morgan County's population were to grow at an annual basis of three percent, it would take nearly fifteen years for Morgan County's population to reach 100,000. We have plenty of resources to ensure that this growth rate could be managed and achieved to the benefit of all of us that participate in the Morgan County economy.

The work is just starting, and MCEDC anticipates additional single-family and multi-family development projects will be proposed as the completion of I-69 draws Morgan County even closer to its metro Indy neighbors. The work continues in the commercial and industrial markets as well as economic developers and community leaders continue to work to find real estate to expand capacity. Real estate is the key to community growth, enhanced productivity and a quality of life that exudes an air of reasonable cost.

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FROM THE

Matt Hays talks about building the legacy of Equipment Technologies

By Elaine Whitesides

Morgan County Business Leader

Many small business owners start a business because they love to provide a particular service or a specific product. They are happy, sometimes content, to have a business that allows them to support their family comfortably. Entrepreneurs are a bit different because they want to build a small business into an enterprise. The sky is the limit to them.

When Matt Hays graduated from IU as a business major with a focus in accounting, he did not fit into either category. He passed the CPA exam and took a job downtown Indianapolis with Price Waterhouse. He liked his work, but after several years when he was recruited by a client to become a CFO at a greeting company, he left the security of a big corporation. Sunrise Greetings was a small business, and it was a big change for Hays.

"That's where I got my entrepreneurial experience," Hays said. "I worked for a great owner." The owner became a mentor and gave Hays so much responsibility that he had an opportunity to learn about owning and operating a business. After several years, the company was sold to Hallmark Cards. Hays stayed a couple of years with Hallmark, but he had changed. "I had the bug," he explained.

He participated in a start-up dot.com business. "We raised \$40 million and developed a platform that would take the entire real estate purchase process online." It was good until it wasn't. The 2000 market crash hit hard, and the company was sold. Once again, he stuck it out with the new owner for a short time. But he still had that itchy bug.

NEW OPPORTUNITY

As CFO at Sunrise Greetings, Hays interacted with the board of directors including Rollie Dick, an active venture capitalist. Dick knew Hays was looking for something and approached him with a possibility.

Dick was an investor in Equipment Technologies, founded by Michael Fitzgerald in 1997. He believed the business had a good product and a spot-on vision.

The timing was perfect since Hays was looking for something to invest in and run, and the business needed fresh

EQUIPMENT TECHNOLOGIES

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leadership. In 2002 the company was recapitalized. Hays joined Dick and Fitzgerald with an ownership stake.

Equipment Technologies builds the Apache sprayer. Hays admits that he knows little about farming. He has never farmed or lived on a farm. However, most of the employees had some tie or exposure to a farm. Hays says they know how the product is used and can easily see the business from the customer's perspective. "They have an unbelievable moral obligation to make sure that the customer gets our very best product we deliver," Hays said. "They are wired for excellence and believed this company was going to be successful," Hays said.

Hays also believed in the company. He was confident he knew business and said he had the skills and knowledge to allocate capital, motivate people, and develop processes and systems.

Not only was the timing good for Hays, but it was also a good time for the agriculture industry. 1996 saw the advent of Monsanto introducing GMO soybeans that could withstand their weed and grass killer, Round-up®. Operations became efficient from cost and yield standpoints. Farmers began to ask if they could spray their fields themselves.

"What we got right was we took the bet that farmers would start spraying their own fields, and buy our Apache Sprayer," Hays said. He says their bet paid off in spades. Sales soared.

WIDENING SALES AND DISTRIBUTION

The company expanded its market by developing a network of dealers throughout North America. "There are two ways we have done it," Hays said.

He says that first they work with existing dealers already selling sprayers and materials. "They are application specialists who use their expertise to sell the Apache product." Second, they developed their own Apache dealerships in new markets.

In addition to selling the machines, dealers also inventory parts so there is no wait for customers. To avoid delays at the



US/Canada borders a parts depot was established in Saskatoon Saskatchewan.

PERFECTLY LOCATED

The Midwest is home to the richest soil in the nation, so Central Indiana was the perfect location for Apache Sprayers to be manufactured.

The first Equipment Technologies location was a small building in an industrial park near the old Indianapolis airport. When a building on Hancel Parkway in Mooresville went on the market, Dick bought it. Even though it was outside their budget, Equipment Technologies had a new home. It proved to be a good decision.

It was the best of both worlds sitting at the crossroads of America. Hays said, "It was instant access to employment." Morgan and Johnson Counties is home to most employees. In addition, the manufacture of the sprayers, Hays says, is more assembly with quality components, so the supply chain is critical. "Managing the supply chain is easier," Hays said, "because here you can tap into a good industrial supply base."

By 2010/11 the company was cramped for space. They started looking for options that would alleviate their concerns about disrupting their workforce. When 110 acres in

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GROUND UP



"Everything to be successful was here when we came in," Hayes said. "I got lucky. I made it clear to everyone that it is not about "me", it's about "we" and we are trying to be successful together."

That stance, along with the Golden Rule and inherent Christian culture prevalent throughout the company, Hayes says. "It's how we work with each other, dealers, and suppliers." Hayes has been at Equipment Technologies since 2002; the longest professional stretch in his career.

Independence is part of what Hayes says drives him as well as the Equipment Technologies workforce. "People here think," Hayes said. "They don't just take orders." In the 25th anniversary brochure for the company, Hayes explains it this way:

"Unlike most businesses, our employees can make mistakes without fear of being fired, which means that they are willing to take risks and make decisions on their own. If you see something wrong, fix it. If you know how to help a customer, do it. If you have an idea for improvement, make it happen. Performance leads to confidence, more confidence means even better performance. It's a beautiful loop. I guess you can think of it as an intense desire to be excellent at what we do."

BUSINESS BASICS

Hays describes himself as a no-nonsense, plain talking leader. Hayes said. "Business doesn't have to be complicated. You just need to focus on the right things."

Some of the right things, according to Hays, are having as few employees as possible and having one operation with one product line. "Why expand if it if it doesn't add value?" Another right thing is putting focus on customer experience and making it as positive as possible.

Simplicity is more than a buzzword in the business. Processes are kept as simple as possible. The people know their jobs and are focused. Hayes said, "I won't do what others can do better."

Early on, Equipment Technologies had a really good website. Critical because they are competing with big companies. They spend money on digital marketing and advertising. "We have done a good job of leveraging technology," Hayes said, adding, "It is very rational. We take the emotion out of it. Measurement and analysis is key in marketing, operations, and everything. Being data driven is a key point in success."

A CHANGE ... SORT OF

Hays may be older than many of the employees, but he is younger than two of the partners. In 2016, both in their 90s, they came to Hays. Neither wanted to change the dynamic in the board room or disrupt operations by transferring their ownership stakes in their estates. The decision was made to sell the company. "We set about trying to find the kind of buyer we wanted," Hays said. "It was very important to us to be careful to set up a situation where the owner will not mess with the workforce."

A deal was made with Exel Industries, a European organization with a diversified list of companies. One had built the first tractor to go over grapevines in French vineyards. They diversified into other farm equipment, including sprayers. They knew the industry.

Hays was told they only wanted him to work if he wanted to work. He stayed on to run the North American operation. "They keep it simple," Hays said. "It's run the same way as when we owned it." Hays thought he would stay for a year or two.

There are currently about 140 employees, about 80 are in Mooresville. The culture has been maintained and the Apache Sprayers are available to farmers across the nation and internationally.

Hays says he can remember the day when he realized the company was going to be successful. "You don't have to be in a big city to be successful," Hays said, "but it definitely takes someone with an appetite for risk to get it going." Many see a paycheck from a large employer a safe, sure thing. However, for someone with the "bug," controlling your own destiny takes precedence.

It is not necessary to be born with the entrepreneurial instinct. Hays developed his along the way. "I couldn't have done this without being in the greeting card business. I believed I learned what was necessary and I could make it work."

The legacy of Equipment Technologies was built and secured in Mooresville. Hays could be home reading with his Labrador retrievers at his feet, riding bikes with his wife, or planning for football game weekends with his daughters at Notre Dame. But the satisfaction of helping society through farmers and helping people be successful still drives him.

"It's been wonderful. It's like a family. We enjoy coming to work and working together," Hays said, "As long as I am having fun, I'm staying."

Mooresville went on the market, they bought it. By 2013/14 construction was underway on Merriman Road. Keeping the manufacturing division on Hancel Parkway, the new building includes offices, space for training, dealership events, and the main distribution center.

THE CULTURE AT EQUIPMENT TECHNOLOGIES

Hays grew up in Bloomington. His family regularly traveled roads through Morgan County to visit family on Indy's south side. Over time, he got to know Morgan County well. Now, he and his wife, Laura, live in Indianapolis where their two daughters, Abby and Corrine, grew up.

He has also gotten to know the ilk of the people of Morgan County. One of the things he says he is most proud of is that there are still nine of the original employees after 25 years.

According to Hays, it has been a symbiotic relationship. He says many were young when they joined the company and have grown along with it. Hays says now as executives they are "the core group that is still the soul of this company."

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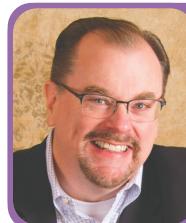
Each year, in our garden, we plant tomatoes. The variety sometimes changes from year to year, but one thing is for sure, every year we plant tomatoes. I like an occasional tomato but my wife Cathy, daughter Libby and my Mom love tomatoes. As a matter of fact, the little cherry tomatoes are like popcorn snacks for Cathy and Libby. Tomatoes can be an entire meal for them but not for me or our son John.

In addition to our little tomato patch, we plant a couple of other varieties of vegetables and fruit. We now have a nice selection of strawberry plants, and a small patch of asparagus.

I know these two things to be true, if someone doesn't tend to the garden, the weeds quickly consume the producing plants and make the harvest a disappointment. Secondly, if in times of draught, someone doesn't water the plants in the garden early in the morning or later in the day after they are out of the sun, the plant wither and die, ending the hopes for any kind of harvest.

The garden is a great metaphor and point to a couple of my favorite passages in the Bible. The Parable of the Sower lives out each year and the seasons from Ecclesiastes rings true.

Your business is very much a garden. What you choose to sell or produce or offer is based on your talents, your capabilities and your passions mixed with what your prospect and client needs. Much thought and planning needs to go into your offerings and in to how you sell and deliver what is you offer.



JACK KLEMEYER
Business Coach

In my mind, the weeds in a garden are the distractions that an entrepreneur faces. Employee challenges, finances and budgeting along with the myriad of everyday cares. Things like family schedules, unexpected happenings and health issues all can become distractions to the business person. Managing all of them requires more of the skill of the circus juggler than those of a business person. Being a juggler is one of the skills you must master as a business owner.

Sometimes what is thought to be a weed in the garden is actually a volunteer from a previous season or a gift from a bird or other animal to your garden. Careful attention needs to be paid if the plant should be removed or cared for and nurtured. The same is true for your business. An unexpected happening could be a blessing in disguise and open up and entirely new revenue stream.

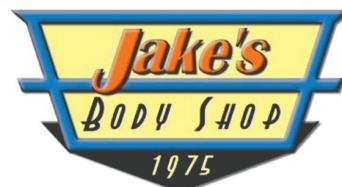
The lessons that carry over from a little garden to a thriving business are many. Here are a few I suggest that you keep employed.

- Planning and Reflection – Determine your plan, and reflect on it regularly, your progress and learning.
- Remember the parables – The Parable of the Sower and The Seasons plus any others that resonate with you.

- Try something new from time to time – a new offering or new marketing method
- Take time to reflect – What's working and what's not.
- Nurture – Be sure to nurture your prospects and clients. Take care of them.
- Advice from Jeff Henderson, author of the book FOR
 - Plan to deliver a "WOW" experience to at least one person each day.
 - Go the second mile – go above and beyond.
 - Remember the power of a smile.

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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Your biggest business challenge: Marketing

Over and over again, small business owners – from startups to seasoned pros – when asked about their biggest business challenge – admit that they struggle when marketing their businesses. Why do companies have so much trouble in this area of their business? I have some ideas on why this occurs, and what business owners can do now to change their fate. Are you making one of these marketing mistakes?

Won't invest in planning: Companies will pay \$1500 for a piece of equipment or technology to run their business, but won't invest the same amount in a marketing plan to guide their marketing and advertising tactics. Operating without a plan is like trying to reach a destination without directions or a GPS: you're probably going to make a few wrong turns along the way. A marketing plan can help you see and realize your big-picture goals, as well as



SUSAN YOUNG
Marketing

help you target your advertising and messaging for better results.

Stuck in the status quo: Has your business been doing things the same way for years and still getting the same result? I often hear, "Well, we get most of our business from referrals, so we don't need to change things or market ourselves in another way." Referrals are great, but so are new customers! Are you spending the time or energy to get them? And don't be afraid to try a new marketing tactic, even if it's

something new or unknown. If it's targeted to reach your desired audience, and fits within your objectives and budget, it's something worth considering.

Don't have a marketing team: I see many companies hire multiple salespeople but have no one in charge of the marketing function of the business. This is a mistake, as marketing drives sales leads. I'm sure your salespeople would appreciate it if there was a concentrated effort toward finding and driving new sales leads into the pipeline for them to nurture and close. This makes their jobs that much easier, and can increase the effectiveness of their sales effort. Whether it's an outsourced or internal resource, you need to have a marketing team (or person) to help coordinate the marketing effort.

Haven't aligned sales and marketing people: Even if companies have sales and marketing teams, they often don't work together to succeed. After all, marketing and sales people are working toward the same goal: increased business. They should be collaborating on an ongoing basis with regular status update meetings, updates on campaigns and insight from the trenches. When sales and marketing teams work together, they can produce more successful marketing campaigns, derived from a greater understanding of the customer.

Have no marketing budget: Many small

businesses are guilty of operating without a true marketing budget for the year. They have not taken the time to set aside funds for the use of promoting their business, and instead prefer to spend little to no money on marketing/advertising, or may choose to invest in a random campaign or tactic if the idea presents itself (what I call "shotgun marketing"). With no marketing budget, a business risks underspending on marketing and missing their mark, or overspending because no plan exists and still not achieving the desired outcome. Either way is risky business.

So there you have it — five reasons why marketing may be one of the most challenging areas of business success. If you're making one of these mistakes in your business, the time is now to start turning the ship around. Invest in a plan and then create a marketing budget and team that aligns with your sales efforts and company goals. Then you can begin to watch your success materialize.

Enhance your email marketing strategy for B2B

How do you enhance your email marketing strategy for the B2B world? Communication through email is now more powerful than ever, and it's time you take advantage. This digital marketing tool builds brands and drives sales.

As a successful business, you already know your marketing goals, who you're targeting, and who your ideal customer is. Now, it's time to make the most of your email marketing campaign.

WHY YOU NEED TO ENHANCE YOUR EMAIL MARKETING STRATEGY

According to a study by Vital Design, upwards of 72 percent of B2B businesses are willing to share useful content via email. This means your emails aren't being dumped into a spam folder, and there's a good chance that they're being forwarded to colleagues. Don't neglect your email marketing campaigns because it's incredibly effective at generating new business and keeping current customers satisfied.

WAYS TO ENHANCE YOUR EMAIL MARKETING STRATEGY FOR B2B

You need a long-term email marketing strategy to nurture your relationships with current and potential clients through relevant content. It can take months to acquire a new customer, but these tips will speed up that timeline.

1. Always think about your email header. This is the most critical aspect of your email marketing campaign. If you want increased B2B sales, you need content that is suitable for your audience, and you need to grab their attention in some

way. This is what your email header should do.

An average office worker receives approximately 121 emails every day. That means you have mere seconds to grab their attention before your email is thrown in the trash. Get your message across immediately with the right header. Create an attention-grabbing subject line, and make sure your logo is visible, so you're instantly recognizable.

2. Create your own content. Now that you have the perfect header making potential customers click to open your email, you've got to ensure your content is worthwhile. Your content is important, even if you're simply promoting products. Create newsletters with evergreen themes, meaning the content will always stay valuable to the customer. For example, a special Christmas newsletter is the opposite of evergreen content. The best kind of content is useful to your audience. It includes answers to questions, tips, and advice that a B2B client can apply to their own business. The email marketing strategy should include unique content that triggers an emotional response. Show your audience that you have something valuable to offer. Lastly, make sure the newsletter is easy to read. Break up any large blocks of text. Use headings and subtitles and highlight the most important parts of the email.

Email marketing campaigns are a proven effective business strategy to drive B2B sales. If you're ready to drum up some new business, give this strategy a go.

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The importance of work-life balance and park venture Morgan County

We are all recovering from 2020. A year of interrupted social life; finally hugging those we love and have not seen (in-person) in what seems like forever. Many of us are reassessing our closet as we make the transition back to the workspace, deciding what clothes make sense from our home office and what is socially acceptable again around co-workers.

94% of US service professionals work over a 50-hour work week. These longer workdays lower the time we have available for activities that keep us balanced, like exercise and spending time with family. Working these kinds of hours also means we are less likely to eat healthy meals since they are time consuming to cook and it is more convenient to order take-out or hit the kids' favorite drive thru. The fact is work-life balance is critical for several reasons. For one, employees who lack a work-life balance tend to burn out more quickly than those with a balanced schedule. This means we lose motivation and are less productive at work; and if you are the perfectionistic type, it also means you begin to feel like a failure, and it plays with your head and self-worth. Another reason work-life balance is critical is because a 40-hour work week is stressful enough, but never mind adding in more hours, plus all you juggle when you leave work for the day. Having a work-life balance gives us permission to pull away from our professional responsibilities and ensure we are fueling ourselves and the relationships that mean the most in our lives. Expecting otherwise is like trying to grow a garden without ever giving it water.

So, in the transition back to pre-COVID activities, remind yourself to prioritize balance. If you enjoy the outdoors, you're in luck! Morgan County is home to 13 parks and 2 state forests.



BRITTANI BENTLEY

The Community Foundation of Morgan County (CFMC), Mooresville Public Library, and Mooresville Public Library collaborated to present Park Venture Morgan County. This public, free event runs August 1st – October 15th and encourages people to explore the county's green spaces, find new parks and enjoy a safe event for all ages. The event was designed for anyone. Many of our parks have ADA accessible paths for wheelchairs, strollers, and walkers. Tell the kids to bring their bikes and in-line skates. Think of a free date night driving around and finding parks you knew nothing about.

To participate in the event and register for prizes, visit the Mooresville or Morgan County Public Library's Beanstack app: morgancountylibrary.beanstack.org or Mooresville.beanstack.org. You can also find Park Venture Morgan County on Facebook and on visitmorgancountyin.com.

Brittani Bentley, with more than a decade of corporate accounting experience, is the President of Community Foundation of Morgan County and has spent the last 7 years dedicated to serving the community of Morgan County in the non-profit space. She is passionate about philanthropy and community building.

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Citizen Bank celebrates new branch grand opening

Citizens Bank is proud to announce the opening of our newest branch. Our Stones Crossing branch has opened on the corner of Stones Crossing Rd and 135 in Greenwood.

Citizens Bank is bringing familiar faces, community banking and the newest technology to the Johnson County area. "As a Community Bank

with so many Johnson County customers, it was imperative that we not only open a branch in the County but that we open a branch with the best people and the most cutting edge banking technology," said Chief Experience Officer, Mark Lemieux.

The new branch is being managed by Shannon Eads, who was previously the branch manager of Citizens Bank's County Line branch in Indianapolis. Other familiar faces will include Melissa Duke, Vice President Commercial Loan Officer; Rick Brinkman, Mortgage Loan Officer; and Lauren Harmon, Assistant Vice President Treasury Management Officer. Combined between the four of them there is over 75 years of deposit, cash management and lending experience.

The branch's advanced technology includes 3 ATMs, allowing customers to do any banking transaction, assisted by a video teller, who may be stationed in the branch or at any of Citizens Bank's offices. "COVID-19 taught us a number of hard lessons. One of those lessons is that technology can help us be more adaptable and deliver on our commitment to customer service even in the most extreme of circumstances," continued Lemieux.

On August 11th, Citizens Bank celebrated



the grand opening of the Stones Crossing branch. The celebration included a check presentation to the Humane Society of Johnson County and a ribbon cutting with Aspire Economic Development + Chamber Alliance.

Since 1931 Citizens Bank has played an important role in the financial lives of so many people. Over the years, you've allowed us to help you buy homes, grow businesses, and put kids through college. We're truly grateful for the opportunity. And we want to say thanks in the best way we can think of by putting the needs of our customers and our community first. CITBA Financial Corporation (CITBA) is a one-bank holding company headquartered in Mooresville, Indiana. Its wholly owned subsidiary, Citizens Bank, serves the central Indiana area through excellence in retail and commercial banking. With 10 locations and hundreds of years of retail banking and commercial lending experiences, Citizens Bank brings the expertise found at bigger banks together with a true sense of what community banking has always been and should always be. CITBA is traded on the OTCQX under the symbol "CBAF". Learn more at www.citizensbanking.com. HERE'S TO PEOPLE!

DOES INSURANCE COVER THAT?

Water Damage Caused by a Broken Water Softener

Yes, a Homeowner's Insurance Policy does cover Water Damage caused by a Broken Water Spigot...

A water softener is normally installed in a mechanical room.

This room will typically be in a garage or basement. A water softener uses salt to filter out unwanted minerals from your home's water supply, which means that when it leaks or bursts the water can be contaminated with the minerals the water softener was removing from the water supply.

When a water softener causes water damage it normally happens at the water supply lines or the tank itself can overflow or leak overtime.

The Insurance Company will cover the Emergency Water Mitigation Services and Repairs up to the policy limits. **The only out of pocket expense for the property owner is the Insurance deductible and the cost to replace the Water Spigot.**



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Is your water making you sick?

Did you know that the lack of many illnesses in the United States is credited to modern plumbing? In the early days of our country, water was usually drawn from nearby rivers, streams, lakes or springs.



Jod Woods

In more heavily populated areas, the water was delivered by some of the first water mains which were constructed of hollowed out logs. Many of the health issues were due to contaminated water. Sewage would leak into the drinking water. Log piping would sag in low spots causing stagnant water and a breeding ground for insects. Although these hazards have mostly been eliminated by modern plumbing practices, there are still health risks that can be avoided by keeping your plumbing system maintained and repaired by a qualified professional. Licensed plumbers have been through years of training. They can maintain your plumbing system properly and protect our water supply.

Do you know your plumber? Are they licensed? Have they fulfilled all training and craftsmanship requirements to protect your health and the water supply? Know who is working on the water system from which you are drinking. Don't be afraid to ask to see a plumbing license from someone working on your home's plumbing. A professional will be happy to



show you their license. Making sure the right person is working on your water system is not only going to confirm that a repair is done correctly, but it also ensures the cleanliness of the water coming out of your faucet and into your drinking glass. We are happy to help with any of your plumbing needs. Contact us at 317-831-5279 or EconomyHeatingandAir.com.

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Kendrick Foundation kicks off three-year mental health initiative in Morgan County Schools

Awards over \$540,000 in grants for school year 2021-22

The Kendrick Foundation is proud to announce a three-year commitment to improving the mental health of Morgan County residents through a partnership with Adult & Child Health, Centerstone Indiana, and the county's four public school systems.

"We're thrilled to have the opportunity to work with these two health systems and our local schools to provide additional mental health services, supports, and resources for Morgan County," said Eric Wymer, M.D., Kendrick Foundation Board President. "Mental health has been a priority of our foundation and grantmaking for several years now, but qualitative and quantitative data indicate an even greater need with a global pandemic and other societal challenges."

According to the 2021 County Health Rankings & Roadmaps, Morgan County adults report on average 4.8 poor mental health days per month and 16% report frequent mental distress. Morgan County has higher rates of drug overdose deaths and suicide than the state. Many Morgan County residents also lack adequate access to mental health providers – as Morgan County is designated by the Health Resources & Services Administration as a health professional shortage area for mental health.

Additionally, according to the National Alliance on Mental Illness, many mental health conditions first appear in youth and young adults, with 50% of all conditions beginning by age 14 and 75% by age 24. One in six youth have a mental health condition, like anxiety or depression, but only half receive any mental health services.

Early treatment is effective and can help young people stay in school and on track to achieving their life goals. In fact, the earlier the treatment, the better the outcomes and lower the costs. Untreated or inadequately treated mental illness can lead to high rates of school dropout, unemployment, substance use, arrest, incarceration, and early death.

Schools can play an important role in helping children and youth get help early. Schools also play a vital role in providing or connecting children, youth, and families to services. School-based mental health services bring trained mental health professionals into schools and school-linked mental health

services connect youth and families to more intensive resources in the community.

"When we invest in children's mental health to make sure they can get the right care at the right time, we improve the lives of children, youth, and families — and our communities," said Keylee Wright, M.A., Kendrick Foundation Executive Director. "As a result of this initiative, Morgan County residents will have greater access to mental health practitioners and services regardless of their ability to pay."

Adult & Child Health is a community mental health center and provides behavioral health support in over 130 schools in central Indiana. This unique access creates an ideal setting for reducing at-risk behaviors through prevention and intervention programs. Adult & Child Health will be providing additional mental health services at Mooresville Consolidated School Corporation, MSD of Martinsville, and Monroe-Gregg School District. Students across each district will have the opportunity to participate in voluntary supportive services consisting of individual, family, group, and case management.

Centerstone is a not-for-profit health system providing mental health and substance use disorder treatments. With the help of the Kendrick Foundation, Centerstone Indiana embedded behavioral health professionals within Eminence Community Schools, removing barriers to prevention and treatment programs, and will continue these efforts through this grant initiative.

School-based and school-linked mental health services reduce barriers to youth and families getting needed treatment and supports, especially for underserved communities. School-based mental health programs are a voluntary service approved through caregiver consent and delivered by trained mental health professionals, such as psychologists, counselors, and social workers.

The total cost of this initiative for the first year is over \$1.2 million. The Kendrick Foundation's financial investment is \$540,385. The grantees and schools invested the remaining amount.

Formed from the proceeds of the sale of the Kendrick Memorial Hospital in 2001, the mission of the Kendrick Foundation is to financially support education and initiatives that improve the physical and mental health of Morgan County residents. To learn more about how the Kendrick Foundation is leading health initiatives for Morgan County, please visit kendrickfoundation.org.

Kendrick Foundation
Leading health initiatives for Morgan County