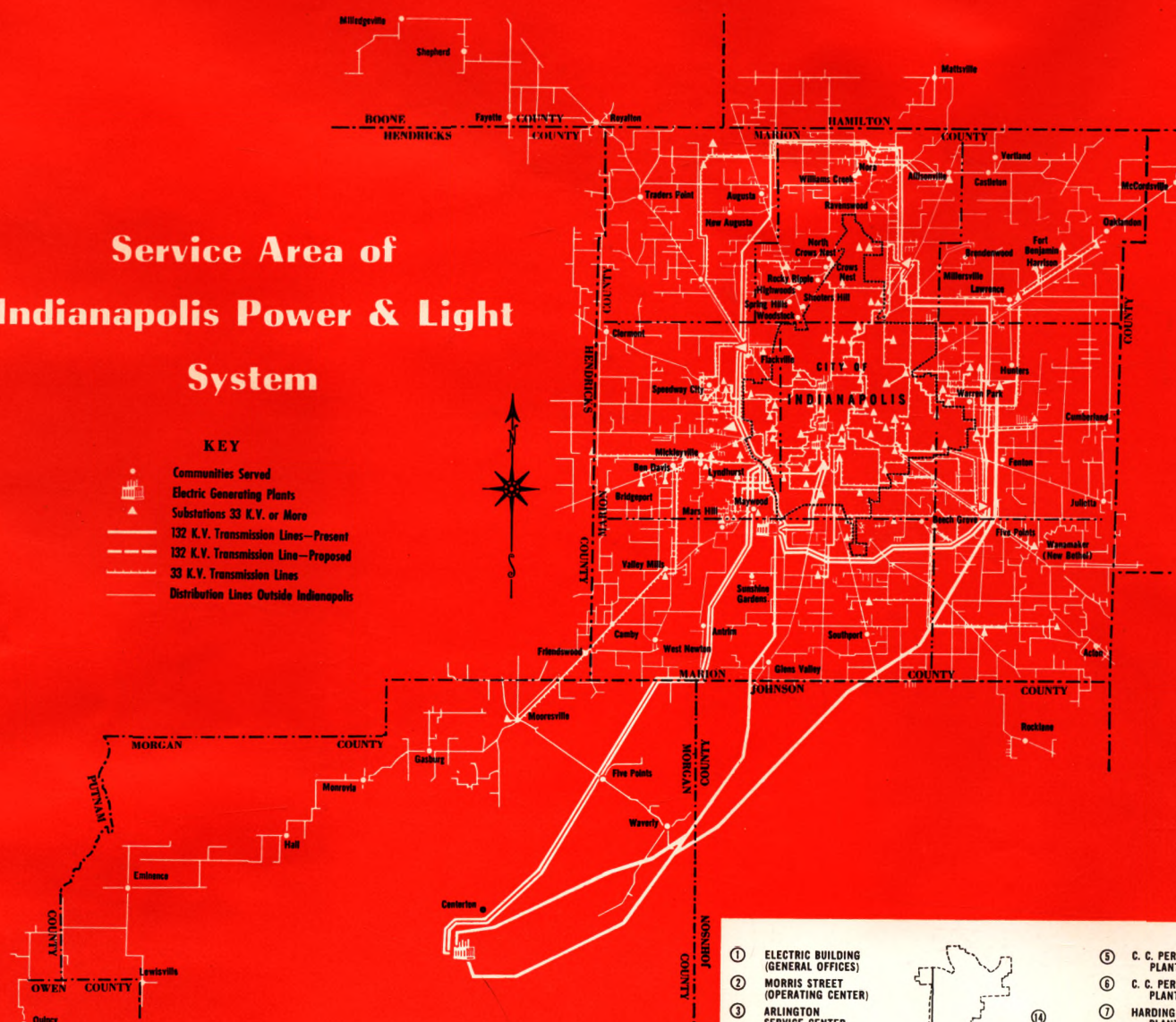
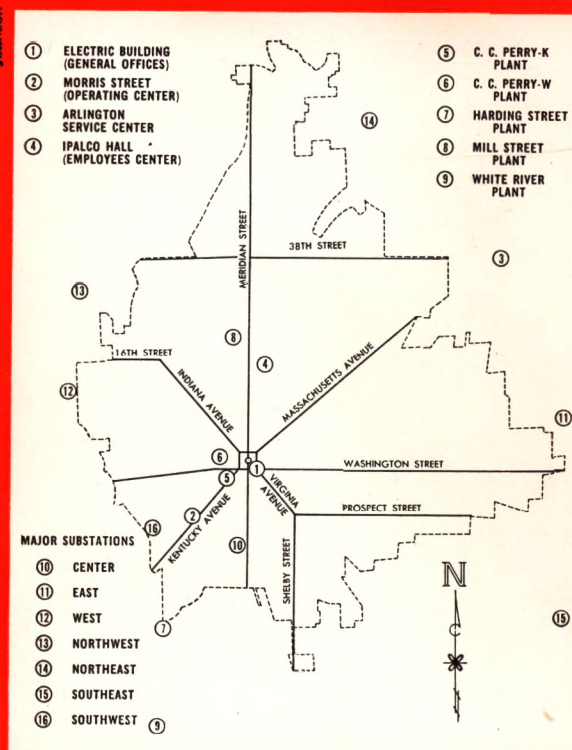


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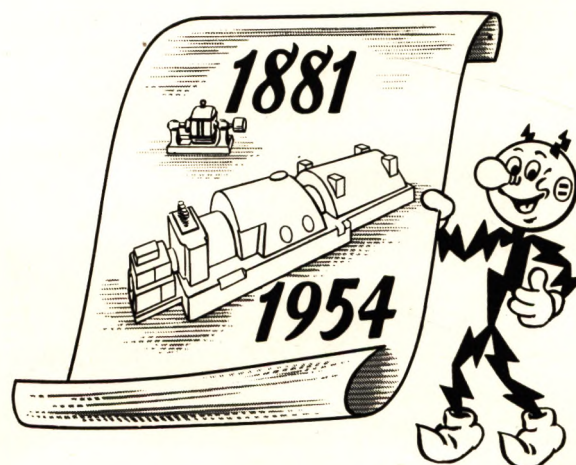
- Communities Served
- Electric Generating Plants
- Substations 33 K.V. or More
- 132 K.V. Transmission Lines—Present
- 132 K.V. Transmission Lines—Proposed
- 33 K.V. Transmission Lines
- Distribution Lines Outside Indianapolis



ELECTRICITY is supplied by Indianapolis Power & Light Company and its Mooresville subsidiary in central Indiana, a highly developed area of 528 square miles, with 580,000 population. The electricity for this area is steam-generated in 5 plants using Indiana coal. Three of the plants also supply steam service in downtown Indianapolis.



ELECTRIFYING INDIANAPOLIS



A HISTORY OF INDIANAPOLIS POWER & LIGHT COMPANY AND ITS PREDECESSORS

INDIANAPOLIS, INDIANA

INDIANA CENTRAL UNIVERSITY
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ELECTRIC BUILDING

Headquarters since 1935 for electric service in the Indianapolis area.

Gift

Mrs. Reily Adams

12-12-83

Foreword

A HISTORY of the development of the electric industry from the days of the early inventors such as Faraday and Kelvin, through the epochal era of Edison and Steinmetz and up to the present, is a fascinating story in itself. When this story is localized so as to portray the sensational advance of the utilization of electric energy in a typical American city from the days of its first commercial adaptation less than seventy-five years ago, until now, it becomes even more interesting. The reader is impressed, not only with the fabulous growth of this industry over a short span of years, but also with the transition that occurred, from the luxury status of electricity in the earlier years to its essentiality today in modern living.

The history of the Indianapolis Power & Light Company, and its several predecessor companies operating in and around Indiana's capital city, is typical of that which has been recorded for the electric service companies in most of the larger American communities. The men who demonstrated their courage and their faith by providing electricity in Indianapolis in 1881, and the years immediately following, were pioneers in a true sense. Their contribution to the electrical era, which they and their contemporaries in other cities initiated, is deserving of the highest tribute. Today the Indianapolis Power & Light Company, which has grown with the metropolitan area that it serves and which has contributed significantly to that growth, is an important unit in the impressive list of investor-owned electric service companies that bring the blessings of electricity to our American communities, industries and farms.

This book describes its development over the past seventy-four years. The research and composition were in major part the work of Mr. John G. Longsdorf, Executive Assistant, who was aided in the collection of data and photographs relating to predecessor companies by other employees of long service, notably Mr. Raymond F. Forbes and Mr. Matthew W. Gage. To them I express my sincere appreciation for a meritorious accomplishment.



President

INDIANAPOLIS POWER & LIGHT COMPANY

April 5, 1954

ELECTRIFYING INDIANAPOLIS

PART I — (1881-1927)

ONLY by looking back to the 1880's when electric service began in Indianapolis, and tracing the development of that service into the present Indianapolis Power & Light Company, can one obtain a fair idea of how much progress it really represents.

The men who founded this business were far-seeing, but they never dreamed that electricity would become the very lifeblood of the city as we know it today—any more than we ourselves can envision all the electric possibilities for the future. Impressive as the growth has been to date, there are many signs it has only begun.

Electric service for this city was pioneered and developed by practical business men, not dreamers. At first they thought of it only as a lighting business, to provide the public with better light at lower cost. But the same basic idea has motivated the entire development of electric service in Indianapolis . . . to supply useful service for many people, and do it better and cheaper than it could be done in any other way.

In selling electricity to meet a public need the founders saw a typical American opportunity for successful business and well-earned profit. They were free to back their belief with their own hard work and money, and they did so in spite of many obstacles. Thus the electric advantages enjoyed today by a half-million people in the Indianapolis area are the result of business initiative and invested savings under the American system of free enterprise.



SERVICE THAT
CHANGED THE CITY

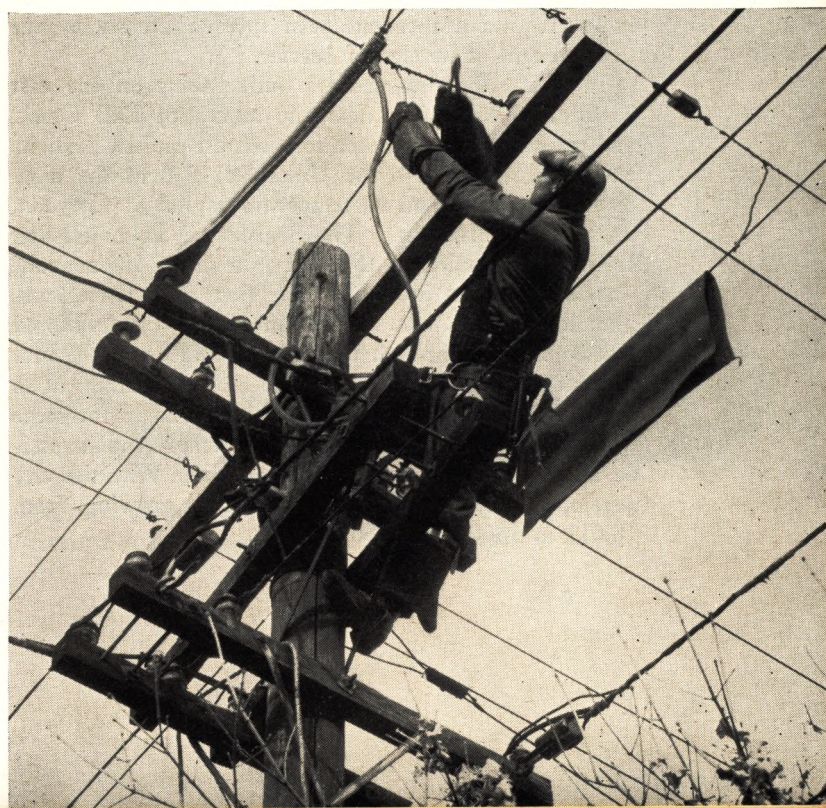
No other business venture has meant so much to Indianapolis, and none has a better record for devotion to duty and beneficial growth through bad times as well as good. Electric service has provided this community with the better ways of living, making things and doing business that go with all-around progress. Because it saves drudgery and increases production, saves time

and improves results, it has always been in growing demand.

To understand the great changes wrought by electricity in our living and working conditions, try to think of all the ways that it enters into our everyday activities, and then imagine what life would be without it. If your imagination is equal to that—or your memory, if you belong to an older generation—you will have some idea of Indianapolis life at the dawn of the electric age.

As a city whose location was planned, rather than accidental, it was natural that Indianapolis, at the geographical center of a thriving state and a crossroad of travel, should be a commercial and residential center as well as a seat of government. But Indianapolis also was destined to be an industrial center because of the

Constructive work by electric employees for their fellow-citizens, as typified by the lineman extending service wires to a new neighborhood, has marked the entire history of electricity in Indianapolis.





This view of downtown Indianapolis from atop the then new courthouse, looking west along Washington street from Delaware, was taken in 1880 just before the advent of electricity. It shows the gas lampposts, the tracks for mule cars, the dirt streets and the horse-drawn wagons that were typical of that period in American cities.

productive skill of its people, its good transportation and other advantages. The city's attainment of its industrial importance has been speeded greatly by the development of its electric service.

In 1820, the first settlers built cabins on the east bank of White River near the mouth of Fall Creek, and this location was chosen for the state capital. Indiana had been admitted to the Union in 1816 as the nineteenth state, and had its temporary capital at Corydon, in southeast Indiana. The legislature held its first Indianapolis session in 1825. The town of Indianapolis was incorporated in 1832. The first city charter was granted in 1836, and another in 1847. The National Road was built through the town in 1830, and the first railroad train arrived in 1847. The building of a canal in 1839, making water power available for some woolen, grist and paper mills, launched Indianapolis on an industrial career. After the Civil War the city developed considerably, the population growing from 18,611 in 1860 to 75,056 in 1880.



NEW IDEAS TO THE FORE

There was quickened activity on the whole American business scene following the depression of the seventies. Inventors and scientists who had been busy in the background, spurred by the hope of financial reward, brought forward many new ideas and discoveries to the field of practical business.

In the race to apply electricity to public service, the leaders were Thomas A. Edison, who had gone on to New York after working a half-year in Indianapolis as a \$75-a-month telegrapher, and Charles F. Brush, another young man, who in Cleveland had developed an arc light and dynamo that proved practical. At least fifty separate lighting "systems" were reported about that time in this country alone, besides those in Europe. Most of them were for arc lighting. The Edison

system of incandescent lighting was the only one that survived, although the Brush arc system was operated for many years in many cities, and was the first to be made available for public service in Indianapolis. The original Brush central station was put into service in September, 1879, in San Francisco—one month before Edison invented his incandescent lamp. The first central station for the Edison system, the famous Pearl Street plant in New York, began operation September 4, 1882.

Other than the central stations, for both arc and incandescent lights, which sprang up over the United States, thousands of smaller "isolated" generating machines were installed by progressive businesses, such as stores and hotels, to provide their own electric lighting. Indianapolis had its share of these individual installations which, although the glaring arcs flickered and sputtered, supplied much better lighting than available otherwise.



PRE-ELECTRIC INDIANAPOLIS

In 1881, when the first electric utility was organized in Indianapolis, the city covered 11 square miles, about one-fifth of the present area. The city was divided by Pogue's Run, which crossed Meridian street near the Union station, about one-third of the city area being southeast and the remainder to the northwest. West of White River and south of Oliver avenue was an independent town called West Indianapolis, and to the northwest there was another town, Haughville, not attached to the city. Farther north was North Indianapolis, also independent, and to the northeast was the suburb of Brightwood. Nearly five miles to the east was the town of Irvington, occupied mainly by residents whose business was in Indianapolis, and by the faculty and students of Butler University which was then located in Irvington. To the southeast was the little suburb of Stratford. There were some city additions with individual names such as Oak Hill, Brookside, Woodlawn and Woodruff Place.

The pace of community life and communication was no faster than that of a horse, for those were truly the horse and buggy days. Public transportation was even slower, with the street cars pulled by mules. The use of telephones had scarcely started, the first public 'phone system in Indianapolis having just been installed in 1878. About 25 large iron drinking fountains "for man and beast" were scattered over the city, and pumps with tin cups and dippers for thirsty pedestrians were on many downtown corners.

James Whitcomb Riley, the great Hoosier poet, was a new resident of Indianapolis, having moved in from Greenfield; and the famous novel "Ben Hur" by General

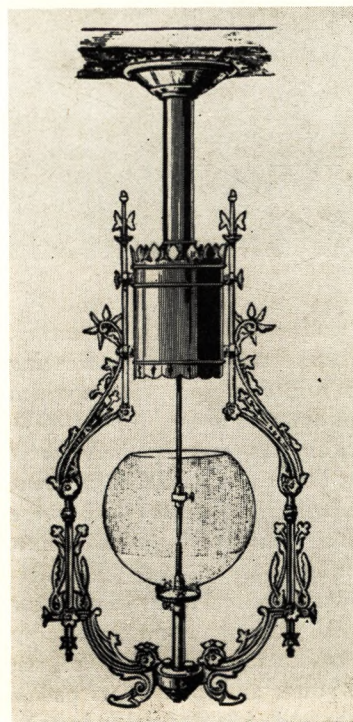
Lew Wallace, of Crawfordsville, had just been published in 1880.

In 1881 John Caven completed his fifth term as mayor of Indianapolis, and was succeeded by Daniel Webster Grubbs. Albert G. Porter was inaugurated as governor of Indiana. General Benjamin Harrison was elected to the U. S. Senate. James A. Garfield started his administration as president, but was felled by an assassin's bullet on July 2, and upon his death the presidency went to Vice-president Chester A. Arthur.

The Marion County courthouse was only five years old in 1881, and the statehouse was under construction. Public interest in electric lighting had grown to the point where such lighting was definitely planned for the new statehouse, and the city council in February, 1881, talked about maintaining electric lights in front of the courthouse—as well as in the Circle, at the Bates House corner (Washington and Illinois streets) and at each end of the Union depot—so that "the city would assume a metropolitan aspect at night."

Like other large cities at the time, however, Indianapolis still relied on lamplighters to dispel the darkness of its streets. These boys and men, carrying ladders and flame-tipped wax tapers, trudged from one lamp-post to another at nightfall and lighted the dim gas lamps by hand.

Flame was the common source of both light and heat. Lighting was provided by gas, kerosene and candles, and heating was done mainly with coal, wood and kerosene.



Brush arc lamp, the type first used in Indianapolis.



Edison's first practical incandescent lamp.



ABOVE: Monument Circle as it appeared in the early 1880's when electric service was just starting in Indianapolis. The home next to Christ Church (center) was the first residence in this city to have incandescent lighting, and the barn at its rear was used for a generating plant for some years. BELOW: Today's view of the Circle from the same point. Much of the change that has taken place was made possible by electrical progress.



As for refrigeration, it was dependent on the weather. It was available if and when there was enough freezing weather during the winter to produce natural ice which could be cut and stored for summer needs. About 80% of the ice used in Indianapolis was taken by the brewers and pork packers. During the winter of 1880-81 about 100,000 tons of ice averaging 12 inches thick were harvested from the canal and Fall Creek, and 300 men labored to put it up in the ice houses.

Manual labor, in fact, was required in those days for a great deal of the industrial work that now is done by electricity. There was considerable handcraft in the city's factories, with steam power and some water power for the heavier work. At the end of 1882 local industries were reported as employing 12,000 hands at an average pay rate of \$2.20 per day. In later years, when elec-

tricity was adopted generally to aid industrial workers, it not only eased their work but also multiplied their output, so that the industries were enabled to grow and provide many more jobs at much higher pay. In 1953 local industries had as many as 115,000 employees.



HOUSEKEEPING AS IT USED TO BE

Home life in the ordinary Indianapolis residence in 1881 was marked by drudgery for the housewife and a dearth of convenience for the family. There was none of the work-saving, time-gaining appliances that have become so commonplace in the electric age. Housekeeping was truly a matter of endless human toil.

Lighting in the home was provided by kerosene lamps, with some gas jets. The gas lights, however, were used mostly for general illumination, or for ornamentation in elaborate chandeliers. For reading, the family usually depended on the oil lamps, which could be carried wherever wanted but were smoky, smelly and a constant fire hazard. Keeping them filled and cleaned, and the wicks trimmed, was a routine housekeeping job.

The kitchen range, burning coal or wood, was the work center. It was so essential to the household that it had to be kept going every day, regardless of discomfort from its heat in summer. It was used not only for all cooking and baking, but also for water heating.

When hot water was wanted it had to be carried by hand from the range. Therefore, the family washing was usually done (with tub and washboard) close to the range, and the ironing too, since the heavy hand irons also were heated atop the range and carried back and forth to the ironing board. The family's baths often were taken in a washtub on the kitchen floor, to save carrying a large amount of hot water to another part of the house.

Bread was toasted by thrusting it over the glowing coals in the range. Cleaning carpets was a laborious chore, for they either had to be swept with a dust-raising broom or taken up, lugged outdoors and flailed vigorously by hand with a large beater. Musical entertainment in the home depended on the availability of any human talent in the family circle.

From this it is easy to see how much the march of electric progress has meant to home life. The first residential use of electricity was lighting. Various appliances were introduced (although not used widely until later years) approximately as follows: The electric fan in 1887, electric iron in 1895, electric range in 1898, toaster in 1905, washing machine and vacuum cleaner in 1907 and 1908, electric refrigerator in 1913, electric water heater in 1914 and radio in 1922.



CLOUDS AT DAWN OF ELECTRIC AGE

In 1881, of course, the public had no idea of the electric miracles that were to come, even though everybody was talking about electricity. The possibility that this "plaything of the scientists" might serve the lighting needs of mankind had universal appeal. People were deeply interested in electricity, but mystified and afraid, in much the same way as they now regard atomic energy.

There were some great handicaps that had to be overcome in starting the electric utility industry. One was the public's fear, due to ignorance and the confusion caused by conflicting claims and wild rumors. Another was the lack of equipment for proper control and use of the invisible energy. The direct current then supplied could be transmitted only a very short distance, and so the generating plants had to be close to the loads, in central locations where sites were expensive.

Competition was another serious problem of the infant industry. As in other new enterprises with great promise, there were many business men in the early years who sought to enter the field of electric service. But it was learned by experience that competition between electric utilities is not economical nor best for the public, because of the unnecessary duplication of costly investment required to supply electricity.

The story of competition and subsequent consolidation is woven strongly into the history of Indianapolis electric service. The Indianapolis Power & Light Company is the successor of ten other utility companies which operated in this city at various times from 1881 until 1927, when the present Company unified the last two competing companies and started the city's era of greatest electric development.

The earlier companies which formed the background for the present Company were the Indianapolis Brush Electric Light & Power Co., Jenney Electric Co., Marmion-Perry Light Company, Indianapolis Light and Power Company, Home Heating and Lighting Company, Marion County Hot Water Heating Company, People's Light and Heat Company, Merchants Heat & Light Company, Merchants Public Utility Company of Indianapolis and Indianapolis Light and Heat Company.



INDIANAPOLIS BRUSH ELECTRIC LIGHT & POWER CO.

The first company to supply electric service in this city was the Indianapolis Brush Electric Light & Power Co., which on June 17, 1881, filed articles of incorporation with the Indiana secretary of state. Its \$150,000 capital

stock was owned by the Brush Company of Cleveland, O. The directors of the Indianapolis subsidiary were Ex-Mayor John Caven, George W. Stokely and Horace P. Clough, and the officers were Mr. Caven, president; J. Potter, of Cleveland, treasurer, and S. M. Hamill, of Cleveland, secretary. John Rail was engineer and superintendent of construction.

Other companies which early the same year announced their intention to enter the electric lighting business here, but which did not reach the point of operation, were the Electric Lighting and Gas Heating and Illuminating Company of Indianapolis, capitalized at \$100,000 and headed by S. A. Fletcher, Jr., A. M. Fletcher and F. M. Churchman; and the Northwestern Electric & Gas Lighting Company of Chicago, which organized an Indianapolis branch with John Coburn, I. N. Pattison, Peter Lieber, Robert Connelly, George Sandford and T. H. Butler as directors.

It also was reported in April, 1881, that Indianapolis was one of a score of western cities which filed applications in New York to "organize companies for Edison's electric light," but Edison service was not started here by a utility company until 1888. Early in 1881, with the opening of Edison's first central station more than a year away, his "wire-layers" were digging up the



Before electricity the kitchen was a place of hot, hard toil where a hand-fired stove was used to cook the meals and heat water and irons, and oil lamps supplied light.



Former Union railroad station, on South Illinois street, where electric arc light service was introduced publicly in Indianapolis on January 11, 1882.

downtown streets of New York; his company's stock, with \$100 per share par value, went up from \$1,000 to \$1,700 in a month, and Edison was quoted as saying "incandescents for homes, Brush arcs for large spaces, are each best for the purposes."

The Indianapolis Brush Company's first move was to seek a street lighting contract. Three days after its incorporation it proposed to the City Council to provide the entire city with better and cheaper lights than the existing gas lamps. The next month a similar but better proposal was made, offering about six times as much light at 10% less cost than gas.

Ex-Mayor Caven, who presented the proposals, explained that the plan was to erect 12 or 13 high towers at selected points in the city, with electric arc lamps at the top of each tower to illuminate a large area.

"The electric company will measure the city for a suit of light as a tailor measures a man for a suit of clothes," he stated. "It is done by a system of circles. A central starting point is selected and a tower erected lighting positively a given circle, and about it are erected other towers, their relative position being such that the circles of light meet and overlap."

The proposals were widely discussed. Councilmen went to Cleveland to see the lighting demonstrated, and were favorably impressed with the brilliance of the Brush lights but doubtful that 13 towers would do a good lighting job for the Hoosier capital's 408 miles of

streets with many shade trees. They awarded the lighting contract to the gas company, with a clause permitting the electric company to conduct experiments in any part of the city.

Despite its failure to land the street lighting business the Brush company proceeded to set up a generating plant at 224 South Pennsylvania street and seek commercial customers. The plant's first equipment consisted of one Corliss 200-horsepower engine made by the Atlas Machine Works; two 100-horsepower tubular boilers and five Brush arc light machines (one of 40-lamp and four of 16-lamp capacity). Additional space was provided for machines to increase the total capacity to 180 lamps.



INAUGURATION OF ELECTRIC SERVICE

The first public display of the company's electric lights was staged January 11, 1882, at the Union railroad station. This was the old depot opened in 1853, predecessor of the present station built in 1887. The introduction of the new lighting was reported next day by The Indiana Journal as follows:

"The currents were turned on at twilight and continued in constant use until 11 o'clock when they were

finally turned off. The display was very satisfactory and was admired by a great many people. . . . When the trains came in at 10 o'clock the light attracted much attention. . . . There are eleven jets of 2,000 candlepower within the depot, one at each end of the building, one at the Spencer House corner and two in the hotel, making in all 16 with a total of 32,000 candlepower. The depot was lighter than it has been since the roof was put on it, and the surrounding territory was much lighter than it has been under the former systems of lighting. . . . The light is so brilliant that it is possible to recognize an object from one end of the building to the other."

It was only by contrast with the previous flame lighting that the arc lights seemed brilliant. By modern standards they were quite inefficient. They were high above the floor, and the soot-stained walls prevented any reflection, but the improvement by using electricity was so evident that it appealed immediately to progressive citizens.

Within six days the Brush company had 165 applications for its service, including 31 for indoor lights. The applicants were mostly stores, hotels and manufacturing. Among them were the Grand Hotel, Russell's barber shop, the Bates House, Chapin and Gore, Butler and Brown, Lacey's photograph gallery and the National House.

At first the electric lights could be used only during certain hours. The railroad station, the largest customer, burned its arcs on an all-night schedule. Ordinary commercial lighting was available only from 1 p.m. to 1 a.m., but as the demand increased rapidly the service

Electric lighting for window displays was provided at first by arc lights mounted outside the windows, as shown in this 1884 view of George J. Marott's shoe store.



was extended to all-day operation and to include small series-wound Brush motors.

The charge for lighting was based on the number of lights and the hours of use. It was announced that "the light possesses no advantage in point of cost over other illuminants in small rooms or residences and will, therefore, not be generally extended beyond the business portion of the city."

The first service line from the Brush plant ran to the Union station and the Spencer House, then to the Bates House, at Illinois and Washington streets, where the Claypool Hotel now stands.

While stringing wires for the next extension, west on Washington street to the new statehouse then under construction, one of the workmen, Henry Lehman, had an encounter which showed there was much public misgiving about electricity.

"A couple of businessmen stepped out from their shops and asked what we were doing," he reported. "I told them, and one of them said 'If you attempt to put any of that electric stuff there I'll shoot you', and the other fellow backed him up.

"Some way they seemed to have an idea that the wires were hollow, and that electricity would flash out like lightning and strike them all dead, burn up the buildings and do all sorts of damage."

Such obstacles failed to halt the spread of electric lighting to additional users in the downtown area. Business was booming generally and the city growing rapidly. People became more appreciative and less afraid of the new lighting as they grew accustomed to it.

Continued difficulty was experienced by the Brush company, however, in securing the street lighting business. In 1882 a third proposal was made to the Council, offering ten times the light the city was receiving at 16 per cent less than it was paying, but this also was rejected. Finally in 1884 the company obtained a short-term contract for 120 lights on the principal streets.

In 1886 five wooden towers were erected with Brush lights at the top, on the theory that they thus would illuminate the entire "mile square." One tower in the Circle was 153 feet high, more than half as tall as the Soldiers and Sailors Monument which now stands there. Other towers 100 feet high were at Washington and Pennsylvania, Illinois and Washington, Ohio and Illinois, and Pennsylvania and Ohio streets.

Replacing the carbons as they burned out in these arc lights was something of a problem. The tower in the Circle had a small elevator, on the order of a modern dumb-waiter, on which a man could go to the top to change carbons, but it is said that the elevator balanced at 150 pounds and so no heavy men could be used for this job. The other four towers did not have elevators, and had to be climbed.

This lighting, supplied without charge for several months, did not prove a success. It was replaced with

lower lights located at street intersections and mounted on mast arms or hung on cables strung across the streets.

One man well known to Indianapolis Power & Light employees of the present generation had a hand in the city's first electric street lighting. He was Charles E. Fausset, who started as an arc lamp trimmer in September of 1887 and had the longest continuous employment record at the time he retired in 1940 as line superintendent. William Splann, also retired in 1940, was another employee who started with the Brush company, as a lamp trimmer in August of 1890.

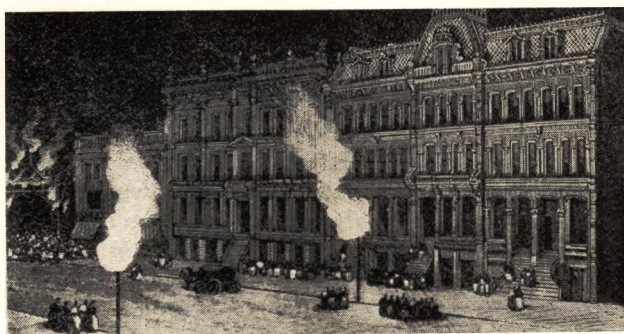


A BOOM PERIOD FOR INDIANAPOLIS

The late 1880's were a time of exceptional activity in Indianapolis. In 1886 Tomlinson Hall was completed to fulfill the city's dream of a large town hall. In 1887 the new Union station was built, work was started on the Soldiers and Sailors Monument, and big league baseball was introduced here by transferring the St. Louis franchise in the National League. The new state-house, costing nearly \$2,000,000 and one of the finest in the nation at that time, was completed in 1888, the same year that Benjamin Harrison was elected president of the United States.

In 1890 the first electric street car went into service, using power from the railway company's own plant. The change from mules to electricity was completed in four years, but not without many of the mule car drivers quitting rather than operate a vehicle using "bottled lightning."

With so much other progress in the city, this period seemed propitious for the new electric business to expand. The electric horizon was clouded, however, by the sweep of natural gas development across central Indiana.



Natural gas made a spectacular appeal for public interest in Indianapolis in the late 1880's, indicated by this sketch of big gas flares on East Market st. and the "arch of fire" (at left side) at Pennsylvania st.; but in a few years the nearby source of natural gas was exhausted and electric lighting grew in popularity.

The natural gas, providing cheap fuel for heat and power, caused an exciting boom in industry and business, but at the same time threatened the lighting sales of the electric utility. Gas flares were kept burning for a time on East Market street to show how plentiful, cheap and high in light value the natural gas was. The fine new Denison Hotel was lighted with natural gas as well as electricity and manufactured gas.

Discovered at the town of Eaton (near Muncie) in 1886, the natural gas field was reported in 1889 to extend 100 miles and cover 3,500 square miles, with its southwest rim less than five miles from Indianapolis. Four companies were engaged in supplying natural gas in this city.

Industries rushed to take advantage of the new fuel. The demand for real estate naturally soared, and so did the prices. However, in the light of present-day home costs, it is interesting to note that in 1889, with the boom in full swing, a publication of the Indianapolis Board of Trade stated that "on the outskirts a comfortable home with pure water, gas, street railway facilities and other accessories can be built, ready for occupancy, for \$1,000." The city's population leaped to 105,436 in 1890, an increase of 40% over the 1880 census, and was estimated at 125,000 with the suburbs of Haughville, West Indianapolis, North Indianapolis, Brightwood and Irvington included.

In 1889 Indianapolis had 450 miles of streets, of which five miles were paved with wood, 30 miles with stone and 215 graveled and graded. They were lighted by 2,650 gas lamps, 100 electric lights and 341 "vapor lights" of a patented type. The city had been paying \$65,000 a year for street lighting, but expected this to be cut to \$50,000 by the use of natural gas and some electricity.

In a few years the supply of natural gas dwindled and the advantages of electric lights became more apparent. The city therefore decided to increase its electric street lighting. Bids were asked early in 1892 on at least 750 lamps for a ten-year contract period.

At this point the progress of the Brush company was threatened from another quarter. A competing proposal was presented by the Fort Wayne Electric Light Company, offering to erect 83 towers 125 feet high, with five lights on each tower, for \$150 per lamp per year.

This was met by the Brush company with a proposal for 750 lamps on a "moonlight" schedule (i.e., the lamps were not to be turned on when the moon was bright) and other terms which reduced the city's cost to about \$75 per lamp per year.

When the Brush company succeeded in obtaining the contract in April, 1892, its first problem was to increase its generating capacity. The site for a new central station was acquired immediately, the triangular tract bounded by Kentucky avenue, West street and the Vandalia, Indianapolis & Vincennes Railroad tracks

where Section K of the C. C. Perry power plant now stands; but before any construction work was started the Brush company was merged with the Marmon-Perry Light Company.

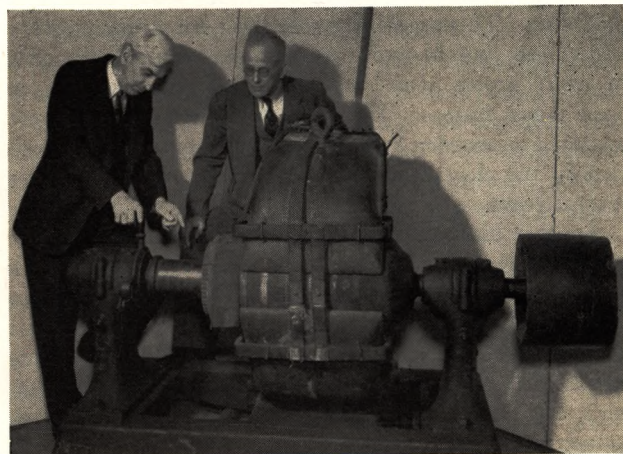


JENNEY ELECTRIC COMPANY

The forerunner of the Marmon-Perry Light Company was the Jenney Electric Co., which took its name from that of Charles D. Jenney, electrician in the firm. The officers were Daniel W. Marmon, president; Addison H. Nordyke, vice-president; Brainard Rorison, secretary and manager, and Amos K. Hollowell, treasurer.

Organized March 23, 1885 to manufacture dynamo-electric machines, lamps, motors and electric lighting plants, the Jenney company also erected a system of street lights, on towers and suspension wires, in what was then the separate town of West Indianapolis.

There was considerable rivalry as to the merits of the Jenney and the Brush systems of lighting. The Jenney company used a so-called "short" arc lamp of



The generator for the first Edison service in Indianapolis is examined by professors at Purdue's School of Electrical Engineering, to which it was given by Edward Hutchens, one of its original operators. This machine, made in Indianapolis by the Jenney Electric Co., was installed by the Marmon-Perry Light Company in the old Sentinel printing plant at 117 W. Market st. It was belt-driven by an engine using steam from the Sentinel boiler, and began its public service in 1888 when the first incandescent lamps were lighted in the Park theatre.

about 18 amperes, and the Brush company a "long" arc lamp of 9.6 amperes.

The Jenney works were on the property of Nordyke & Marmon, Inc., with which the Jenney company was

affiliated, at Kentucky avenue and Morris street. The Nordyke & Marmon firm, at that time the largest manufacturer of flour mill machinery in the country, was started in 1851 by Ellis and A. H. Nordyke, and D. W. Marmon became a partner in 1855.

When the manufacturing business of the Jenney Electric Co. was bought in 1889 by the Thomson-Houston Company of Boston, Mass., the street lighting in West Indianapolis was continued by Nordyke & Marmon until acquired by the Indianapolis Light and Power Company in 1892.

In 1886, soon after the Jenney company was established, Mr. Marmon offered a \$75-a-month job as "a sort of utility man" to Charles C. Perry, then a struggling 28-year-old railroad telegrapher in Richmond, Ind. Destined to play a leading part in the early development of Indianapolis electric service, Mr. Perry accepted the offer and started as a clerk for the Jenney company. He applied himself to many details of the business, and thus gained knowledge of electrical apparatus that convinced him of the commercial possibilities of electricity. In a few years he formed the Marmon-Perry Light Company to enter the local utility field.



MARMON-PERRY LIGHT COMPANY

The first Edison incandescent lighting service in Indianapolis was supplied by the partnership formed in 1888 by Charles C. Perry and Daniel W. Marmon doing business under the name of the Marmon-Perry Light Company. Associated with them in this enterprise was Thomas A. Wynne. The three men also were actively interested in the Jenney Electric Co.

In the rear of the old Sentinel building at 117 West Market street, the site of the Wm. H. Block Company's department store, the Marmon-Perry company began operation. It used steam from the Sentinel Printing Company's boiler to run a slide-valve Atlas engine which was connected with a 35-kilowatt generator manufactured by the Jenney company.

This historic generator, which energized the first Edison service in this city, has become a museum piece in the School of Electrical Engineering at Purdue University. It was given to the University by Edward Hutchens, who was employed as its operator in 1888.

The original Marmon-Perry installation was made primarily to light the old Park theatre, on the northeast corner of Capitol avenue and Washington street, as well as adjacent Washington street property and the Sentinel plant.

On Thanksgiving Day, November 29, 1888, the new lighting was used for the first time in the Park theatre. It was one of the first theatres west of the Alleghenies



Edison lighting service for Indianapolis was introduced in 1888 in this theatre, then named the Park, on the northeast corner of Washington st. and Capitol ave.

to depend entirely on electricity for illumination, and required more than six miles of wire for its 741 16-candlepower incandescent lamps.

The result was so satisfactory to the Park managers, Dixon & Talbott, that they promptly contracted with the Marmon-Perry company for similar service for their other two theaters, the English Opera House on Monument Circle and the Grand Opera House on North Pennsylvania street where Keith's theater now stands. Heating service was wanted in addition for the Grand.

This new business called for more plant capacity. Accordingly the Marmon-Perry company leased part of the property at 121 Monument Circle, then the Michael E. Spades residence and now the Columbia Club's location. Two Atlas boilers, a McIntosh & Seymour engine and two Thomson-Houston 110-volt generators of 35 kilowatts each were installed in a barn at the rear of the Spades property and put into operation in the fall of 1889, thus establishing the city's first central station for incandescent lighting and steam heating.

Helping to set up this plant were two employees who worked more than a half-century in the electric service of Indianapolis until they retired in 1940—Matthew W. (Matt) Gage, who was employed August 6, 1889, by the Marmon-Perry company, and John H. Albright, who started three months later for that company. Tom Wynne was general superintendent and Samuel Fleischman chief operating engineer for the plant.

The Spades home was the first residence in Indianapolis to be lighted exclusively by incandescent lamps, although at that time (1889) it had been sold to the newly organized Columbia Club.



EDISON SERVICE SOON EXPANDED

Underground construction was initiated to avoid erecting poles and overhead wires in the downtown business district. The first cable was placed in vitrified tile conduit under the alley in back of the plant, through the basements of buildings on the west side of Pennsylvania street and under that street to the Grand Opera House. Alongside this electric line the first steam service line was laid, a 4-inch pipe for supplying steam heat to the theater.

In the spring of 1890 more and larger cables were put down to serve the area between Ohio and Maryland streets as far west as Illinois street. Additional generating machinery also was installed as the business grew and the load was taken over from the Sentinel plant generator, which operated nightly until 1890. The plant capacity on the Spades property was increased to about 250 kilowatts.

All three theaters served by the Marmon-Perry company (the Park, English and Grand) were first wired with underwriters' weatherproof wire, wood cleats and moulding. To provide variable light for different stage effects the switchboards had dimmers made with coils of iron "broom wire" stretched between screweyes in open wood frames. The open link fuse contacts were mounted on wooden bases. Such equipment, which would horrify the electric inspectors of today, was in use for several years.

Another example of the limited electric knowledge at that time was the unusual pulley of the dynamo which generated current for the English Opera House. It not only aroused widespread interest among engineers, and even brought Thomas Edison here to see why it made the English theater's lights brighter than the Park theater's, but also developed into an important Indianapolis industry.

Needing a pulley in a hurry for the English generator, the Marmon-Perry company ordered one from W. E. Rockwood, who had a job foundry and machine shop. He did not have time to make the pulley of iron, as wanted, but improvised one from paper discs, pressed together like a stack of pancakes, to serve temporarily until a permanent iron pulley could be made.

When the English theater's generator started, it outperformed the Park machine by about 40 per cent. Nobody knew why, but interest centered on the makeshift pulley because that was the only major difference between the two generators. Engineers decided the paper produced better lighting results by eliminating electrical disturbances which an iron pulley might cause. There was immediate demand for paper pulleys for lighting plants in many parts of the country, and the Rockwood

Manufacturing Company, which flourished for more than a half-century, was founded to supply them. Later, however, the paper pulley was found to have no real electrical quality. It was simply that the belt connecting the engine with the generator did not slip as much on the paper pulley as it did on iron and therefore transmitted more power.

Electric service was sold at first on a flat rate, based on the connected load. When the electric meter was developed Matt Gage was sent to Lynn, Mass., to study the manufacture and operation of the new device which was to become the basis for billing all electric usage. On his return he started a meter department for the Marmon-Perry company, and in 1891 installed the first watt-hour meter in Indianapolis at the Wm. S. Elder furniture store, 41-43 South Meridian street.

The first shunt-wound motor on the Marmon-Perry lines was connected in the Craig candy kitchen, at 22-28 East Washington street, to operate an exhaust fan.

Typical of the special service to fellow-citizens which has marked the electric utility history of Indianapolis was a notable event in 1889 at the Bates House, located on the present site of the Claypool Hotel. The Bates House had installed, beneath its lobby, its own small plant for incandescent lighting. This plant was wrecked by a fire which burned all light and bell wires in the engine room and caused the lobby floor to cave in. The Marmon-Perry company, hard at work on its own serious problems in starting business, nevertheless rushed to help the Bates House in the emergency. It installed temporarily, in another part of the hotel, a 100-horsepower engine and generator with cement foundation, as well as new wiring and steam piping, and had it all in operation the second night after the fire.

The need for another central generating station soon appeared as the use of electric service increased. For a time it seemed likely that the next power plant would be located at 46-48 Monument Circle, where a site for that purpose was purchased by Mr. Marmon and Mr. Perry in 1891. Before the building plans were completed, however, the course of the company was altered by the formation of the Indianapolis Light and Power Company.



INDIANAPOLIS LIGHT AND POWER COMPANY

On May 20, 1892, a new company known as the Indianapolis Light and Power Company was organized to buy control of the Indianapolis Brush Electric Light & Power Co. and consolidate it with the Marmon-Perry Light Company.

This new company, capitalized at \$600,000, also took over the West Indianapolis street lighting operation from Nordyke & Marmon, Inc.

Officers of Indianapolis Light and Power Company were Daniel W. Marmon, president; John Caven, vice-president; and Charles C. Perry, secretary and treasurer. The other incorporators were Henry Schnull, Frank A. Maus, Clarence Wulsin and William R. Evans, all local business men, and B. E. Sunny, of Chicago, who was connected with the Edison General Electric Company.

They decided to build a new plant immediately, on the tract previously acquired by the Brush company at Kentucky avenue and West street, instead of on the site owned by Mr. Marmon and Mr. Perry at 46-48 Monument Circle.

At the latter location was a one-story four-room frame cottage which had been the home of Mrs. Abbie Cady and which was occupied as an office by the new company for about two years. Monument Circle at that time was a community of homes, churches, hotels and



Offices and store of Indianapolis Light and Heat Company at 46-48 Monument Circle, pictured in July of 1922.

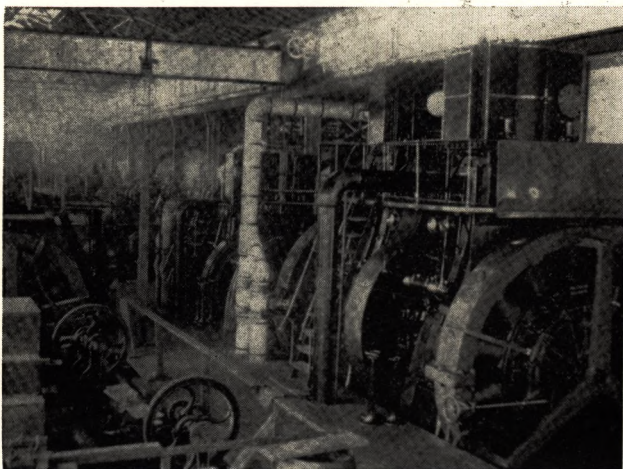
various business establishments. At the corner now occupied by the Electric Building was the Hollenbeck Press building, with the Western Union office on the third floor. The center of the Circle was a park, with a fountain and benches under the shade trees, until construction of the Indiana Soldiers and Sailors Monument began in 1887.

In 1897 the front part of the present buildings at 46-48 Monument Circle was erected for the company's offices and a new office for the Indianapolis Journal. After that newspaper was absorbed by the Indianapolis Star in 1904 the newspaper moved out, making way for the growing business of the electric company.

In 1892, construction started for the Kentucky Avenue plant, and it was completed the next year at a cost of about \$300,000. It was designed to permit eventual abandonment of both the old Brush arc plant on South Pennsylvania street and the incandescent lighting plant at the Spades residence on the Circle.

This plant started with a capacity of 1,100 arc lights, 750 of which were for street lighting and the remainder for commercial lighting. The arc machines, on the ground floor, were belt-driven from line shafts in the basement, and the shafts were connected by rope drive to Corliss engines which were on the ground floor. The large flywheels on these engines extended beneath the floor.

The first unit in this plant for incandescent lighting consisted of an Erie engine driving two direct-connected generators with 200-kilowatt total capacity. This was



Engines and generators in the original Kentucky Avenue plant, as pictured in 1897.

operated two-wire until the present direct current Edison three-wire network was put into service about 1894.

The Kentucky Avenue plant, said to be "equipped with everything of the best to date," was described in Max R. Hyman's "Handbook of Indianapolis" published in 1897 as follows:



Arc lights of the kind shown here, above the aisle in Kentucky Avenue boiler room, were used in older plants.

"The company's new station on Kentucky avenue is about seven hundred yards from the business center; is one of the finest in the world, and with capacity for almost indefinite expansion. Owning the entire block and surrounded by wide streets effectually protecting it from external fire, and internally is almost entirely fireproof, and, with perfect light and ventilation, securing the greatest comfort to the employees—something so frequently neglected.

"The lines of two natural gas companies run into the premises, and coal can be thrown from cars on their own switch to the furnace doors, and having a storage capacity of 2,500 tons, and a two-months' supply is kept continually on hand.

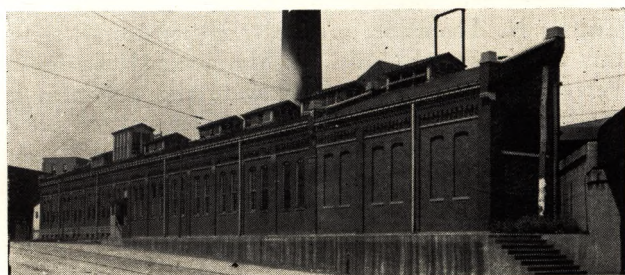
"The company recently completed a three-foot conduit to White River 41 feet deep and lower than the low-water mark in White River, and capable of supplying condensing and feed water for 30,000 horsepower. The engines are all compound-condensing engines, and while it might sound a little paradoxical to allege that cold water is a fuel, yet with condensing engines this is true, and the colder the better, saving at least 40 per cent at the coal pile . . .

"Indianapolis has now twice as many street lights as London, England, and three times as many as Cleveland, where it was invented, and there are few plants in the world that equal the present capacity of Indian-

apolis. Its underground conduits will accommodate the city for a century, and can add to its buildings and power almost indefinitely."

Reporting that the city then (1897) had 824 street lights, West Indianapolis 57, Haughville 30 and Mount Jackson 7, the "Handbook of Indianapolis" also said:

"In some recent investigations in other cities to determine the advisability of municipal ownership, they all select Indianapolis as obtaining its light on more favor-



Kentucky Avenue plant built in 1892-93 by Indianapolis Light and Power Company on Kentucky ave., at railroad.

able conditions than any other of its rank, and much more so than most. It is now costing the city only about as much while receiving about thirty times the volume of light as it did to light with gas when the city contained only about one-third of its present territory, and, in addition, the electric lights are promptly turned on when cloudy, even though the moon be full."

Samuel Fleischman was chief engineer of the Kentucky Avenue plant and Eugene Miller in charge of arc equipment.

With surplus engine capacity, the company added a 550-volt direct current dynamo and contracted to sell 600 to 700 horsepower of electricity for two years to the street railway company. The latter's original plant at Capitol avenue and Louisiana street was overloaded badly and its new West Washington Street plant was not completed until 1895. After this contract expired, the Indianapolis Light and Power Company installed circuits both overhead and underground to supply 500-volt power for downtown elevators and for general use elsewhere; but this system was discarded a few years later in favor of 220-volt three-wire direct current downtown and alternating current in outlying territory.

An alternating current 2,200-volt, single-phase, 60-kilowatt generator, belt-driven by Corliss engine, was first installed in the Kentucky Avenue plant in 1896, and alternating current circuits gradually were extended in all directions outside the mile square.

In 1898, the two oldest plants of the Indianapolis Light and Power Company—on the Circle and on South Pennsylvania street—were abandoned permanently. All energy was supplied from the Kentucky Avenue plant.

Growth of the load was slow at first, being confined almost entirely to lighting. The largest single-phase motors were 15 and 20 horsepower capacity on the "old mill" and "roller-coaster" at the Riverside amusement park. The starting and stopping of the larger motor on the "roller-coaster" had a serious effect on the voltage regulation of lighting circuits in that vicinity. The first three-phase motor (5 to 7½ horsepower) in Indianapolis was installed on the "merry-go-round" at Riverside park.

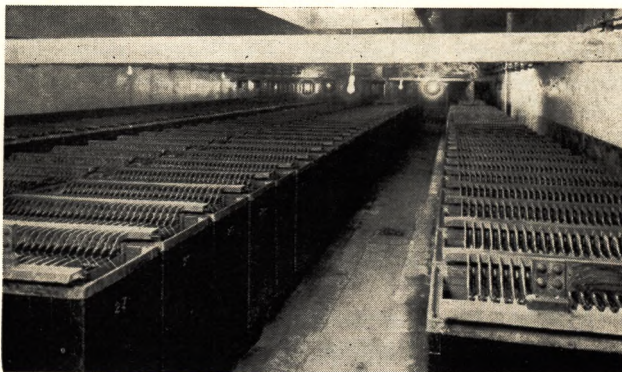
After the advent of the three-phase service for general use, the power and lighting load grew rapidly and the capacity of the Kentucky Avenue plant was further increased.

In the summer of 1900, with the city then grown to 169,144 population, the first large storage battery was installed in the rear of 222 North Meridian street. This battery, rated at 8,000 ampere-hours, was said to be the second largest in the world and to have cost \$150,000. It consisted of 156 cells of 59 plates each in tanks 6 feet long and 2 feet three inches wide, each cell weighing 6,000 pounds. The battery was complete with the necessary end-cell switches, motor generator and switchboard and was connected to distribution centers on the low-tension, three-wire system for the all-day regulation of voltage and to assist in the evening peak emergency loads. This primary battery installation, with other similar substation installations, helped to make possible a record of 27 years without a shut-down on the direct current system.



What sleet and snow did to overhead lines on Christmas night in 1895 is shown by this westward view along Ohio st. from the intersection of Pennsylvania st. and Massachusetts ave. The broken poles carried telephone wires. Apparently the electric service lines at the northwest corner of Ohio and Pennsylvania, where the postoffice now stands, and along Massachusetts ave. were unbroken.

The oldest continuing organization of employees was formed April 10, 1896, with 43 members. Known then as the Indianapolis Light and Power Company Mutual



Big storage batteries, like these installed by Indianapolis Light and Heat Company at 222 N. Meridian st., were considered "watch dogs" to protect direct current service in the downtown section. They supplied current automatically for a short time if power from the plants was cut off, but were seldom used and were later eliminated.

Relief Association and in recent years as the Indianapolis Power & Light Mutual Relief Association, its purpose was to provide sickness, disability and death benefits to its employee members. Matt Gage served continuously as secretary from 1897 until his retirement in 1940 and at the age of 85 he still is actively interested in the organization as one of its directors. The Auxiliary Mutual Relief Association was organized by employees in 1930.



HOME HEATING AND LIGHTING COMPANY

The Indianapolis Light and Power Company operated without competition until 1900, when a city franchise was granted to a new company, the Home Heating and Lighting Company, which was incorporated September 5 of that year. The Home company's officers were Samuel E. Rauh, president, and John F. Wild, secretary and treasurer.

This new company was organized to supply hot water heating as well as electricity for light and power. In 1905, after going into receivership, it was re-organized as the People's Light and Heat Company.

The Home company's plant, now Ipalco Hall, was located at 16th and Alabama streets in the center of the district to be supplied with heating service. The plant was built by a construction company under the management of E. R. Vincent, of Toledo, O., and was put into service late in 1901.

The franchise of the company set a maximum rate of 10 cents per kilowatt-hour for electric service and 17 cents per square foot of installed radiation per month for heating service.



MARION COUNTY HOT WATER HEATING COMPANY

On January 7, 1902, several years prior to expiration of the charter of Indianapolis Light and Power Company, another company known as the Marion County Hot Water Heating Company was incorporated by Charles N. Williams, Henry Kothe and Herman C. Tuttle.

Officers and directors of the new company were Charles N. Thompson, president; Henry Kothe, secretary and treasurer; Daniel W. Marmon and Charles C. Perry. All except Mr. Kothe were also associated in the Indianapolis Light and Power Company.

Obtaining a 25-year city franchise in 1903, the Marion County Hot Water Heating Company was authorized to supply electric light and power as well as hot water, electric or steam heating. The maximum rates established by its franchise were the same as those of the Home Heating and Lighting Company—10 cents per kilowatt-hour for electricity and 17 cents per square foot of radiation for heating.

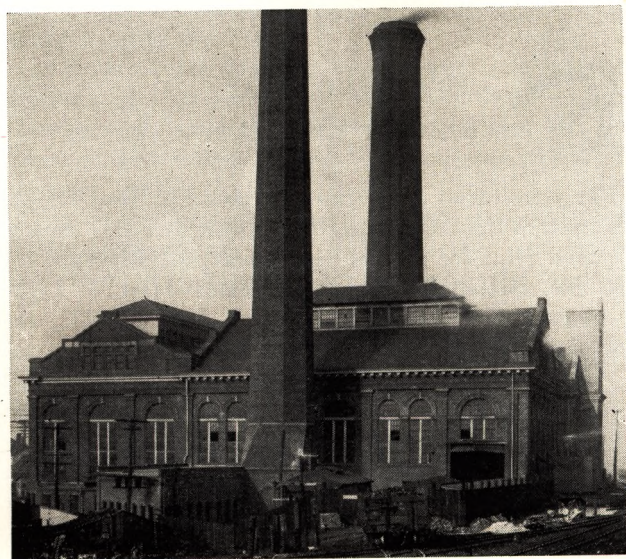
At this time the electric utility industry was revolutionized by the introduction of the steam turbine which had been developed by Charles G. Curtis and William LeRoy Emmet, of the General Electric Company, in



ABOVE: North power plant built in 1901 by Home Heating and Lighting Company at 16th and Alabama sts. BELOW: The same structure, remodeled into a center for employee activities and renamed Ipalco Hall.



several years of experimental work. This new machine practically made obsolete overnight, for large power generation, the most efficient reciprocating engines that had ever been built. It used steam to whirl inner wheels with curved blades at high speed, whereas in reciprocating



Mill Street plant of Marion County Hot Water Heating Company at 18th and Mill sts., built in 1903-04.

ing engines the steam provided rotary motion through pistons.

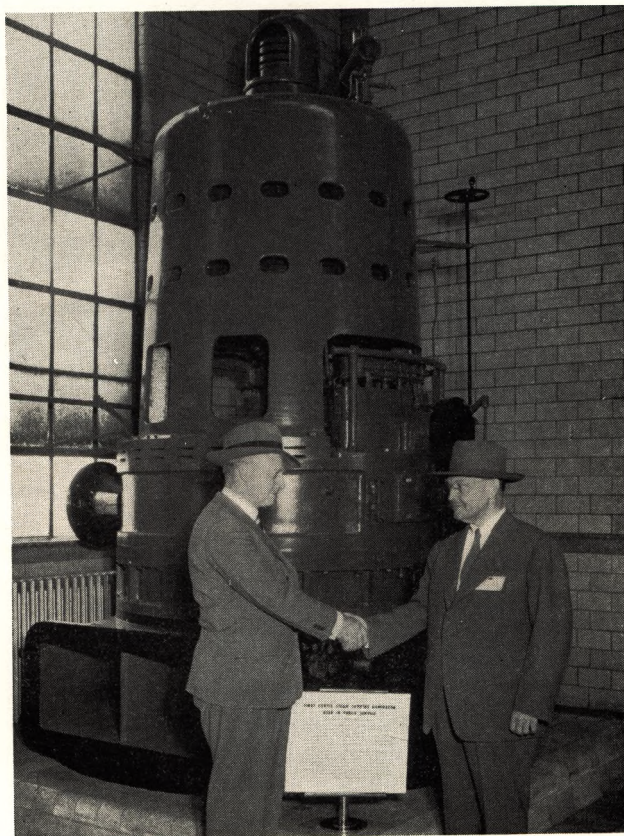
The turbine packed tremendous capacity into small space, and made possible for the first time the direct-connecting on one shaft of the two essential elements of electric production—the naturally high-speed electric generator and the equally high-speed power-producing turbine. Thus the engine, generator, pulleys, belts and shafting that were formerly required could be replaced by a single compact machine, the turbo-generator.

With efficiencies improved rapidly as turbine manufacturing advanced, the old types of engines were permanently outclassed and outmoded. One of the 68,000-kilowatt turbo-generators at the new White River plant of Indianapolis Power & Light Company can produce a kilowatt-hour with about 7 pounds of steam, whereas the best Corliss condensing engine required 25 to 27 pounds to do the same work. The largest Corliss-type engine ever built had much less than one-tenth the capacity of one of the White River plant turbines.

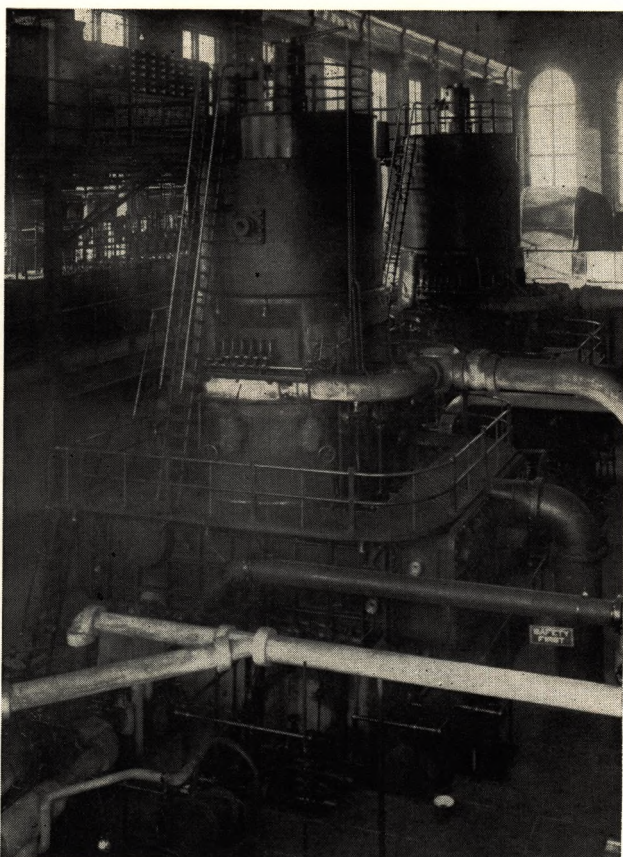
At the present Harding Street plant is displayed the first Curtis steam turbo-generator used in public service, a 500-kw. vertical machine. It was operated in Newport, R. I., from June, 1903, to June, 1927, after which H. T. Pritchard had it brought to Indianapolis to be preserved as a major milestone in electrical progress.

The first turbo-generators in Indianapolis, two vertical machines of 2,500-kilowatt capacity each, were installed in the new power plant which the Marion County Hot Water Heating Company started to erect in 1903 at 18th and Mill streets, now known as the Mill Street plant.

When the Mill Street plant started operating in 1904 the four-wire three-phase, 4,100-volt distribution system replaced the three-wire, 2,300-volt system which had been in use. The necessary switchboard, wiring and oil-switch equipment were installed under the supervision of Robert M. Cass, of the General Electric Com-



J. E. Housley (right), while president of the American Institute of Electrical Engineers, congratulated H. T. Pritchard, president of Indianapolis Power & Light Company, for preserving the historic machine shown with them in the Harding Street plant. It was the first Curtis steam turbo-generator used in public service, forerunner of today's giant generating machines, and marked a great change in the commercial production of electricity. Designed in 1900 and built experimentally in the General Electric shops at Schenectady, N. Y., this 500-kilowatt machine was shipped in February, 1903, to Newport, R. I., where it operated for the next 24 years. The lower part of this vertical unit contained the steam turbine, and the upper part the generator.



The earliest turbo-generators in the Mill Street plant were of the vertical type shown here.

pany, who later was retained by the local company as electrical engineer. Eugene Mettler had charge of steam equipment.

After a new street lighting contract was obtained in 1904 by the Indianapolis Light and Power Company, for 10 years beginning April 1, 1905, an agreement was made to merge that company with the Marion County Hot Water Heating Company to form the new Indianapolis Light and Heat Company. This was done on December 31, 1904.



PEOPLE'S LIGHT AND HEAT COMPANY

In the meantime the Home Heating and Lighting Company had passed into receivership, but was reorganized as the People's Light and Heat Company, incorporated July 18, 1905. This company obtained a city franchise. The incorporators were the Home company and Samuel E. Rauh, John F. Wild and L. G. Wild.

The People's company, operating the plant of the

former Home company at 16th and Alabama streets, increased its efforts to sell more electricity and heating service in the adjacent area known as Morton Place.

This company continued to operate until it was merged with the Merchants Heat & Light Company in December of 1912.



MERCHANTS HEAT & LIGHT COMPANY

The tremendous public interest that had been created in the new lighting and heating systems, and their demonstrated value for progressive business establishments, led to the formation of the Merchants Heat & Light Company, which was incorporated July 1, 1902, the third electric utility in Indianapolis at that time.

The first officers and directors of the Merchants company were William C. Bobbs, president; Hiram P. Wasson, vice-president; Ferdinand S. Mayer, treasurer; Frederick M. Ayres, secretary, and Henry Kahn, auditor. The company had \$150,000 capital stock, and a 25-year \$500,000 bond issue dated January 1, 1903, was authorized to be sold as needed.

It was largely through the efforts of Mr. Wasson that the new utility was organized by the membership of the Merchants Association. The primary purpose was to provide electric and heating service at low cost for the city's downtown business houses, and at the same time reduce the smoke nuisance in the business district.

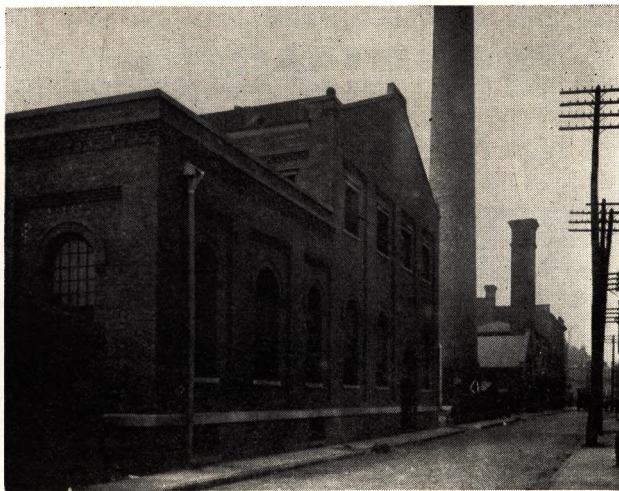
Interior of power plant at 16th and Alabama sts., now Ipalco Hall, as it appeared about 1910 when operated by the People's Light and Heat Company. In this picture are (left to right), front row: Jerry Kinney, Lawrence B. Clark and Earl Crook; and rear row: Unidentified employee, Orville "Jigger" Hudson and Pat Knocton.



After careful investigation it was decided that this could be accomplished best by building a heating and lighting plant near the city's center. From this central plant electricity and steam could be supplied more economically to the Association's members and other nearby customers than if they operated their own plants, and a large number of individual plants which were producing smoke could be shut down.

The Merchants company immediately acquired the site for a plant at South New Jersey and Pearl streets. Construction started the following month with W. H. Schott as superintendent, and the plant was placed in operation January 1, 1903.

The first equipment planned for this plant included reciprocating engines with direct current generators and Hazelton boilers, but development of the business



East plant of Merchants Heat & Light Company, on Pearl st., back of police station, as it appeared in 1904.

soon made it necessary to install a 750-kilowatt Westinghouse alternating current generator. It also became necessary to install a substation nearer the center of distribution to improve voltage regulation. This substation was set up in the Charles Mayer Company's warehouse at 31-35 West Pearl street, equipped with rotary converters and a storage battery.

The successful start of the Merchants company was naturally assured by the support from, and the sales to, its important sponsors, who were business leaders of Indianapolis. The company obtained a 25-year franchise dated from September 1, 1903. Its electric sales increased to 4,600,000 kilowatt-hours in 1905 and thereafter steadily up to 7,650,000 kilowatt-hours in 1909.

Since the New Jersey Street plant site lacked condensing water, the plant necessarily had to operate very inefficiently during the summer months when the exhaust



West plant of Merchants Heat & Light Company at 744 Washington ave., built originally in 1909-10.

steam heat load was off. Due to this fact and the continued growth of the business, it was decided to build a new plant near a supply of condensing water.

This second Merchants plant, now known as Section W of the C. C. Perry plant, or Perry-W, was located at Washington avenue and the canal, and began operation in 1910 with a capacity of 2,000 kilowatts. In 1911 one 4,000-kilowatt unit, and in 1912 a 3,300-kilowatt unit and a 4,000-kilowatt unit were added. In 1916, a 4,000-kilowatt unit was installed, and a 5,000-kilowatt unit was added in 1918.

With the building of the Washington Avenue plant, a large extension was made to the downtown steam heating system so that practically all business houses from Senate avenue to Alabama street, and from Michigan street to the Union station, could be supplied with exhaust steam. The private plant of the Claypool Hotel also was acquired and operated for a brief period until a high-pressure steam line was built from the Washington Avenue plant. After completion of this line the



"Daylight corner" store and offices of Merchants Heat & Light Company, on the northwest corner of Washington and Meridian sts., pictured in June of 1919.



Cleaning street lights in 1919 was a job for three men, a boy and a horse and wagon, as it appears in the picture at left; and in 1954 it is done with special trucks of type shown at right, with one man working on the high platform and another man washing globes inside the truck.

Claypool plant was changed into a rotary converter station, and later two other substations were installed, at Talbott and Tippecanoe streets and in a building near the Y.M.C.A. on North Illinois street.

During 1910, when the population of the city had grown to 233,650, efforts were made to consolidate the three operating companies (Indianapolis Light and Heat Company, People's Light and Heat Company and the Merchants Heat & Light Company) but were unsuccessful. Negotiations again were revived in the spring of 1911, for the three companies to form a new company to be called the Indianapolis Edison Company, but were dropped in July. On September 13, 1911, definite announcement was made by Edward L. McKee, president of the Merchants company, that the merger would not take place, and notice was filed with the secretary of state of an increase in capitalization of the Merchants company to \$3,000,000.



MERCHANTS PUBLIC UTILITY COMPANY OF INDIANAPOLIS

September 17, 1912, the incorporation of the Merchants Public Utility Company of Indianapolis as a holding company for Merchants Heat & Light Company, the operating company, was announced. It had \$4,000,000 capitalization and the officers were Edward L. McKee, president and treasurer, and C. M. Polen, secretary. Directors were Frederick M. Ayres, G. A. Efroymsen, Henry Kahn, Charles Mayer and Mr. McKee.

On December 8, 1912, it was announced that both the Merchants Public Utility Company of Indianapolis and the People's Light and Heat Company had been purchased by the American Public Utilities Company.

controlled by Charles B. Kelsey and Joseph H. Brewer of Grand Rapids, Michigan. The two operating companies (the Merchants Heat & Light Company and the People's Light and Heat Company) were consolidated as the Merchants Heat & Light Company. Their city franchises were surrendered August 28, 1913, and operations thereafter were by a permit acquired from the state by the Merchants Heat & Light Company, pursuant to the then new Public Service Commission law of Indiana.

The following year, 1914, a new 10-year street lighting contract was let by the city of Indianapolis to the Merchants organization, effective April 1, 1915. This necessitated a large extension of poles and wires to cover the entire city for street lighting service, and enabled the company to extend its system beyond the somewhat limited downtown area formerly served by the Merchants company, and the north side district, between 22nd and St. Joseph streets and Central avenue and Illinois street, served by the former People's Light and Heat Company.

The company started an active campaign to connect new customers to its lines, increasing the total from 5,277 in 1914 to 15,417 by the end of 1917. The average annual sales per customer during this period, however, fell off from 2,950 kilowatt-hours in 1914 to 2,180 kilowatt-hours in 1917, reflecting the change which took place in the nature of the company's business. From a closely-knit property, serving a concentration of large customers close to its plant, the company developed an extended system serving many residential customers who used much less electricity than the downtown commercial customers. This condition had a compensating factor in the added sales of street lighting, which improved plant operating ratios and also put the company's business on a city-wide scale.

From this period of unusual business development the

company settled into a slower but steady growth. During the busy days of the first World War, when the load of power customers was particularly heavy, the company not only carried it successfully, but also made a creditable record in other local activities supporting the war effort.

Generating capacity was increased from 15,550 kilowatts at the end of 1914, to 24,550 at the end of 1921. In the latter year the company inaugurated the policy of buying current from outside sources. The purchases grew from 1,726,500 kilowatt-hours in 1921 to 98,094,153 kilowatt-hours in 1926.

One reason for purchasing current was that the East plant (the original Merchants plant at New Jersey and Pearl streets) never was able to overcome the handicap of having to haul all its coal by wagon and later by truck. The result was high operating expense, so that the plant was run only during the winter months when it had to be used for the heating load, as the West plant alone (on Washington avenue) could not supply adequate pressure on the heating system. The North plant (the original Home company plant at 16th and Alabama streets) also had the problem of trucking all its coal,



Electric cooking school of Merchants Heat & Light Company in July, 1917, when war conditions prevailed.

and here again was an uneconomical situation which meant either building a new plant or purchasing power wholesale. The company chose the latter course.

Besides the plants of the Merchants company, other plants in central and northern Indiana serving about 150 cities and towns were acquired by the American Public Utilities Company. The latter company, desiring to provide these communities with a more economical source of electric supply, decided to build a super-power plant near the coal fields of west central Indiana where abundant water for condensing purposes also was available.

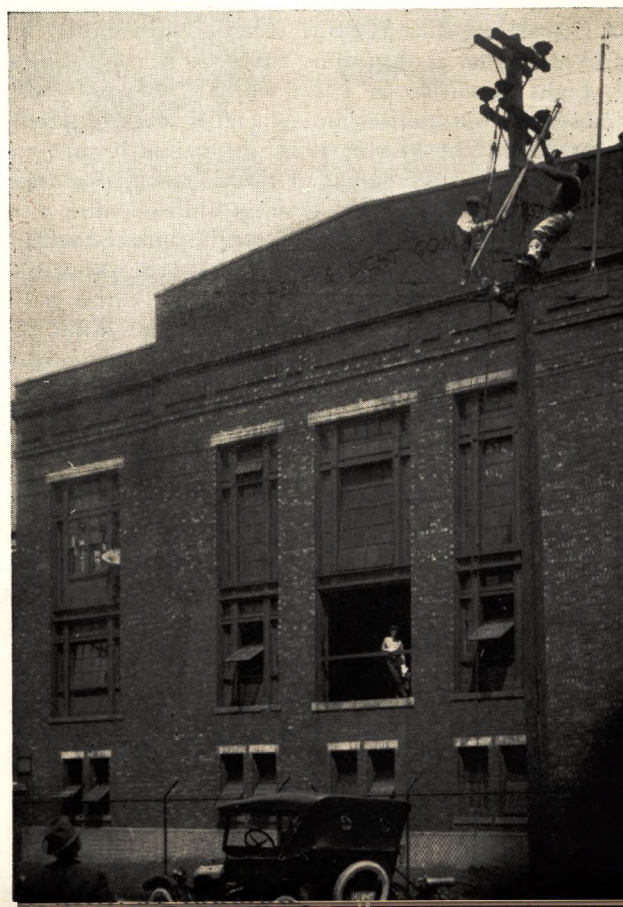
This plant, with initial capacity of 50,000 kilowatts, was erected at Dresser, Ind., on the Wabash River just south of Terre Haute. Construction of the plant and two 132,000-volt transmission lines to Lenore substation, located just southwest of Indianapolis, was financed by a company organized August 11, 1921, as the Indiana Electric Corporation. An extensive transmission system was built to interconnect the various American Public Utilities properties, which were combined and reorganized as the Central Indiana Power Company on July 12, 1922.

The operating company in Indianapolis, however, retained the name of Merchants Heat & Light Company, which was continued after the local Kelsey-Brewer holdings were acquired September 1, 1924, by the Insull organization of Chicago, and until the Merchants property in Marion County was consolidated with that of Indianapolis Light and Heat Company in 1927 to form the present Indianapolis Power & Light Company.

The Merchants organization acquired the Danville Light, Heat & Power Company by purchase on June 30, 1918, and thereafter operated in Danville, Brownsburg, Avon, Clayton, Pittsboro and Plainfield in Hendricks County as well as in Indianapolis and Clermont in Marion County. The facilities in Hendricks County, however, were not included with the Merchants property that was merged into the Indianapolis Power & Light system in 1927.

In 1924 a new 10-year street lighting contract was let by the city of Indianapolis to the Merchants Heat & Light Company, providing for an entire change of

Linemen demonstrating "hot line" work on 33,000-volt circuit at Merchant company's West plant in 1922.



lamps, fixtures and ornamental standards and an extensive underground system of supply.

Operation of radio station WFBM was started by the Merchants company on election night, November 4, 1924, as a public service to the Indianapolis community. The first studio was in the Indianapolis Athletic Club and the original equipment was a rebuilt carrier current (wired wireless) transmitter used formerly



For several years after 1927 the transmitter of radio station WFBM, partly shown here, then owned by Indianapolis Power & Light Company, was located on South Meridian st., about 7½ miles from the Circle.

at the Lenore substation for superimposing telephone communication over power wires between substations in various parts of the state. Early licenses for the station were signed by Herbert Hoover, then U. S. Secretary of Commerce. The WFBM facilities were greatly improved as soon as they came under Indianapolis Power & Light ownership in 1927, when a new 1,000-watt transmitter was built about eight miles south of Monument Circle. In March, 1929, the station became one of the pioneer basic outlets of the Columbia Broadcasting System. The WFBM business and equipment were developed further in succeeding years, and at the time of its sale July 31, 1939, to WFBM, Inc., the station had a modern studio at 46-48 Monument Circle and a new 5,000-watt transmitter with an antenna tower 420 ft. high, said to be the tallest structure in Indiana at that time, eight miles northeast of Monument Circle.

In 1925, the Merchants company acquired the large property at Pine and Daly streets, formerly used by the Home Brewing Co., for the purpose of setting up new service facilities for its public utility business. A garage was built in 1926, but remodeling of the six-story former brewery was halted by negotiations for the company's consolidation with the Indianapolis Light and Heat Company.



INDIANAPOLIS LIGHT AND HEAT COMPANY

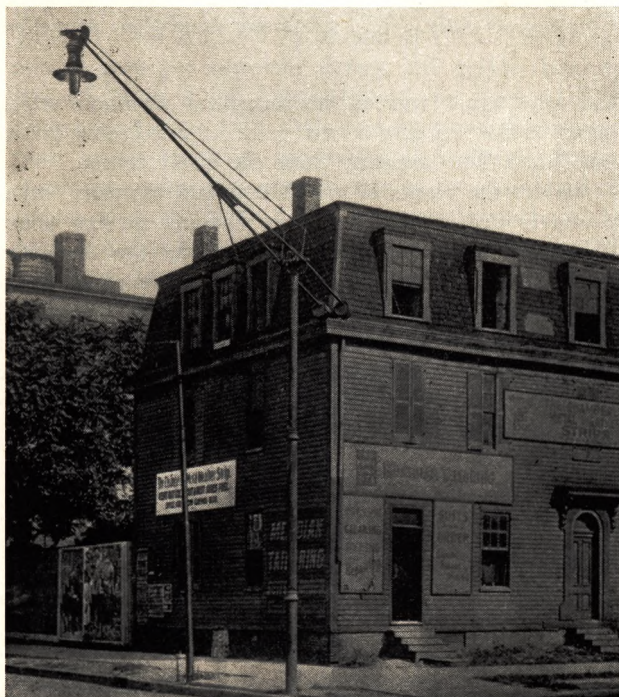
In close competition with the Merchants company, and also with the People's company prior to 1913, was the Indianapolis Light and Heat Company which had been formed December 31, 1904, by merging the Indianapolis Light and Power Company with the Marion County Hot Water Heating Company.

Starting with a capitalization of \$1,000,000 common stock and \$5,000,000 first mortgage bonds, the Indianapolis Light and Heat Company was headed by local men who had been associated successfully in the electric utility field since 1886. Daniel W. Marmon was president, Charles C. Perry, vice-president and treasurer, and Thomas A. Wynne, secretary and general manager. These officers and Volney T. Malott, Charles N. Thompson, Charles E. Test and Arthur C. Newby served as directors.

In 1909 Mr. Marmon died and was succeeded as president by Mr. Perry. Mr. Wynne became vice-president and Walter C. Marmon, son of the late president, was elected secretary. In 1924, Mr. Perry and Mr. Wynne died, and Mr. Walter Marmon became president, Mr. Thompson vice-president, and Norman A. Perry, son of the late president, secretary. William C. Richardson was elected treasurer.

The merger which launched the Indianapolis Light and Heat Company on its 22-year career gave this new company two sources of power (the Kentucky Avenue plant which had begun operating in 1893, and the Mill Street plant which had just started in 1904 with the

Street arc light, on a mast arm pivoted at the top of pole and counterweighted so that it could be lowered and raised easily when changing carbons, appears in this 1905 picture of the Pyle house, predecessor of Board of Trade building, southeast corner of Ohio and Meridian sts.



Edison Current

For Residential Lighting **7c or 5c** According to Amount Used

The rates for residential lighting now in force and in accordance with order from the Public Service Commission are as follows:

Seven and one-half cents per kilowatt hour for sixty hours or less use of the demand per month, five cents per kilowatt hour for all current used in excess of said sixty hours, and in no instance less than fifty cents per month for the service, though sufficient electric current be not used to make a bill of that amount. A discount of one-half cent per kilowatt hour on all current at the seven and one-half cent rate will be allowed if paid within ten days from date of bill.

The rates of this company are the same as those of the competing company—neither higher nor lower. Both companies must get the consent of the Public Service Commission before any change of rates may legally be made.

Should any solicitor, whether representing this or any other electric light company, offer to supply current at rates differing from those approved by the Public Service Commission, we respectfully urge that this company be notified immediately. Call the Rate Department (Main 4256 or New 485).

Indianapolis Light and Heat Co.
48 Monument Place—Southwest Segment

"EDISON SERVICE" ELECTRICITY

LIGHTS THE LAUTER AND BUTLER BUILDINGS

PRODUCED AND DISTRIBUTED IN INDIANAPOLIS ONLY BY

The Indianapolis Light and Heat Co.
46-48 MONUMENT PLACE

PROGRAM

Jack Brookfield, Professional Gambler..... Mr. O. W. Ragdale
Lew Ellinger, Also a Gambler..... Mr. Garvin M. Brown
Tom Denning..... Mr. Austin A. Brown
Uncle Harvey, a Servant..... Mr. Joseph L. Hall

HELP THE BOYS;

They'll be men some day and be in the place of the men to day
GIVE US YOUR PATRONAGE

That we may turn over to the boys of to-morrow the largest and liveliest and best ELECTRIC CO. in the land

Merchants Heat and Light Co.
33 S. Meridian St.

TO EQUIP ME
INDIANAPOLIS LIGHT AND HEAT CO.
CAN GET THE
JUST AS QUICK AS I



BUT I WILL
CURRENT
ELECTRIC
I DO NOT USE

**I USE
EDISON
ELECTRIC
SERVICE**

In my Factory and Residence

FURNISHED BY
INDIANAPOLIS LIGHT & HEAT CO.
48 MONUMENT PLACE

Main 4256

New 477

This advertising used about 1916 represents the keen competition between the two electric utilities in Indianapolis at that time. At the upper right is a page from a theater program carrying the ads of both companies.



This family is enjoying its first meal cooked on an electric range. The steak was first seared with live, radiant heat, thereby retaining all the juices. It was then broiled. It was kept in a hot oven until "the man of the house" came home. The entire meal was cooked on an electric range at a cost for current but little in excess of the cost of gas and all without odor or danger of asphyxiation.

Electricity

may be used for hundreds of purposes besides lighting.

If your house is not already wired we will wire it for you at slight expense—accept one-fourth cash, balance in twelve equal monthly payments.

Start Now to Relieve Housekeeping of its Drudgery

The Practical Christmas Gift is "SOMETHING ELECTRICAL"

Make selections early. We will lay them away for future delivery if desired.

ELECTRIC COOKING RANGES.
ELECTRIC HEATERS.
ELECTRIC TOASTERS.
ELECTRIC PERCOLATORS.
ELECTRIC GRILLS.
ELECTRIC TEAKETTLES.

ELECTRIC STAND LAMPS.
ELECTRIC TABLE LAMPS.
ELECTRIC FLOOR LAMPS.
ELECTRIC DESK LAMPS.
ELECTRIC PIANO LAMPS.
ELECTRIC TOILET LAMPS.

ELECTRIC IRONS.
ELECTRIC WASHING MACHINES.
ELECTRIC HEATING PADS.
ELECTRIC VIBRATORS.
ELECTRIC HAIR DRYERS.
ELECTRIC GARAGE HEATERS.

Indianapolis Light & Heat Co.

48 MONUMENT PLACE

WE FURNISH LIGHT AND HEAT FOR THE CITY TRUST BUILDING

newly introduced turbo-generators). It also had the central office building erected in 1897 at 46-48 Monument Circle.

The new company also started with the 25-year city franchise dated September 1, 1903, which the Marion County Hot Water Heating Company had obtained, and the 10-year city street lighting contract awarded in 1904 to the Indianapolis Light and Power Company.

With the beginning of street lighting service in 1905 under the new contract, the open-arc street lights were changed to enclosed series arc lamps outside the "mile square" and low-tension multiple arc lamps inside the "mile square." Commercial arc lamps gradually were eliminated as new and better types of incandescent lamps were developed. Power business was increased greatly by the company's sale and installation of motors.

The first automobile used by the company, a Marmon, was purchased in 1908, but horses continued to supply



The last two horses in the electric service of Indianapolis were retired in 1937. For their "farewell party" at Morris Street poleyard they were hitched to an old line wagon by these veterans of early line work (left to right): Landy Lamar, teamster; L. E. Jones, Henry Elam, James Morgan, H. E. Fitzwater, Phillip Fahey, Herbert Shepard and William Archibald. The change to automotive horsepower began in 1908.

most of the transportation needs until the first World War, when the change to automotive equipment became rapid. As many as 25 horses were used by various departments in 1913 and 1914.

In 1910 a downtown steam heating system was installed under the supervision of Grover M. Williams, then the company's engineer, by the American District



The first two line trucks in Indianapolis electric service were battery-powered Waverlies, which were relied on for faster runs than horse-drawn wagons could make for storm trouble or other emergencies. In the line crew shown on one of these trucks, in 1916, were (left to right) Tona Heishman, foreman and chauffeur; Charles Hurst, Levi Collins, Basil Clark and Orvel Poe.

Steam Company of New York. The steam was supplied from the Kentucky Avenue plant.

From 1904 until December of 1912, when the People's Light and Heat Company was merged with the Merchants Heat & Light Company and thus reduced the number to two, there were three electric and heating utilities in Indianapolis, all striving for additional business. Rates for service became unstable under the stress of such competition, helping to bring on the regulation of utility companies by the Public Service Commission of Indiana, as provided by the Shively-Spencer Act of 1913.

In 1917, eleven years prior to the expiration of its city franchise, the Indianapolis Light and Heat Company voluntarily surrendered its franchise and obtained a state permit to operate under the jurisdiction of the Public Service Commission.

In February, 1919, the company acquired control of the Mooresville Public Service Co., incorporated March 13, 1915, as successor to the Mooresville Utility Company which had been chartered February 4, 1904, to



Electric appliances and lamps looked different in 1913 than they do today, as shown by displays in the sales-room (left) and the front windows of Indianapolis Light and Heat Company at 46-48 Monument Circle.



The Rotary Club met in Mill Street plant Jan. 15, 1915, to see the 10,000-kilowatt turbo-generator shown at rear, which had just been installed by Indianapolis Light and Heat Company and was called "the largest and most economical power and light producer in the state of Indiana." This machine was wrecked by explosion April 2, 1923.

serve the town of Mooresville in Morgan County. The Mooresville company operated under local franchise until July 14, 1916, and thereafter under Public Service Commission permit. With the resources and experienced management of its Indianapolis owners the property was developed to supply not only electricity and water in Mooresville, but also electric service in 15 other communities and adjacent rural territory in Morgan, Owen, Hendricks and Putnam counties. The company's office and service center have been maintained in Mooresville.

A 33,000-volt transmission line to Mooresville from the Kentucky Avenue plant was built in 1919 by Indianapolis Light & Heat Company, but after the merger with the Merchants system in 1927 this line was fed from the Lenore substation. Power was supplied not only for Mooresville service, but also for sale at that town to Interstate Public Service Company for transmission to Martinsville. In 1929, the line was sold to Indiana Electric Corporation, which subsequently was included in the system of the present Public Service Company of Indiana, Inc. Power from that system was purchased for the Mooresville supply until 1953, when a new transmission line and substation were built to connect with the Indianapolis Power & Light system.

As the Indianapolis Light and Heat Company progressed, numerous additions to equipment were made at both the Kentucky Avenue and Mill Street plants. This reflected not only the continued growth of business, but also the company's constant policy of main-

taining an excess of generating capacity over peak demands.

The soundness of that policy was proved in the first World War, when ample power was ready for the greatly increased needs of local industries, and after the war, when the electric development of Indianapolis went ahead despite the recession of other business. The war years were especially trying, with their extra demands and the departure of many younger men for military duty, but the devoted work of its veteran employees enabled the company to make a splendid showing.

The value of excess capacity was shown in another way on April 2, 1923, when it prevented interruption of downtown electric service even though the entire Mill Street plant was disabled by the explosion of a 10,000-kilowatt turbo-generator. This machine was wrecked completely and two others in the turbine room were damaged. At first the wreckage seemed almost beyond repair, but employees and executives toiled so well that normal alternating current service was restored in little more than eight hours after the explosion. In the meantime service was maintained in the business district with extra energy from the Kentucky Avenue plant, backed by the battery-protected substations. The emergency work of the company's personnel earned commendation from many local citizens and other utilities throughout the country.

The storage battery system that protected direct current service in the "mile square" at that time was one of the largest in the world, representing an investment of

more than \$600,000. Four huge battery installations, each occupying about 2,500 sq. ft. of floor space, were kept fully charged and connected to the service lines, so as to take up the load immediately if the generating equipment should fail. Such batteries became outmoded in the 1930's by the great growth of load, the general change from direct to alternating current and the improved reliability of other service equipment, and they were gradually retired from service and dismantled.

During the ten years from 1916 to 1926 the company increased its meters in service from 39,000 to

86,000, and its annual output from 56,000,000 to 196,000,000 kilowatt-hours, despite the keen rivalry of the Merchants company for all available electric business. When the two companies were merged in 1927, about 65% of the total energy they supplied was generated by the Indianapolis Light and Heat Company.

The latter company not only developed its own local plants to provide reserve capacity, but also was carrying out extensive plans at the time of the merger to improve its operating facilities with new service structures at 1230 West Morris street.



Employees' 1925 baseball team which won the Indianapolis championship and developed into the national industrial champions in 1926 and 1928. Shown here are (left to right) William A. Brown, manager; Joe Hopkins, George Broughton, Ed Cooney, Harold Geisel, Nan Schatt, George Sisson, Ralph Bader, captain; Bill Irwin, Ed Schorn, William Benke, George Flynn, Jimmie Dale and John Burch.

ELECTRIFYING INDIANAPOLIS

PART II—(1927-1954)

OCTOBER 27, 1926, when the Indianapolis Power & Light Company was incorporated under the laws of Indiana, should be recorded as one of the most important dates in Indianapolis history, for it signaled the start of a new era of progress for both the city and its electric service.

For more than forty previous years there had been costly competition and divided responsibility for the city's electric supply, creating problems that hampered the competing companies and the city alike. But all efforts to unify these companies had failed.

Then the new Power & Light company, backed by the resources and experience of a large utilities organization, was launched successfully to combine the best of the competitive facilities, discard the inefficient, and add whatever was desirable for community advancement.

Good electric service, one of the best assets a city can have, was the prime objective of Indianapolis Power & Light Company from the beginning, on the principle that a modern city and its electric service must go forward together—that the service company will prosper if and as it helps the community to prosper.

In Indianapolis the value of this principle has been

well demonstrated. Electrical development has helped immeasurably to make the Hoosier capital an outstanding center of industry, commerce and residence. More employment, more payroll, more business and more homes have been the result, and these in turn have meant an ever-growing market for electricity.



ORIGIN OF INDIANAPOLIS POWER & LIGHT COMPANY

Times were good when the Indianapolis Power & Light Company was formed, with no sign of the great depression or the national political developments that in a few years were to alter the company's course as originally planned and lead eventually to a change in Indianapolis Power & Light ownership that made American utility history.

The new company was organized by Utilities Power & Light Corporation, a holding company which at that time owned utilities operating in 410 cities and towns in



General accounting office of Indianapolis Light and Heat Company, on fourth floor of 46-48 Monument Circle building in November, 1926, when preparations were being made for merger with Merchants Heat & Light Company to form the present Indianapolis Power & Light Company.

a dozen states. Its purpose was to acquire, consolidate and operate the properties of the Indianapolis Light and Heat and the Merchants Heat & Light companies.

The Light and Heat company, with its ancestry dating back to 1881 to the first company that supplied electric service in Indianapolis, had grown into a city-wide electric system. Its lines also extended beyond the city to serve most of Marion County. All its power was generated in the company's two plants, Mill Street and Kentucky Avenue (now Perry-K), which had a combined capability of 74,000 kilowatts. Mill Street plant had started operating in 1904 and Kentucky Avenue in 1893, the latter also feeding steam to the company's downtown heating system.

The Merchants company, founded in 1902 primarily to heat and light the stores and other large establishments in a small central area, had expanded its electric business throughout Indianapolis after 1914, when it won the city street lighting contract and thus justified the widespread extension of its lines. Its electric sales outgrew its capacity to generate, so that after 1921 most of its power was purchased outside the city. Its main plant on Washington avenue (the West plant, now Perry-W), built in 1910, had 20,300 kilowatts generating capacity, and also supplied steam to the Merchants downtown heating system. The original Merchants plant at New Jersey and Pearl streets (the East plant), built in 1902, had two 750-kilowatt generators, but was operated mainly in cold months to help carry the heating load. The North plant at 16th and Alabama streets (now Ipalco Hall), built in 1901 by the former Home Heating and Lighting Company, had a 750-kilowatt generator but was used only to supply hot water heating service in the plant vicinity in winter time and to house some street lighting regulators.

Together the two companies at the time of the merger had about 106,000 customers and annual sales of about 265,000,000 kilowatt-hours. The maximum demand in 1927 was 71,800 kilowatts, less than one-fifth of the electric requirement that developed in the Indianapolis area in the next 26 years.



A PERIOD OF CITY PROGRESS

In 1926, when the first steps were taken to unify the competing companies, the population of Indianapolis was estimated to be about 350,000. The city's many industries were thriving, and so was its commerce under the helpful influence of fine transportation, general farm prosperity and active business in the whole area tributary to the state capital.

Residential development was pushing out toward the suburbs, more than 10,000 homes and apartments having



In 1930, with new electric light installations, night baseball was introduced to Indianapolis June 7 at Washington Park, and night football Sept. 26 at Butler bowl.



been built since 1920. According to a census report, Indianapolis had more homes for each thousand inhabitants than any city over 200,000 population in the United States.

Late in 1926 the new Indianapolis Power & Light organization acquired 71.43% of the capital stock of Indianapolis Light and Heat Company and options to buy the remaining stock as well as the Merchants Heat & Light Company's property.

When plans to merge the two companies were made known, there was considerable misgiving on the part of some citizens, who feared that eliminating competition and transferring all local electric facilities to non-resident ownership might result in higher rates and indifferent service.

Such fears, however, were soon dispelled by the new organization. The first day of its operation it reduced electric rates for residential, commercial and industrial customers, the beginning of a long series of reductions in the next 25 years that brought the unit price of electricity steadily downward and saved many millions of dollars for local people.

As for quality of service, the new owners quickly showed their determination to provide Indianapolis with the best. It was evident in all the unification plans they put into effect immediately. They embarked as soon as possible on a far-reaching construction program to provide more and cheaper power for future growth as well as the immediate betterment of service.

Huge sums of money, usually much more than can be raised readily at home, are needed to enlarge and im-

prove the electric facilities of a city the size of Indianapolis. Investors, however, are reluctant to put their money into closely competitive utilities where costly equipment has to be duplicated to obtain only a part of the available business, and where the future is insecure.

With the merger of its competing utilities, under a parent organization that had wide interests and resources, Indianapolis no longer was dependent largely on local capital for the electrical development its growth required.

Millions of investment dollars were brought here from elsewhere in the country to provide the new generators and other modern equipment of all kinds that meant good power and lighting service. At the same time local citizens were given an opportunity to share the earnings of the unified system through investment in preferred stock.



HOME MANAGEMENT

The ensuing success of Indianapolis Power & Light Company was due in large part to its management being in the hands of men well acquainted with the city and its requirements.

Even though the ownership had changed, the responsibility for operating the merged properties was entrusted largely to local citizens who had been actively interested for years in the electric service of Indianapolis.

When the new company effected the merger on January 31, 1927, it was headed by Walter C. Marmon, chairman of the board of directors; Norman A. Perry, president; Charles N. Thompson, Emmet G. Ralston, H. T. Pritchard, F. W. Drury, H. E. Carver, J. N. Canavan and O. E. Koegel, vice-presidents; William C. Richardson, treasurer, and Elmer E. Scott, secretary.

Six of these officers (Messrs. Marmon, Perry, Thompson, Ralston, Richardson and Scott) had been connected

with the Indianapolis Light and Heat Company, and the other five came from the Utilities Power & Light organization.

It was one of the latter group, Mr. Pritchard, a widely experienced utility operator and a close student of Indianapolis conditions, who was destined to take root here in a few years and lead the new company through a long era of major accomplishment.

Mr. Perry served as president until October 7, 1930, when he resigned and was succeeded by Clifford L. Harrod, former industrial commissioner of the Indianapolis Chamber of Commerce, who had been made general manager of the company five months earlier.

Mr. Pritchard was elected president as of August 1, 1934, upon the resignation of Mr. Harrod and also was elected chairman of the board of directors on April 6, 1937, succeeding H. L. Clarke. The latter had become chairman following Mr. Marmon's resignation on April 27, 1934.

As the company's chief executive, Mr. Pritchard brought to Indianapolis the experience gained in more than a quarter-century of successful public utility work. Starting at a generating plant at the outskirts of Chicago in 1908, after his graduation from Yale University, he operated and developed electric properties in many parts of the country, including Indiana.

In 1930, he had been made vice-president in charge of all Utilities Power & Light utility operations in this country and Canada; but after his election to the Indianapolis Power & Light presidency he relinquished his other responsibilities as soon as possible in order to devote his full time and attention to Indianapolis.



OPPORTUNITY FOR EMPLOYEES

Employees of both former companies who had grown up in the tradition of good service regardless of difficulty—as typified by their heroic rally to the call “forget the loss, let's give service” at the time of the Mill Street explosion in 1923—were retained to man the new company.

But here were two large groups that for years had actively opposed each other in business, sharing the keen rivalry of their respective companies down to the last employee. Then they were brought together quickly in a wholly new organization, with policies and requirements quite unfamiliar to them.

The welding of two such groups into one efficient and harmonious body would seem almost hopeless, but the new owners decided to attempt it. They were so successful that the teamwork developed among the erstwhile business opponents soon became an outstanding characteristic of Indianapolis Power & Light Company.



Food for needy families was supplied by these Ipalco men under their “Five Friends Plan” of depression years. The baskets shown here, in the Morris Street administration building in December, 1930, each contained enough staple food for one week for an ordinary family.



How the 1927 merger of two competing electric utilities into the present Indianapolis Power & Light Company helped to improve city streets is shown by these then-and-now views of 16th st., looking east from Capitol ave. In picture at left, before the merger, the poles and wires of the two companies ran along opposite sides of the street, and at right the pole lines have been removed and the street widened. About 500 miles of duplicate pole lines were eliminated after the former electric systems were unified.

The first step was to allay the fears of employees about loss of jobs, as usually happened when large businesses in the same field were merged and important economies could be gained by eliminating the duplicated personnel.

Every man and woman of the former companies was offered work in the new Company. Instead of reducing employment, the merger opened the way to Company expansion with more jobs and better pay. In the 26 years from 1927 to 1953 the number of active employees increased 68% and the annual payroll over 500%.

Many employees of the predecessor companies found lifetime careers in the present Company. Twenty-seven years after the merger 252 employees of the former companies were still in Indianapolis Power & Light employ, including 66 who were on retirement pay.

From the outset the loyalty of employees to their new organization was nourished in practical ways. They were shown that the management aimed at progress for the individual as well as the entire group; that it was accessible at any time on any personal problem; that it would give careful thought and action to reasonable requests; that it was interested in the employee's future security as well as his present welfare, and interested in the folks at home as well as the man on the job.

As soon as the merger occurred the employees were assured that their former pay rates would be continued.

Even in the early 1930's, when the depression was worst and other industries were dropping workers or cutting wages seriously, the only pay reduction in this Company was 10% for higher-rated employees who could best afford it, and this reduction was restored in less than three years, as soon as warranted by improved business. Drastic economies were effected in other expenses so that adequate wages could be maintained.

Such consideration, in a matter of vital importance to employees and their families at a time when so many of their neighbors were suffering from job loss or meager earnings, did much to inspire faith in the new company.

Another helpful factor was the retention of key men from the old companies. Instead of taking orders from strangers, the employees found themselves working with supervisors they had known for years, and thus were made to feel "at home" immediately.

The teamwork of the personnel, and their readiness to provide special assistance for both their company and their fellow-citizens, were shown in two all-employee campaigns inaugurated early in 1931. The results achieved in these campaigns were particularly noteworthy in view of the depression conditions then prevailing.

In one campaign an unique "Five Friends Plan for Unemployment Relief" was developed from the employees' personal work the previous year for needy Indianapolis families. Employees in all departments were organized into squads of five, with each squad looking after one family which was in distress because its breadwinner was out of work.

The five employee friends of each family volunteered to give time, money, food or clothing to help that family until it could become self-sustaining. Fuel, home furnishings and medical care also were provided where needed, and jobs were found in many cases for the unemployed. The Company set up a commissary at Morris Street where the squads could buy foodstuffs at very low cost for the families in their care.

During the 1930-31 season 389 families were aided and 2,360 baskets of food, averaging 66 pounds each, were distributed. The following winter the "Five Friends Plan" was even more beneficial, with 402 families assisted and 3,012 food baskets supplied. The success of this plan in Indianapolis was publicized nationally by The President's Organization on Unemployment Relief.

The other employee campaign in 1931, organized to sell 6% preferred stock at \$100 per share, raised more than a million dollars to help finance the Company's

construction program. Although stock-selling was an altogether new activity for the employees, and the availability of investment money had been reduced by the depression, 350 employees succeeded in making sales. They sold 9,055 shares in three days, and subscriptions for 3,400 shares on deferred payments also were reported.



UNIFICATION WITHOUT PRECEDENT

The first big job of Indianapolis Power & Light Company, the physical co-ordination of two electric and heating systems, was probably the greatest undertaking of its kind in utility annals up to that time. Utility mergers were numerous, but usually required little more than the consolidation of financial structures. Seldom, if ever, have two utilities been merged whose systems actually overlapped to the same extent as in Indianapolis.

Remodeling these properties into a single efficient system, without excessive expense or interference with normal service while it was being done, involved a vast amount of work and special planning. It was watched with great interest by the utility industry, and engineers from other parts of the country came here to inspect it.

Started as soon as the new company began operating on February 1, the work of consolidating the transmission lines of both old companies was completed in May, with all power plants and substations tied together. The former Indianapolis Light and Heat high-tension loop around the city, and the Merchants lines radiating from the central section, were rearranged into four new loops that improved power supply to all parts of the city.

Most noticeable to the public was the removal of many wires and poles in unifying the overhead distribution

systems. About 16,000 poles were involved in the entire program of eliminating duplicate lines, which totaled about 500 miles. Before 1927 ended, 125 miles of pole lines were removed. The other duplications were taken down in succeeding years until 1938, when the last mile, a line of 50-ft. poles along South street, was removed.

Where the lines of both old companies ran along the same street or alley, the better line was retained and the poles from the other line were cut down, reconditioned and used on new line extensions. Also salvaged for use elsewhere were removed wires, transformers and miscellaneous line material.

Due to this saving, only a few hundred dollars' worth of line materials and transformers had to be purchased during 1927, even though many new customers were connected to the company's lines. The savings from such salvage continued for several years.

In the downtown business district, where direct current was supplied underground, the system was rebuilt and interconnected by using the best parts of the two former systems. It was decided to modernize the service in this district by installing an alternating current underground network and replacing direct current service with alternating current as rapidly as possible. In the next 26 years a load of 46,000 kilowatts was developed on this network while the direct current load was being reduced from 16,000 kilowatts to about 1,900 kilowatts.



OPERATING WORK CENTRALIZED

It was evident at once that the immense job of physical unification, as well as the never-ending operation and construction work, could be handled best for customers and Company by centralizing the necessary facilities and control.



Members of Indianapolis Power & Light Men's Bowling League, one of the earliest and always-popular organizations of employees, assembled for this picture in 1936.

Therefore work was rushed in 1927 to establish a new operating center near Morris street and Kentucky avenue, now identified as 1230 West Morris street. The 12½-acre site had been acquired for this purpose by the Indianapolis Light and Heat Company. The Merchants company had made similar plans for its Pine and Daly property, but both projects were consolidated at the former location.

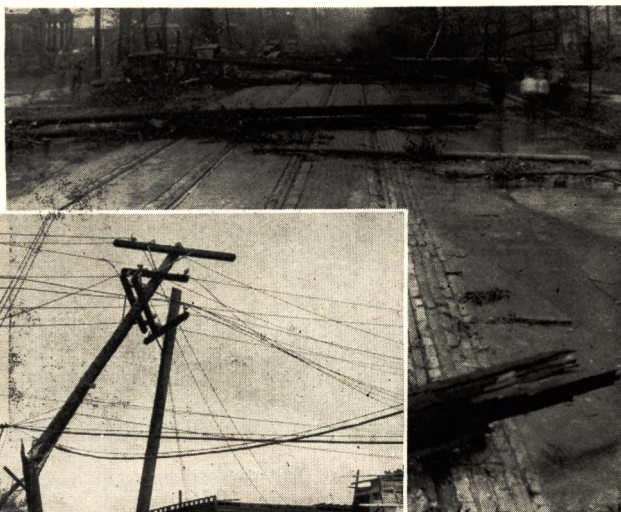
Designed for creditable appearance as well as efficiency and future growth, the four main structures—storehouse, garage, heating plant and administration building for electric operating and engineering—were completed in April, 1928. Back of these a filling station, pole yard and pole-treating plant were set up, and also a greenhouse to provide plants and flowers for beautifying Company grounds.

A new department was formed to handle not only the Morris street construction, but also other building and heavy mechanical jobs at all Company properties. The work of this Mechanical and Construction department developed to such an extent that a large structure for its headquarters, with centralized paint, carpenter and machine shops, was erected in 1937 at the operating center.

Also established in 1927 were two other new departments that have grown in size and importance over the years—Public Relations and Safety. Other departments of the former companies were combined where duplication existed.

A thorough meter survey was undertaken immediately, covering every customer, and a new meter numbering system was worked out, together with new rules for meter installations. Meter reading routes were

Havoc wrought by the tornado of May 18, 1927, is shown by these felled poles and trees along Washington st. at Willard Park, and by the wrecked houses and broken poles near New York st. and Eastern ave.



completely revised, and the records of customer accounts were consolidated, in the first three months after the merger.

Accounting and other general office work were centralized in the former Indianapolis Light and Heat Building at 48 Monument Circle, which was chosen for the main office of the new Company.

Sales activities were headquartered at the "Daylight Corner," as the former Merchants building on the northwest corner of Meridian and Washington streets was known at that time. An attractive new electric shop for displaying lamps and appliances was set up on the first and second floors. It was maintained there for several years, until the lease expired and the property was taken over by H. P. Wasson & Company for expanding its department store. Then the sales center was moved to the main office building at 48 Monument Circle.



EXTRAORDINARY WORK FOR NEW COMPANY

These and many other special jobs incident to the merger, including the co-ordination of five power plants, were added to the everyday routine that is always heavy for a large and growing public utility.

Thousands of details that enter into good electric service for more than 400,000 people, for which Indianapolis Power & Light Company had become responsible, were given closer attention than usual because of the new Company's desire to please the public.

All this extra work—unifying, improving, expanding and planning; cutting out duplication and putting in new methods, new equipment and new records—was enough by itself to keep a large organization busy, without considering the routine duties. Yet the young I. P. & L. organization, assisted by its parent company, attacked the whole enormous problem with such vigor and skill that Indianapolis soon could boast of electric service as good as any in the land.

Two emergencies in the early part of 1927 imposed further difficulties on the new Company. The first was a coal strike that started April 1, endangering the fuel supply for power production. By building up its coal storage to 100,000 tons prior to the strike, and making whatever purchases it could during the strike, the Company had sufficient coal to avert any power shortage.

The second, and much more serious, emergency occurred about 8 p.m. on May 18, when one of the worst tornados in local history struck the populous east side of Indianapolis. At the same time the whole city was swept by an unusually severe rain, wind and electrical storm.

The tornado's path, about five miles long and one



Construction of this operating and engineering center in 1927, at 1230 West Morris st., was a major milestone in the development of electric service for Indianapolis.

mile wide, was a scene of havoc. Practically all lines of the Company in this area were demolished. Whole rows of poles were snapped off, with wires tangled and torn. Elsewhere over the city and county were hundreds of cases of storm damage to Company lines.

Before midnight more than 200 employees from all departments had rallied to the huge job of restoring electric service. Despite the handicaps of storm, darkness and citywide confusion, they had service ready by 7 o'clock next morning for every large customer outside the actual tornado district. Inside the tornado district all bad conditions were cleared within the next two weeks by the day-and-night work of the Company's operating organization. It was a rigorous test for men and equipment, but they were not found wanting even at this early stage of the new Company's existence.



STEAM BUSINESS DEVELOPED

Heating service was an important factor in the first planning of the Company for its power plants. Most of this service was provided with steam from plant boilers that also were used for electric generation.

The Indianapolis Light and Heat system supplied steam heat to 243 customers in the central part of the city, and the Merchants system had 915 heating customers, with 440 on steam service in the central section and the other 475 supplied with hot water in the residential section to the north.

The two downtown steam systems were tied together in the summer of 1927. The West plant was made the base plant for steam service, with Kentucky Avenue

plant supplying additional steam as needed, making it possible to shut down the uneconomical old East plant at Pearl and New Jersey streets.

It also was decided, for economy reasons, to stop operating the obsolete North plant at 16th and Alabama streets which supplied hot-water heating in that neighborhood. Before this could be done, however, some other means had to be found for serving the former Merchants customers who depended on the North plant for heat. The hot-water system itself was beyond economical repair, and unable to heat the upper stories of the tall apartment and business buildings that were going up in the 16th street area.

To solve this whole problem a record-breaking construction job, costing about \$1,000,000, was planned with great care so that service could be improved and North plant shut down in 1929. An entirely new steam system was installed in 81 days that summer, between heating seasons. Fed by Mill Street plant and connected with the downtown steam lines, it required 160 carloads of new materials and the laying of 11½ miles of mains ranging from 20- to 4-inch size. At the same time necessary changes were made in customers' equipment. The work was pushed day and night, with about 400 men employed on it. This new steam heating system was said to be the largest ever installed in any one year by any utility.

The first effort to sell steam for other purposes than heating had been made in 1917, when a high-pressure line was installed from the West plant to the Claypool Hotel. Steam from this line was used to operate a generator and pumps in the hotel, as well as for daily work in the adjacent Fame laundry.

But it was 1931 that marked the real start of large-scale industrial steam sales. In that depression year,

when new business was especially important, the Company made a contract with Eli Lilly & Co., pharmaceutical manufacturer, that led eventually to a greater volume of steam sales in Indianapolis than in any other city except New York.

The Lilly company, a large electric customer, had seriously considered installing a new plant of its own to provide steam for power generation as well as the heat requirements in its plant at Delaware and Merrill streets. After thorough engineering studies, however, it was agreed that the Lilly company, instead of producing steam, would buy all its steam at high pressure from the utility Company.

For this new service a mile-long main was constructed. It was 16-inch diameter from the Kentucky Avenue power plant to Madison avenue and South street, and 10-inch diameter from there to the Lilly factory. Steam delivered at 175-lb. pressure was used first in Lilly's two turbines, with 2,500 kilowatts total capacity, to generate electricity and then at lower pressure for heating and various manufacturing processes.



Indianapolis Power & Light employees formed an American Legion post in 1935 for patriotic activities.

Any additional power needed by the customer was supplied from the Company's electric lines.

In 1933 the E. C. Atkins saw manufacturing plant was connected to the Lilly steam line, and in subsequent years the high-pressure service was extended to certain other large customers such as hotels, department stores, laundries and Union station.

A major development occurred in 1936, when the construction of a large steam tie-line between the Kentucky Avenue and West plants made it possible to connect additional customers for steam at 220-lb. pressure. These included the huge Kingan meat packing plant and the Beveridge paper mill. The Company installed a 2,000-kilowatt turbo-generator at the Kingan plant and a 1,000-kilowatt machine at the Beveridge mill so that the high-pressure steam delivered there could be used to

generate electricity before supplying the heat process requirement. The current thus generated was billed separately from steam.

Such combination of high pressure steam and electric service, in which the Company was a pioneer, helped materially to abate smoke nuisance near the city's center. It enabled customers to eliminate their own coal-fired boilers, thus providing more space and cleanliness in their plants and making it unnecessary for them to tie up a large amount of capital in equipment and fuel. And for the Company it developed a new source of revenue with steam service as an all-year instead of a seasonal business.



MORE POWER FOR INDIANAPOLIS

At the time of the merger in 1927 there was no immediate need for more generating capacity. The existing power plants had a combined rating of 96,550 kilowatts, well above the peak demand of about 72,000 kilowatts. Also, the new Company had a ten-year contract with Indiana Electric Corporation to buy 10,000 kilowatts of power from the Dresser plant, near Terre Haute, until the end of 1929 and 25,000 kilowatts during the next seven years.

Therefore the Company at first was concerned more about the efficiency of its plants than their capacity. Efficiency was increased appreciably by making numerous repairs and improvements. Mill Street plant, then the largest and best-equipped on the system and one of the largest in the state, was made the base load plant for electric service.

In 1928 two new 4,000-kilowatt turbo-generators were added to the West plant, but the number of electric customers and their use of electricity were growing so rapidly that the Company had to make plans for a much greater addition to its power supply.

The result was an entirely new "super-power" plant, so-called because of its high capacity and efficiency—the Harding Street plant, built southwest of the city where White River provided ample condensing water and there were good rail facilities for coal delivery. It was the first Indianapolis power plant not located near the heart of the city.

Started in 1929, this plant was designed to have ultimately four generating units. The first two units, completed near the end of 1931, were able to generate 74,000 kilowatts, and thus nearly doubled the Company's previous capacity.

In connection with the new plant a 132,000-volt transmission loop, about 50 miles long, was erected on steel towers around the city. It was the Company's first line of such high voltage, and it carried power

most efficiently from Harding Street to large new substations at each of the four approximate corners of the city. In effect it created a major reservoir of power from which all parts of the city could draw at will.

The construction program that included the new power plant and transmission loop, involving a total expenditure of more than \$12,000,000, was one of the

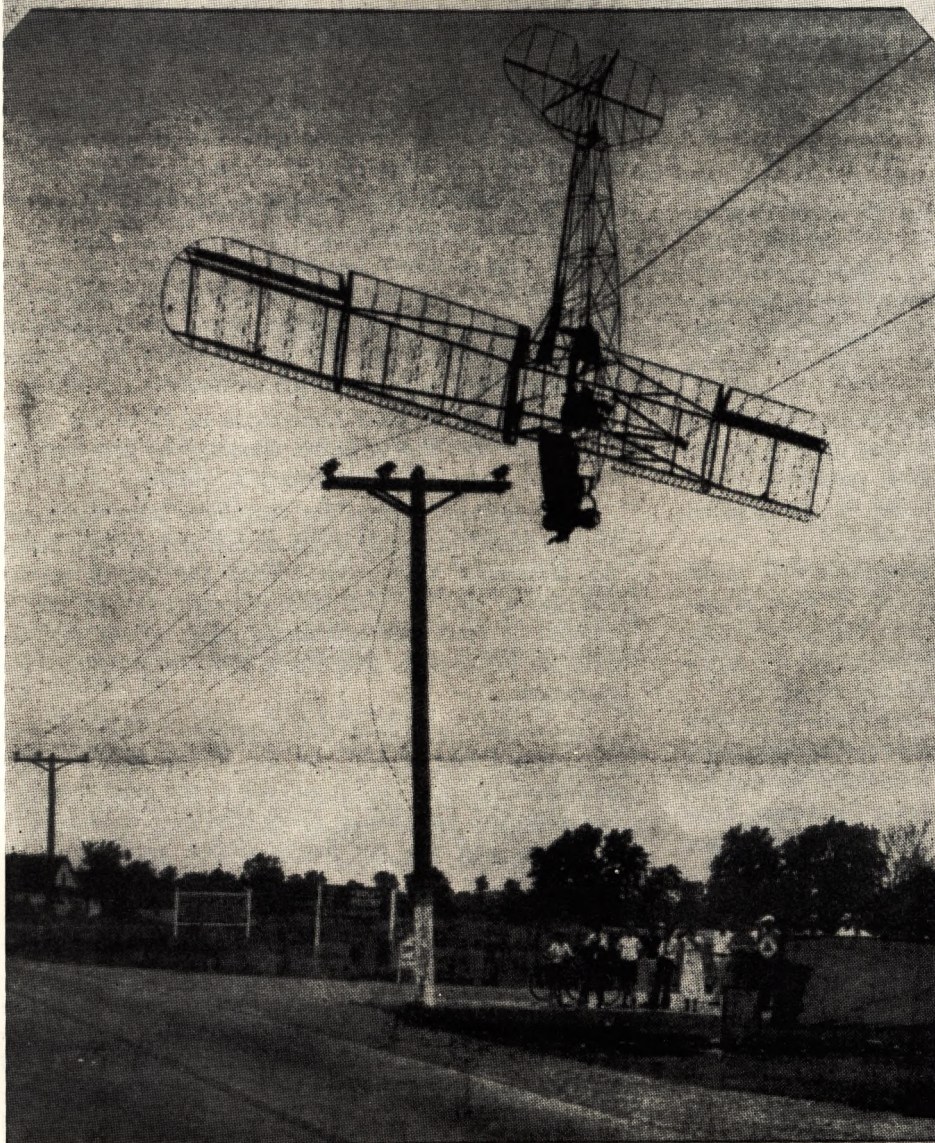
largest ever undertaken by any Indianapolis industry up to that time.

It had hardly been started, however, when all such projects fell under the shadow of the great depression which followed the stock market panic of October, 1929.

In Indianapolis, as elsewhere in the country, industry that had been booming was slowed almost to a stand-

FLAMES LEAVE ONLY SKELETON OF PLANE.

(Photo by Kirkpatrick.)



Not a kite, but an airplane from which the wing cloth and cabin have been burned. It is the ship that poised delicately on the wires near the Hoosier airport more than an hour yesterday afternoon, after Mrs. Lenore Harper, owner and pilot, and Mrs. Hazel Frink leaped from the burning wreckage and dropped to the ground. The women are in the City hospital with burns, bruises and possibly more serious injuries.

NO TOWER LINES SET SHIP ON FIRE

Fliers Drop Into Patch of Flames, Dragged Out by Witnesses—Dangling Craft Destroyed.

Two Indianapolis women fliers were injured seriously yesterday afternoon when their small ship struck and burned on electric wires near the Hoosier airport.

The burning plane, standing tail upwards on the wires, made one of the most spectacular pictures in Hoosier aviation annals and attracted hundreds of people.



Mrs. Harper.

Mrs. Lenore Harper, 32 years old, 2350 North Delaware street, was owner and pilot of the ship. Her companion was Mrs. Hazel Frink, 23 years old, 459 North State avenue, a close friend and an aviation enthusiast.

When the plane struck the wires both women jumped to the ground twenty-five feet below.

Removed to Methodist Hospital. They were taken to the City hospital, where physicians said that Mrs. Frink suffered a broken left wrist and severe burns and bruises. Mrs. Harper was said to have suffered severe bruises and burns and internal injuries of undetermined extent. Later they were removed to the Methodist hospital.

Mrs. Harper is the mother of three children and Mrs. Frink has one child.

All four children had gone to the Municipal airport with Mrs. Harper and Mrs. Frink and were waiting in an automobile for the return of their mothers when news of the accident was received.

Lose Altitude Too Quickly.

The two women took off

Municipal airport

Two of the three wires on a 33,000-volt line near U. S. Road 52 and Kessler blvd. were not broken when struck by an airplane July 8, 1933. This newspaper clipping says wing cloth and cabin burned, but the fliers jumped out.

still. Unemployment was multiplied, money became tight and business of many kinds slumped severely.

The demand for electricity, which had become a necessity of modern living, was affected less than non-essential items, but inevitably followed the downward trend. Residential sales were affected only slightly, in 1932 and 1933, and there was a temporary decrease in sales to industrial and commercial customers who had been using large amounts of power.

Total sales of power, instead of rising rapidly as indicated by surveys made in 1928 when the Harding Street plant was planned, started to decline in 1930 and did not turn upward again until 1934.

Under such circumstances the Company's big construction program seemed for a time to be an uneconomic venture, but its value became evident as soon as the Harding Street plant was put into operation.

This new plant, being much more efficient than the older generating stations, was used to carry most of the load, thus reducing the overall cost of producing power. It also enabled the Company, when the contract for purchasing power expired in 1937, to carry its entire load with its own plants, so that Indianapolis was independent of outside power sources except in extreme emergency.

A few years later, when industrial activity was stepped up by the 1939 outbreak of war in Europe, the growth of electric demand was so rapid that there would not have been time to build and equip a new plant if the Harding Street plant had not existed.

It was this plant, with a third generating unit added in 1941, that was the power mainstay of Indianapolis all through World War II and that helped this city, probably more than any other single factor, to establish new production records for military needs.

As for the transmission loop erected in the depression year 1931, it proved an important aid to the city's development, both industrial and residential, by making plenty of power available at outlying locations. New industries were encouraged to develop out where cheaper sites were available, and large plants no longer had to be close to the downtown sources of power.

Incidentally, the construction program of the Company, with large expenditures for labor and materials and equipment, was of special benefit to Indianapolis business and employment during the depression years.



COST OF ELECTRICITY LOWERED FOR CUSTOMERS

In 1900 and 1902, when three new companies were formed to supply electric service in Indianapolis, their city franchises fixed 10 cents per kilowatt-hour as the highest rate they could charge.

In the next quarter-century the rates for industrial and commercial service were brought considerably below that figure, as rival utilities vied for large-volume business; but there was relatively little decrease in price for the small amounts of service used in local residences. In fact, there were increases in the average price of residential service in the three years immediately following the end of World War I in 1918.

When the Indianapolis Power & Light Company began operation in 1927 the average price for residential service was nearly 7 cents per kilowatt-hour. This has been brought down, by rate reductions and the greater use of electricity on lower rate steps, to 2½ cents in 1953.

The average price of electricity used in Indianapolis homes has gone down every year, and never up, since the present Company took over the service. The averages paid by industrial and commercial customers also have been reduced materially.

The rate structure for these three classes of service has been simplified, with the number of different schedules for new customers reduced from 48 to 12. The contract procedure and the line extension policy have been liberalized in favor of the customers.

Rate reductions have been made in 17 of the years from 1927 to 1953 inclusive, starting the first day the Company operated, on February 1, 1927.

The resultant savings for customers were estimated at \$3,349,673 per year, based on the service used when the reductions were made. Since the use of service has grown, and the rate benefits have extended over a number of years, the cumulative effect of the rate reductions has been to save many millions of dollars for customers.

An action to reduce the Company's electric rates was started late in 1933 by the Public Service Commission of Indiana. It became one of the most extensive and expensive proceedings of its kind ever conducted in this state, and was not finally settled until April 28, 1938.

The rate case began at a time when there was widespread unemployment and consequent need to reduce living costs. Recognizing this need, the Company lowered rates early in 1934 and in other years while the rate case was continuing, such reductions saving the customers over \$1,000,000 per year on the basis of service then used. An appraisal of every item of electric property was made by engineers of the Company and the Commission. The latter finally fixed the June 1, 1937, valuation of such property at \$50,000,000 for rate-making purposes, resulting in a further estimated annual saving of \$445,519 for customers.

Although the main items of cost for supplying electricity—labor, fuel and taxes—have increased greatly since depression days, the Company has managed to keep



Christmas party of the Ipalco Club in 1931 in the Morris Street administration building, where the club held meetings before Ipalco Hall was made available.

its rates low by improving its efficiency, effecting economies and enlarging its volume of business.



ON THE ROAD TO RECOVERY

The darkest year in the history of Indianapolis Power & Light Company was probably 1933.

In this sixth year after the Company had started so auspiciously, its electric sales were reduced by the general depression to about 255,000,000 kilowatt-hours, the smallest total for any year since the Company began operation in 1927. The peak demand in the spring of 1933 was only 52,000 kilowatts. The business tide was at lowest ebb.

At the same time, with a sweeping change of federal government administration resulting from the 1932 election, there was a marked trend toward more taxation and regulation for the public utility industry. The Company's tax burden grew heavier, taking nearly half of all the money received for residential electric service.

Even at the depth of depression the Company never lost faith in the future of Indianapolis or its electric light and power business, but made far-reaching, far-sighted plans to build up both its system and its sales.

The success of its sales promotion is attested most plainly, perhaps, by the increased annual use of electricity by the average residential customer. The 1933 average of 544 kilowatt-hours was more than doubled by the time the United States entered World War II, and had been raised to 2,719 kilowatt-hours by 1953.

An aggressive campaign was launched in 1934 to build residential load through the sale of electric appliances, especially ranges and water heaters, and in that year 1,204 ranges were connected to Company lines. All employees were given an opportunity to help make sales in this campaign.

A large regular sales force for appliances was developed in the next few years, but was disbanded when appliances became scarce at the outbreak of war. During and after the war the Company refrained from selling major appliances, so that other dealers could have all of the small supply available, but resumed its own selling in a limited way in 1950.

Dealers throughout the area served by the Company were assisted in selling electric ranges and water heaters. The Company increased its promotional efforts as the depression receded, forming its own advertising department in 1935 and expanding its home service division to advance home lighting as well as appliance use.

Sales work also was intensified in other fields, particularly industrial development to benefit both the city and the Company. New industries were encouraged to locate in this area, and older industries to expand or to modernize electrically. Special advisory services on power and lighting were provided to help industrial and commercial customers.



THE OFFICE PROBLEM SOLVED

One of the most serious needs of the Company as it worked its way out of the depression was a suitable downtown headquarters—not only to benefit its sales program and its service to customers, but also to house its general offices satisfactorily.

The operating and engineering departments had been provided with modern office facilities, to the betterment of customer service and employee efficiency, when the new operating center at 1230 West Morris street was completed in 1928.

But the general offices—for customer contact, sales, accounting, purchasing and various other departments as well as the Company's officers—were far from ade-

quate, especially after the office staffs and records of two companies were put together at one location by the 1927 merger. And the need for office space increased constantly as the business developed.

The general offices were still in the four-story building at 48 Monument Circle which had been built in 1897 for the old Indianapolis Light and Power Company, and the building at the rear, completed in 1923. These facilities had been outgrown and outmoded. Some departments had to be housed in other buildings.

Then in 1935 the office problem was solved admirably, and for many years, by acquiring the modern nine-story office building on the southeast corner of Monument Circle and Meridian street. Erected in 1924 for the Continental Bank, which became a depression casualty, the building was purchased on favorable terms at receivership sale.

The purchase was made by the Electric Building Company, Inc., organized February 11, 1935, for that purpose and owned entirely by Indianapolis Power & Light Company. The building's name was changed promptly to "Electric Building," as it is now known, with 17 North Meridian street as its official address.

This structure could be adapted quickly and economically to all the requirements of a progressive electric utility company, and it provided ample space for future growth of the business. The Company occupied only about two-thirds of the building in the beginning, the other third being rented to tenants until such time as more room should be needed by the Company.

The fine new home of the Company was opened to the public on Labor Day, September 3, 1935, after the former banking quarters were completely remodeled. Attractive and convenient facilities were provided for the public and employees, including a modern sales-room that helped materially to increase the sale of appliances and lamps.

When the Electric Building was acquired the ground on which it stood was under a 99-year lease. In 1939 this ground also was purchased.

After moving its offices in 1935 the Company still had the leasehold, running to the year 2021, on its former office buildings at 46-48 Monument Circle. It obtained some rental revenue from these buildings, but was obligated by the lease to erect a new building of at least six stories on the site prior to October 1, 1972. Having no need for such a building after acquiring the Electric Building, the Company relieved itself of this obligation by selling the leasehold to an adjoining store, effective March 1, 1957 when the direct current substation in the rear building will no longer be needed.

A small branch office was opened experimentally in 1939, in the Irvington section, to promote the Company's sales and public relations; but it did not prove as successful as expected, partly because of the appliance scarcity and other unfavorable conditions that developed with the war, and it was closed in 1948.

Thereafter, for the convenience of customers everywhere in the city, a new plan was adopted whereby neighborhood branch banks and other suitable agencies were authorized to collect electric bill payments. With such places to pay bills near their homes, and the Company's provision for transacting most other electric business by telephone, it became unnecessary for many customers to visit the downtown offices.



DEVELOPING SERVICE FACILITIES

In the mid-1930's, trying to maintain the highest standard of service and prepare for any needs that might arise, the Company proceeded with the all-around developing of its physical property.

It was this development, planned at a time when the business outlook was still dimmed by depression, that stood the Indianapolis area in such good stead during the trying days of World War II a few years later.

As far as power plants were concerned, the new Harding Street plant had taken good care of the electric load. But the further growth of steam business, as well as electric, was anticipated with the decision to modernize and enlarge the centrally-located Kentucky Avenue plant.

This modernization, started in 1936 and completed in 1938, increased the capacity to produce both steam and electricity. It also provided for the unique operation, as a single plant, of the Kentucky Avenue and West plants a half-mile apart.

The first two boilers in Indianapolis to use pulverized coal were installed at Kentucky Avenue, together with a 12,500-kilowatt "topping" turbine which needed no condensing water. The lack of a large additional supply of condensing water prevented any major increase of electric generation in the downtown plants.

A high-pressure line also was constructed so that steam from Kentucky Avenue boilers could be supplied to operate the West plant.

Thus unified, these plants were re-named officially on July 1, 1937, as the C. C. Perry plant in honor of one of the founders in 1888 of the Marmon-Perry Light Company. Mr. Perry was secretary-treasurer of the Indianapolis Light and Power Company when it built the original Kentucky Avenue plant in 1892, and later was president of the Indianapolis Light and Heat Company.

The former Kentucky Avenue plant was designated as Section K of the C. C. Perry plant, and the former West plant as Section W; but in general usage these names soon became shortened to Perry-K and Perry-W respectively.

This plant never ceased to play a leading role in the service of Indianapolis, particularly in steam supply.

The efficiency of Perry-K was further increased by installing two large new boilers in 1946 and two more in 1952, and new coal and water facilities in 1947, to replace obsolete equipment. Perry-W was remodeled and modernized, with two new boilers, in 1948 and 1949.

More space for operating and engineering offices was provided in 1940 by adding the third story to the Administration Building at 1230 West Morris street; but the radio aerial 218 feet high that was then erected on top of this building was probably of greater public interest.

With this radio installation, which was announced in August of 1940, the Company not only speeded up its emergency service throughout the Indianapolis area, but also was the first in the utility industry to adopt the "F-M" (frequency modulation) radio that later came into widespread use for public service.

This radio provided direct two-way communication between the dispatching center and crews in the field, without interference from the "static" sometimes experienced with the ordinary amplitude modulation type of radio. Started with receiving and sending apparatus in ten trucks and the operating center, the radio installation was extended to many additional cars and trucks in later years.

The automotive fleet of the Company, and various shop and stores facilities, were included in the general pre-war program of bringing the facilities up to date. Some special equipment, such as the largest mobile substation in utility use at that time (1940), was added for emergency use or to expedite operations.

The transmission and distribution systems, both overhead and underground, were extended and strengthened. These systems, with their interconnections, high capacity and alternate means of power supply, were rated among the most modern in the country—a source of pride to the Company and of good service to the community.

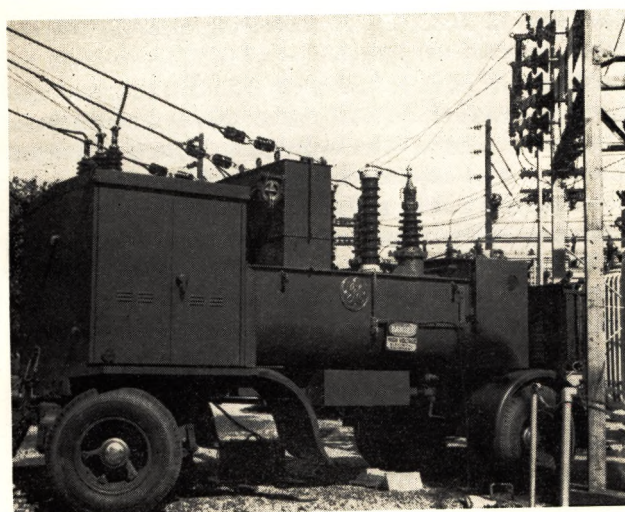
More substations were built to provide more power for growing residential sections and new or expanding industries, and protective devices were installed to prevent or minimize any service interruptions.



SERVICE AREA ENLARGED

When the Company started operation in 1927 some of its electric distribution lines stretched well beyond the limits of Indianapolis, but ten years later there still were parts of Marion County where electric service was not available.

In 1937, based on a survey covering the entire county, the Company started a rural electrification program,



Large substation on wheels, for emergency use wherever needed on Indianapolis system, was acquired in 1941.

completed in 1938, that extended service within reach of 100% of the prospective rural customers in the Company's territory. This was accomplished by constructing 130 miles of modern long-span lines in various areas that were not previously served.

Thus there was no need in Marion County for projects of the kind promoted nationally by the federal government's Rural Electrification Administration. Free private enterprise, rather than the government's tax funds, did the rural electrification job in this county.

This electrification proved of inestimable value in later years to the Indianapolis area's development. Electric service was ready and waiting in the outlying sections to encourage the establishing of new homes and businesses.

On January 24, 1927, one week before the Company began operating, it purchased the Gem Electric Company. The latter had been formed in 1921 to serve Gem, New Palestine, Mt. Comfort and Cumberland, and its lines extended westward to Indianapolis. The Gem facilities in Cumberland and elsewhere in Marion County were added to the Indianapolis system, and the remainder, in Hancock and Shelby counties, was sold December 9, 1932, to the Southeastern Indiana Power Company.

There was no other important change in the area served by the Company until March 28, 1950, when about 750 electric customers in and near the towns of Wanamaker (New Bethel) and Acton, in southeastern Marion County, were added to the I. P. & L. system. This resulted from the purchase of facilities formerly owned by Southeastern Indiana Power Company.

Then on August 10, 1951, the Company completed its service coverage of Marion County by an exchange of electric properties with the neighboring Public Service

Company of Indiana, Inc., affecting about 1,000 customers of each company.

Nearly all of those added to I. P. & L. service were in the northeastern part of the county, at Lawrence and Oaklandon, and at McCordsville in adjacent Hancock County. Also acquired were the facilities and contract for supplying power to Indianapolis Railways, Inc., for operating its city transportation system.

The customers transferred to Public Service Company were in the latter's service area in west central Indiana, and most of them were served previously by Mooresville Public Service Co. This transfer, and the sale on July 30, 1951, of the small water system in Mooresville to the Hoosier Water Company, Inc., enabled the Mooresville subsidiary to concentrate on its electric business on an integrated system almost entirely in Morgan County.



FINANCIAL DEVELOPMENTS

The parent organization that had seemed so strong when the Indianapolis Power & Light Company was born in 1926, and had done so much in the next few years to develop the young operating company, became a casualty of the ensuing depression.

That parent, the Utilities Power & Light Corporation, owned all of the outstanding common (voting) stock of the Indianapolis company.

It helped the latter to raise about \$10,000,000 toward the cost of the Harding Street plant and the high-tension transmission loop around the city, through the sale of bonds in 1930 and preferred stock in 1931 and 1932, but was unable, when its financial health failed, to invest as much money of its own in Indianapolis as expected.

No more new money for local development was obtained from the sale of securities until 1940. In 1938, \$32,000,000 first mortgage bonds and \$5,500,000 notes were sold, but these were for the refunding of other bonds to reduce interest charges. The Company's capital expenditures had to come from reserve funds and retained earnings.

With its parent growing weaker financially the Indianapolis electric utility, widely known as a most desirable property and one of the best assets of U. P. & L., faced the probability of transfer to new ownership.

The Indianapolis utility might have gone to another holding company, the most likely prospect at one time being the extensive Associated Gas & Electric organization which had a large voting interest in the Utilities Power & Light system and which, like the latter, was destined for liquidation in a few years.



First dinner-meeting of Ipalco Club in Ipalco Hall was this Christmas party on Dec. 21, 1937.

Such holding company systems were to be broken up, rather than expanded, by reason of the Public Utility Holding Company Act of 1935. This federal law restricted the companies to "integrated" operations where the utility facilities could be physically connected for economical operation as a single system.

The ownership of Indianapolis Power & Light Company did change soon, in a way that attracted national interest, as a result of the parent corporation's bankruptcy. Instead of becoming part of another system, however, the Indianapolis utility gained its complete independence.

With its electric facilities interconnected into a single system serving a single area in central Indiana, the Company fulfilled the law's requirements for "integrated" operation, and provision for establishing it as an independent corporation was made in the U. P. & L. reorganization plan approved in July, 1939, by the Securities and Exchange Commission.

Under that plan a new company, the Ogden Corporation, was formed for the purpose of acquiring and liquidating all assets of the Utilities Power & Light Corporation, including 645,980 shares of common stock of Indianapolis Power & Light Company, the total shares then outstanding. These shares owned by Ogden Corporation, together with 68,855 common shares from the Company's treasury, were offered for sale to the public on April 3, 1940, through 90 underwriters and 473 other investment dealers from coast to coast.

Unlike a bond issue, the common stock was outside the normal investment field for insurance and trust companies, and so the offering had to be sold mostly in small lots to individual investors.

In less than two hours after the offering opened it was oversubscribed more than twice. From one owner the Company passed in a few ticks of the clock to nearly 8,000 share owners. These new owners were in many parts of the United States, although about one-eighth of the total shares were bought in the Company's home state of Indiana.

Thus the Company was the first major electric operating company in the country to undergo integration, as

required by the Holding Company Act of 1935, through transfer of all common stock to the public. No such company had had its stock control sold since far beyond even pre-depression days, when holding companies were buying common stock rather than relinquishing it.

As a laboratory case, therefore, this integration was widely publicized, and was of special interest to everybody connected with American utilities — operators, owners, bankers, regulatory officials, employees and the public served. The results were generally considered quite satisfactory.

Although the Company's ownership changed completely, its management remained in the same experienced local hands as before, with Mr. Pritchard as chairman of the board of directors and president. The officers in Indianapolis now had full responsibility for the financial as well as the service operations.

Fresh vigor was applied to their work by officers and employees, many of whom had bought some common stock and thus for the first time could vote for directors and also share in Company earnings to a greater extent than their salaries. The continuation of accustomed leadership, and the removal of uncertainty as to future ownership, both gave a big lift to employee morale.

Confidence in Company management was shown by the new share owners at their first meeting, about six weeks after they acquired control. Proposals necessary to complete the financial reorganization of the Company were all approved, with 77.7% of the common stock being voted. This led to the refinancing of all funded debt and preferred stock in 1940 at lower interest and dividend rates.

In amending the Articles of Incorporation for this refinancing the holders of common stock extended the privilege of voting for directors to the preferred stock holders on a one-vote-per-share basis, thus enhancing "home rule" in view of the large preferred stock holding in the Indianapolis area.



Part of the special task force that worked several years to establish, in 1942, the original cost of all property in the electric and steam service of Indianapolis.

A new primary market for future issues of common stock also was established by giving holders of such stock the preferential right to subscribe for new issues. This proved to be of considerable value in the years following World War II when a large amount of common stock had to be sold to finance expansion.

Some new capital was obtained in 1940 from the sale of preferred and common shares, and in 1942 from the sale of first mortgage bonds, but that was the last until after the war. During the war there was little need for new money because construction was greatly curtailed by government restrictions.

In laying the foundation for its financial future the Company in 1942 completed an exhaustive study to determine the original cost of its property, in line with the uniform system of accounts prescribed by the Public Service Commission of Indiana in 1937 for all utilities in the state. The utility plant accounts were changed on the Company books to the original cost basis as of December 31, 1942.

An average of 50 employees worked more than three years on this study, covering several million items of utility property. The cost of such property when first devoted to public service was found to total \$55,374,065 at the end of 1942—about 61 years after electric service began in Indianapolis. For the next three years this total was almost at a standstill because of war, but in the following six years the property investment was practically doubled by the Company's post-war growth.



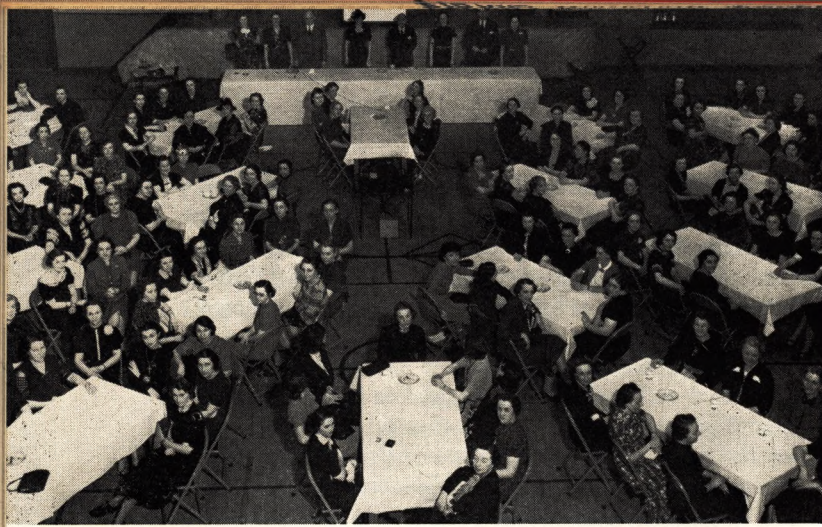
PERSONNEL DEVELOPMENT

Not only money and machinery, but also men and women of the right kind, are needed to operate a public utility successfully, and this need was fully recognized by the Company from its very beginning.

At the same time that the financial and physical structures were being built up there was a consistent endeavor to develop the employees into an able, active and loyal organization that would be a credit to the city as well as the Company, and would attract desirable new employees whenever required.

Employees were shown that they and their families would be assisted in practical ways, particularly in money matters such as their earnings, savings, emergency loans, insurance and pensions because, in the last analysis, these are of greatest importance to the individual.

And the employees also were encouraged to develop, with Company co-operation, activities of their own desire, not of management dictation, to advance the welfare or knowledge or recreational interests of themselves and their fellow-employees.



First dinner-meeting of Ipalco Women's Club in Ipalco Hall on March 2, 1938 with Company officers as guests.

To such personnel activities the name IPALCO, formed by the initials of all words in the Company's name, was generally applied. Its first official use was for Ipalco Club, which had its inception in 1928 in a public speaking class formed by young men in the main office. This group developed into a luncheon club, and the next year was expanded into its present form, an organization open to all male employees and holding dinner-meetings of an entertaining or educational nature.

Also started in 1929, for all Company men desiring to bowl, was the I. P. & L. Bowling League, which has been one of the most popular activities year after year.

The oldest organization of employees—the Mutual Relief Association started in 1896 by employees of Indianapolis Light and Power Company to assist its members and their families in case of illness or death—was given a companion organization in August, 1930, when employees formed the Auxiliary Mutual Relief

Association to provide a burial fund for deceased members and financial help for their beneficiaries.

Another organization of employees in their financial interest, the Credit Union, they incorporated in July, 1934, and put into daily operation in space provided by the Company. The Credit Union has promoted thrift among its members and helped them borrow money at reasonable rates in time of need.

After Mr. Pritchard became president of the Company in August, 1934, the personnel program was greatly expanded as a result of his deep personal interest in this phase of utility operation, and his conviction that a high type of employee was necessary to supply a high type of service to the public.

Various features of the personnel program were adopted by the Company before they became as commonplace in industry as they are now, and they helped considerably to hold good employees during and after the war when the lure of other industrial employment was strong.

Before 1934 ended, the opportunity was opened to all employees to offer helpful suggestions to management, and to earn prizes for doing so.

Then in 1935 the honoring of employees for long and faithful service was inaugurated by President Pritchard, who presented service emblems to all who passed new five-year milestones in their Company careers, with credit for their years with predecessor companies. This ceremony was performed annually, at the employee picnics until these had to be discontinued in 1942 on account of war, and thereafter at the employees' Christmas parties.

In 1935, too, employees who were in the armed forces during World War I formed their own post and auxil-



The annual presentation of honor emblems, started in 1935 for employees with long records in the electric service of Indianapolis, was held in the U.S. Naval Armory in 1939 as pictured here.

iary of the American Legion and gave it their Company's name—Indianapolis Power & Light Post 300. This organization sponsored many patriotic activities, and had its membership increased substantially when younger employees returned from World War II service.

Perhaps the most important step ever taken in the financial interest of employees and their families was the adoption of a group insurance plan effective January 1, 1936, to provide every insured employee with a regular income after he retires and to protect his dependents against his disability or death. The Metropolitan Life Insurance Company was chosen to administer this plan, with the cost shared by the employer and employees, giving the latter insurance benefits at terms much more favorable than available to individuals.

The cash benefits from this plan, in the first 18 years it was in effect, totaled over a million dollars in insurance alone, not counting annuities. It has proved invaluable to employees in easing their worries as to old age and aiding the families of disabled or deceased employees to solve their money problems. The plan has been improved a number of times at Company expense over the years, and was extended to provide hospitalization and surgery insurance not only for employees but for their dependents.

The year 1937 was crowded with developments of exceptional interest to personnel. Perhaps the most far-reaching event was the introduction of collective bargaining for the employees, who had no previous union representation.

The employees formed their own independent labor organization, the I. P. & L. Employees Protective Association, in July, 1937, to deal with the Company on such matters as working conditions, wages and grievances. This organization, which changed its name in 1945 to Electric Utility Workers Union, has had a labor contract with the Company continuously since 1937, covering clerical as well as manual work.

Three times the right of this union to represent certain employees other than clerical was challenged by one of the large national labor organizations, and each time the employees' union was victorious in elections held by the National Labor Relations Board. In the first election, on August 19, 1943, the organizing effort of District 50, United Mine Workers of America, was defeated. In the second election, on August 30, 1945, the bid of the International Brotherhood of Firemen and Oilers (A. F. of L.) was rejected. And the third election, on March 23, 1948, was lost by the Utility Workers Union of America (C. I. O.).

To supply helpful information to all employees and their families about the Company and its people—a program that was developed considerably as time went on—the publication of Ipalco News was begun in 1937. In that year, too, the Ipalco Choir was organized by men and women in the Company who enjoyed singing,



This all-employee choir and orchestra featured the dedication program at Ipalco Hall on Dec. 16, 1937.

starting a long and successful career of after-work entertainment for the public as well as fellow-employees.

But the outstanding development of 1937 in the Company's personnel program took place inside the former North plant at 16th and Alabama streets. This substantial structure, built in 1901 by a predecessor company to supply both heating and electric service, had proved uneconomical and outlived its usefulness as a plant. It had been shut down in 1929.

Seeking another good use for the large building, President Pritchard saw that it could be adapted readily for worth-while employee activities. The interior was entirely remodeled and well equipped for a wide variety of recreational and educational uses, to which it was formally dedicated with the new name "Ipalco Hall," on December 16, 1937.

Ipalco Hall was thronged with 1,200 persons for its dedication program. Employees and their families were eager to see their fine new facilities for meetings, exhibits, entertainment, parties, dinners, games and athletics.

A few nights later, on December 21, the first meal was served in the Hall, to 750 men attending the Ipalco Club's Christmas party. And the next night the women

Old North plant was transformed in 1937 into spacious Ipalco Hall, shown as it was made ready for dedication.



employed by the Company, numbering 159 at that time, held their first Christmas party, which led to the organization early in 1938 of the Ipalco Women's Club.

The opening of Ipalco Hall gave impetus to employee activities of many kinds. New organizations were formed, and older ones took on new vigor. With facilities available for basketball, an inter-department league was formed by employee players.

One new kind of employee program that attracted favorable national publicity, and helped the electric utility companies of this state to train their promising manpower, was launched in Ipalco Hall on April 8, 1938—the annual Young Men's Utility Conference sponsored by the Indiana Electric Association.

The purpose is to help men under 35 years of age prepare for future leadership in their companies by increasing their knowledge of the electric utility industry, improving their acquaintance with men in similar work for neighboring companies, and encouraging them to plan and take part in group discussions of industry subjects.

The state conference idea, suggested by three Indianapolis Power & Light employees, was developed by Mr. Pritchard with the Indiana Electric Association directors. Started in 1938, the conferences have been held each spring except during the war years, with notable speakers and a selected attendance of 250 to 300 from many parts of Indiana.

An important outgrowth of the first conference was the Ipalco's Young Men's Forum, which was organized June 15, 1938, by Company employees interested in a year-round program for the personal development of young men. The Forum proved successful not only in its educational endeavors, but also in other useful employee projects. A number of men who have advanced to executive positions in the Company were once active in the Forum.

After Ipalco Hall was provided for indoor recreation, a suitable place for outdoor recreation for employees and their families was developed in much the same way, i.e., by making use of Company property which could not be used in ordinary operations.

When the land was acquired in 1946 for the White River power plant, in Morgan County south of Centerton, the Company had to buy a larger tract than needed for the plant. It was decided that about 105 acres of beautifully wooded, hilly land on this tract should be reserved for employee outings and sports. During the next few years, this "White River Park" was developed by the Company in co-operation with the Ipalco Conservation Club, which had been organized by outdoor enthusiasts among the employees. An earthen dam was constructed in 1951 to form a four-acre lake, which was stocked with fish; equipment was installed for picnics and play, and an attractive rustic lodge was built with old utility poles. This lodge was officially opened June 4, 1952.



PROBLEMS DUE TO WATER

The importance of water supply influenced the development of the Indianapolis electric system in the last quarter-century. Also, on at least one memorable occasion—the flood period in early 1937—water presented special problems that tested the Company's resourcefulness.

Water and fuel are both essential to the generation of electricity with steam. It is practical to transport fuel to a power plant, but not water in the large volume required for efficient generation on a large scale. The large modern plant must be located at a good supply of sufficiently cool water for condensing steam. This water is not consumed or contaminated, but merely pumped through the plant's condensers for cooling effect.

In the early years of electricity the Indianapolis plants were very small and needed very little condensing water as compared with today's plants. In fact, much of the steam was not condensed in the plants during cold weather, but fed into underground mains to supply heating service.

When the Company saw the need for more power soon after it started operations in 1927, the decision was to build one large modern plant (Harding Street) outside the city where an ample water supply was available from White River, instead of making small additions, as had been done previously, to existing city plants with limited water supply. Of the five older plants, two which had no adequate water supply (at 16th and Alabama streets, and at Pearl and New Jersey streets) were shut down.

Again in 1946, when the Company faced another big upsurge in power demand, due to Indianapolis post-war development, the location of the necessary new plant was dictated largely by water supply. The White River plant was not built at the city, where its output is used, but about 18 miles to the southwest where more and cooler water was available. This efficient plant, with five generating units in full operation, will require in 24 hours the circulation of over four times as much water as used in the whole city of Indianapolis on an average day.

The highest water ever recorded in White River was brought by the famous 1913 flood, which reached its crest on March 26. It flooded 10,000 homes and caused \$10,000,000 damage in Indianapolis, according to reports at that time. Bridges were washed out and West Indianapolis, where water stood as deep as 10 feet in some streets, was isolated from the rest of the city. The power plant of the street car company was put out of service, but not the plants of the Indianapolis Light &

Heat and Merchants Heat & Light companies, which were east of the river and distant from it.

The 1937 flood, although not as great as the one in 1913, was much more troublesome to electric utility men, who struggled day and night with White River to save West Indianapolis from disaster.

The scene of this struggle was the dam built about 1894 across the river, near Gardner Lane, to maintain a cooling water supply for the power plant at Kentucky avenue and West street. This dam withstood the 1913 flood, and was practically rebuilt in 1918, but on the last day of 1936 the river began to wash around the west end of the dam. To stop this wash, as high water continued through the first half of January, thousands of sandbags were placed at the dam by Company and WPA workmen.

On January 18 the heavy concrete abutment at the west end of the dam, with much of the sandbagging, was swept away. Rushing around the end of the dam, the swollen river threatened to undermine the roadway on top of the levee. If that occurred, West Indianapolis would be flooded as it was in 1913.

All men who could be withdrawn from their regular operating duties were enlisted in the ensuing battle against the river, and 200 additional men were employed temporarily for labor at the levee. Extra trucks and drivers also were hired to reinforce the Company's fleet of trucks. Emergency offices were set up at the dam and at Morris Street operating center, as well as facilities for feeding the flood fighters.

A total of 248 trucks kept moving to and from the river, dumping heavy material at the rate of a load a minute into the washed-out hole in the west bank. Seven cranes were busy loading the trucks. The material included about 70 carloads of stone from Bedford and wherever else it could be obtained quickly. Some of the large slabs, weighing up to 13 tons, had to be cut before trucking. About 1,200 old automobile bodies were hauled from local junk yards and lowered into the gap.

To make the whole job more difficult and disagreeable, rain fell almost constantly and the coldest weather of the winter, 4 degrees above zero, occurred on January 23. But the men kept on working in raincoats and boots.

One week after the battle began it was won by the Company forces. The river cut away part of the levee, but was prevented from breaking through. The plan, besides filling the washout, was to divert the flood current from its attack on the west bank. Dynamiting of the dam failed to accomplish this, but a jetty built out from the bank upstream turned the river back to the center of its channel, and the threat to West Indianapolis was ended on January 25.

Emergency aid for other communities during the 1937 flood was provided by the Company. When generating plants along the Ohio River were disabled by the high

water, power from Indianapolis and other places in the Hoosier state was transmitted to the stricken area. The Indiana companies also have joined in assisting the government's Tennessee Valley Authority in various emergencies when additional power was needed for TVA customers, including atomic energy plants of importance to national defense.



FUEL SUPPLY ASSURED

Because the electricity that is so vital to Indianapolis could not be generated without fuel to produce the necessary steam, special attention has always been given to preventing any shortage of fuel.

Fuel supply has been no problem ordinarily, since the local power plants have had easy access by railroad to the productive coal fields of southwestern Indiana. The problems have come when coal shipments were stopped, by strikes or other emergencies, while the plants' need for fuel continued 24 hours every day.

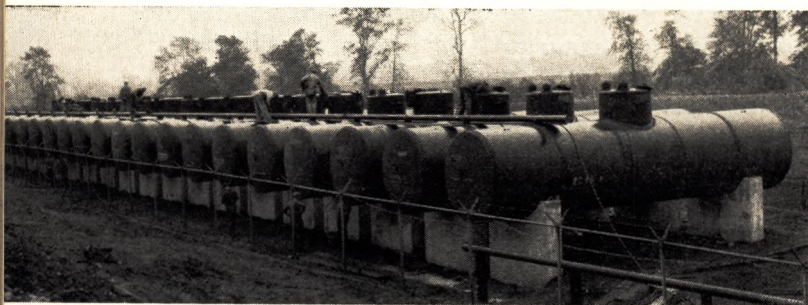
Storage of coal at the plants, of course, has been the main precaution against such problems since 1892, when provision for storing 2,500 tons was made in building



Directors of Indianapolis Chamber of Commerce in 1953 visited the White River Lodge and Park which were developed for the recreation of Indianapolis Power & Light employees and their families.

the Kentucky Avenue plant. Five years later, when this plant was generating all the electricity served in Indianapolis, a two-month supply of coal was kept in storage.

Instead of sufficing for two months, 2,500 tons would only run the present plants about a half-day. These



Fuel oil for emergency use in place of coal was stored in these tanks, salvaged from old railroad cars, and was burned for the first time during miners' strike in 1946.

plants are vastly more economical in the use of coal, needing less than one pound per kilowatt-hour in some cases as contrasted with about ten pounds in the earliest plants; but so much more power must be generated now that the coal requirement has been increased many times.

More than 5,000 tons of coal, or as much as a 100-car freight train can haul, may be needed in one day by the local plants; and the storage has been built to approximately a half-million tons, or enough for more than 100 days.

Another safeguard—the ability to substitute oil for coal for considerable power output—was made feasible by the installation, begun in 1937, of large boilers using pulverized coal. The fine coal is blown like oil, through nozzles, into these boilers and so the boilers could be equipped readily for oil burning. This was done first at Harding Street in 1946, and at the Perry-K and White River plants in subsequent years, when mine strikes threatened to reduce the available coal supply to dangerous levels.

The coal crisis in 1946, due to the strike of coal miners through April and May, was the most serious in Company history. In many places around the nation, including Chicago, the use of power had to be restricted because of coal shortage. In Indianapolis, however, there was no loss of service to any electric customer, thanks to the storage of extra coal and the provisions to use oil. President Pritchard was commended in the press “for some very fine public service,” and a letter from the president of the Indianapolis Chamber of Commerce asserted:

“Every citizen of Indianapolis has been benefited by the foresight of your Company in its arrangements to cope with the coal strike. . . . The business community applauds you, and feels you have given a fine demonstration of the ability of private enterprise to cope with the most acute problems of management.”

Investment in unmined coal reserves, for future needs, was made as early as 1903, when the coal rights on 790 acres in Sullivan County were bought for the Indianapolis Light and Power Company, a predecessor of the

present Company. And the latter, in 1936, 1944 and 1946, purchased the coal underlying about 5,800 acres in an integrated area in Pike and Gibson counties.

Further to assure its coal supply over a long term of years, the Company in 1940 acquired one-half of the common stock of the Tecumseh Coal Corporation, organized August 18, 1939, as a subsidiary of an operating coal producer, the Sunlight Coal Company, to develop a large strip mine acreage in Warrick County, in southwestern Indiana. Indianapolis Power & Light Company contracted for a base supply initially of 300,000 tons of coal annually from this mine, the total production of which ranged from about 700,000 tons to over 1,000,000 tons per year. Over the succeeding years about one-fourth of all the Company's coal purchases were from the Tecumseh mine, the other three-fourths being obtained mainly from eight other major suppliers.



PREPAREDNESS FOR WAR

In the two years prior to our country's entry into World War II (on December 8, 1941) the possible needs for national defense were considered in practically all Company planning for the electric service of Indianapolis, even though such needs were then only dimly apparent.

Perfect the service might be in normal times, and adequate the physical equipment for a number of ordinary years. But what if war should come? What would happen, in the city's homes and essential industries, if their vital electric supply should fail?

Aware of the great responsibility to Indianapolis and to the nation, the Company in the pre-war years engaged in a comprehensive construction program to increase, improve and protect its facilities for service.

It was such foresight that enabled the Company to adjust quickly to war conditions, and to go through nearly four years of international conflict with great credit to itself and its personnel. As early as September of 1939 the following message to all employees was issued by President Pritchard:

“This month will go down in history as the time when a great war started in Europe . . . Here in Indianapolis we are thousands of miles away from actual warfare, yet we know it will influence our work and lives . . . In peace or war, every employee should keep in mind we are providing a vital service. It is important at all times, for the public welfare, that our service be kept at the highest possible standard.”

With this watchword the employees met every need, civilian as well as military, that arose during the war.

Extraordinary conditions had to be faced, however, in 1940 and 1941 as Indianapolis became an increasingly important center of industrial mobilization.

The demand for industrial power kept mounting almost from day to day as orders for war materials came in to local factories, and large new war plants were established here.

Serious competition developed among local employers for high-grade labor of the type needed by the Company, and at the same time the latter's trained manpower was depleted by calls for military duty.

Equipment and materials required for electric expansion became more difficult to procure, and national restrictions impended.

New money was needed for plant expansion, but the securities' markets in which it had to be obtained were highly sensitive to the European war and were often unfavorable.

Taxes were increasing, too, with new federal levies on energy sales, income and profits. Other operating expenses, particularly for the two main essentials of labor and coal, also rose materially.

Since electric power was the very lifeblood of local wartime activities, and represented in every product that went to the battle fronts, the Company's transcendent job was to supply all the electricity required. It was estimated that at times as much as 86% of the total kilowatt-hours delivered in the Indianapolis area was used directly or indirectly for the war effort.

In the first World War the local power load had seemed enormous, but it was dwarfed by that of the

swelled the Indianapolis population. The amount of electricity used in the average home also increased.

The unprecedented electric demand was met without shortage or delay. New records were constantly being established by the Company for output and continuity of service.

Ready for heavy war duty was the Harding Street plant's third generating unit, completed in 1942, giving the system a total capacity of 221,500 kilowatts. This provided ample reserve over peak demands in the first year of war, but the demand kept rising until it reached its wartime top of 200,000 kw. in 1944.

As a safeguard against excessive demands or plant breakdowns that might impair its power supply, the Company joined ten other principal electric utilities of neighboring areas in a power pooling plan whereby additional power could be obtained from the pool in an emergency. A power rationing plan also was prepared to maintain service for war production and essential civilian needs if a power shortage should develop, but it was never necessary to put it into effect.

Dispatching records reflect the care that was taken to keep the Company's system in the best of operating condition. The total circuit availability (the percentage of the total minutes in the year that all circuits were in service) was never as low as 99.99% during the war years, and went as high as 99.9999% in 1944.

Extra precautions were taken to prevent or minimize outage. For example, special crews were assigned to preventive maintenance work to head off trouble on transmission and distribution lines, particularly those serving war industries. These crews were in constant touch with the operating center via the new two-way radio, so that they could be dispatched instantly to correct any trouble that might develop. Mobile substations were kept ready for immediate use in case a regular substation should be out of service or more capacity should be needed at any location.



MANY AIDS ON THE HOME FRONT

Besides supplying electricity the Indianapolis Power & Light organization worked in many other ways to support the armed forces. Tributes for such work came officially from military authorities at the close of war.

"Through the Utilities Wartime Aid Program your Company rendered invaluable service to the posts, camps and stations in the Fifth Service Command," said an Army letter of commendation. "This service was outstanding in efficiency and continuity, resulting in great savings of manpower and materials and was a real contribution towards victory."

A Navy letter, expressing appreciation for the Com-



During World War II Ipalco Hall was used by Army officers for drilling the guards of local war industries.

second war. The peak demand in 1942 was five times the peak in 1917, and the required generation was seven times greater.

Although the increased use of power was caused mostly by the city's record-breaking industrial growth, there also was an abnormal increase in the number of residential customers as an influx of war plant workers

pany's service in the program for naval shore establishments, said: "This service was given promptly, wholeheartedly and efficiently and made possible the delivery of power continuously, economically and dependably. . . . Your Company demonstrated most effectively its foresight, ingenuity and soundness."

At Fort Benjamin Harrison, Stout Field and the 836th Army Air Force Specialized Depot at the State Fairgrounds in Indianapolis the Company's engineers supplied a large amount of technical assistance, under the national Utilities Wartime Aid Program, on construction, operating and maintenance problems of an electrical nature.

Engineering assistance, as well as electrical equipment, also was provided for the large new war plants in Indianapolis to help them get into production quickly. Many other industries were advised as to the best use of power and light to initiate or to increase their war output.

Early in the war Company engineers gathered valuable information on the production possibilities of local industries and turned it over to the proper government agency. In 1942 they helped more than a hundred plants in negotiating war contracts, and did much of the conversion engineering for such plants.

To meet the growing scarcity and restrictions on materials and equipment required for its service, the Company set up a special priorities organization and intensified its salvage and conservation efforts. The mileage of cars and trucks was cut drastically to save gasoline, rubber and automotive equipment for war needs. Even bicycles were used instead of autos in some instances.

Equipment not urgently needed, ranging from old boilers to typewriters, was released for war use else-

method of furthering the government's "7-Industry Conservation Program."

To help maintain a high standard of housekeeping in Indianapolis homes during the wartime absence of new electric appliances, especially in the homes of war plant workers, the Company greatly expanded its repair service on appliances. It also collected and reconditioned old appliances, and made them available for homes where they were needed.

Housewives were taught by the Company, at hundreds of meetings, to preserve and conserve food. The actual production of food was stimulated with electrical aids for Marion County farmers.

Part of the main salesroom in the Electric Building was set aside for the use of WAVES as a recruiting headquarters. Numerous window displays were devoted to patriotic projects such as military enlistment, war bonds, recruiting workers for war industries, civilian defense and saving food.

The extra lengths to which the Company went to aid the war effort, both in and out of its own area, were typified by several instances.

Work on bomber wings in a Connersville plant was stopped by a breakdown of an air compressor operating hundreds of rivet hammers. A production halt of several weeks was threatened, but was averted when the Company learned of the trouble and, even though the plant was a customer of another electric utility, promptly loaned a suitable compressor. The Army's letter of thanks said "The fine spirit of patriotism shown by you is admired and appreciated in answering this call 'above and beyond the call of duty'."

In a major Indianapolis plant the men were trained and the machine tools set up to produce 12- and 24-cylinder aircraft engines, but electrical equipment for running the machines could not be obtained promptly. A delay of 60 to 90 days was in prospect. The Power & Light Company was able to provide the necessary equipment until the plant's own equipment was delivered, thus breaking this production bottleneck in three days.

The war output of another large Indianapolis plant was saved from delay by the construction, in a few hours late one night, of a new transmission line that ordinarily would take several days. Underground cables supplying power to that plant suddenly went out of service on a Sunday at midnight. To restore service quickly it was decided to use the Company's mobile substation, but this had to have a 33,000-volt connection established with a line about 150 ft. away. Pole holes were dug, poles erected, lines strung, connections made and everything tested before 5:30 a.m., ready for the regular Monday morning work of the war plant.

When help was needed near Cincinnati for building powerful new short wave radio stations, vital links in the system used by the Office of War Information and the Co-ordinator of Inter-American Affairs for foreign



Ipalco Hall provided facilities for entertainment by and for employees' families, as at this Christmas party.

where. The salvage program also provided critical metals for war purposes, besides a large amount of material for re-use by the Company.

Conservation even in the use of electricity was advocated, so that waste would be eliminated and coal saved for the war effort. This, of course, meant some sacrifice of electric sales, but it was the Company's

broadcasting, the Company sent a large pole-hole digger and operator from Indianapolis for 11 days' work digging 624 holes for antenna supports.



PROTECTION FOR VITAL SERVICE

In view of the wartime danger of enemy attack, to cripple the Indianapolis area by knocking out its power supply, the Company began its special protective program long before Pearl Harbor—a program important not only to war production, but to the welfare of the entire 500,000 population of this area.

The program earned the National Security Award from the United States Office of Civilian Defense "recognizing the maintenance of a superior standard of protection and security. Efficient joint efforts to safeguard production, employees and property have made possible achievement which stands as a mark of distinction in the Nation's war effort."

The Company was the first utility in Indiana, and one of the first in the country, to receive this award, which was presented March 22, 1944, by Major General Ulysses S. Grant III, chief of the protection branch of the U. S. Office of Civilian Defense in Washington, D. C., and grandson of the famous Civil War general.

The presentation was made at a memorable meeting of about 350 men and women employees in Ipalco Hall. Men of high standing in military, government and civilian defense organizations were present, and Governor Henry F. Schricker declared: "We are adding another illustrious page tonight to the war history of Indiana. . . . What could help our boys over there more than to hear about this honor you have earned and to know you're behind them?"

The Company and its employees co-operated closely with civilian defense authorities. "Blackout" procedure was developed with the Office of Civilian Defense for darkening the whole city in case of air attack at night. Employees were selected and trained for special duty in blackouts, fire-fighting, first aid, refugee feeding, emergency police, rescues, operating under attack and restoring damaged electric facilities.

Ipalco Hall was loaned for various civilian defense projects such as a school for air raid wardens from all local utilities, a canteen kitchen where Red Cross workers were trained by Company home economists in mass feeding, and the military instruction of plant guards of local industries important to the war effort.

Guards were stationed 24 hours a day at power plants and major substations, starting early in 1940. In July of 1942 the guards were inducted into the civilian auxiliary of the military police. They continued as Company employees, but were trained to work with Army men in



National Security Award for the Company's protective measures in aid of the war effort was presented March 22, 1944 by Major General Ulysses S. Grant III (left) to President H. T. Pritchard. Shown in back of the Award is Governor Henry F. Schricker, with George Switzer, then president of the Ipalco Club, at his side.

protecting electric utility property.

Restrictions were placed by the Company as early as October of 1939 on admittance to its plants and substations. All employees were required to prove their American citizenship, and were given identification cards. The uniforming of electric service men was improved for the public's protection. Numerous other protective measures were adopted.

Although many such wartime measures were relaxed after hostilities ceased in 1945, some of them were revived in mid-1950 as soon as the United States became involved in the Korean fighting.

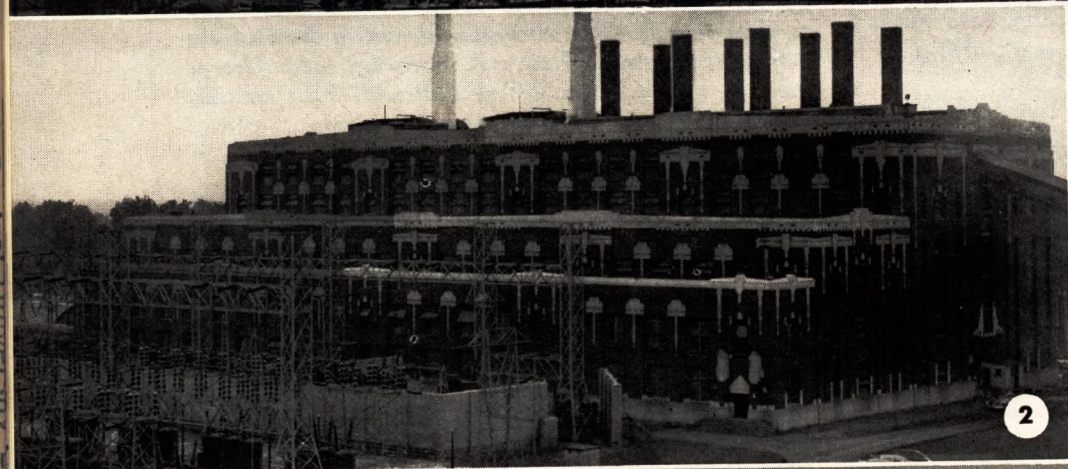
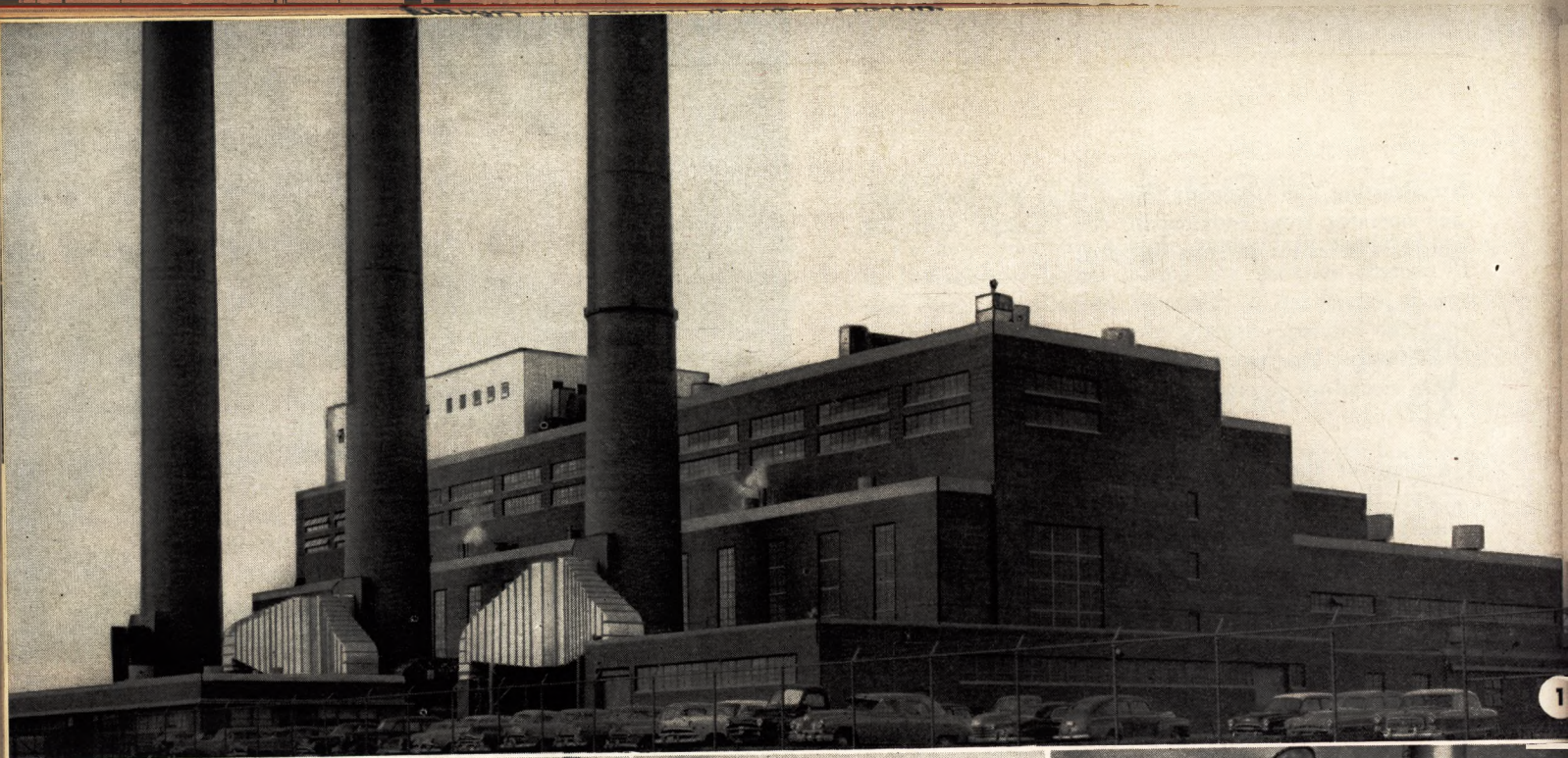


MANPOWER IN AND OUT OF UNIFORM

The World War II record of individual employees brought honor to the whole Indianapolis Power & Light organization. On the home front, as well as the fighting fronts around the world, they did their full part in many ways, besides their regular work of manning an essential industry, to help win the war.

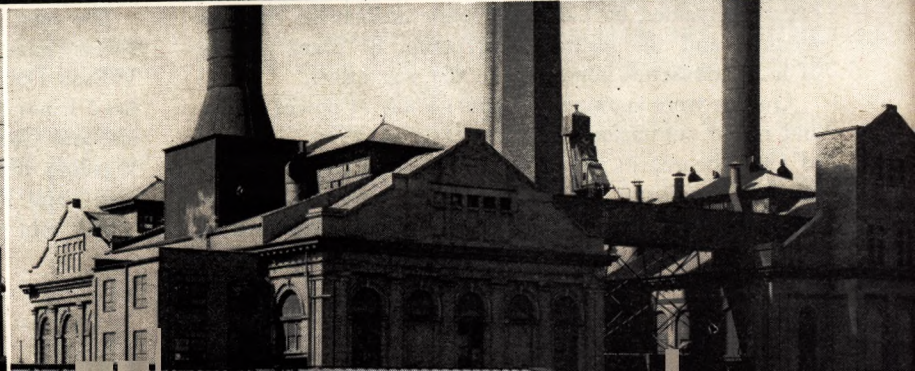
Six men from the Company, serving in the armed forces, gave their lives for their country. They were Wilson Dale Bills and Ronald H. Schulz, of the Overhead Lines division; Thomas J. Crosley, of the Mechanical and Construction department; Milton Ferguson, of Harding Street plant; Roland E. Kemp, of Perry-W plant, and Russell B. Roberts, of Perry-K plant.

All told there were 260 employees (including six



TODAY'S SOURCES OF POWER FOR INDIANAPOLIS

These electric generating plants are: (1) White River, (2) Harding Street, (3) Section K, or Perry-K, and (4) Section W, or Perry-W, of the C. C. Perry plant; and (5) Mill Street plant.



women) of the Company and its Electric Building and Mooresville subsidiaries who left between October, 1940, and V-J Day (August 14, 1945) to enter military service.

Those departures, plus the pull of other war industries for some employees, and the difficulty of hiring replacements in the face of highly competitive demand for manpower, caused the total personnel to shrink from 1,490 at the end of 1941, to 1,154 at the end of 1944. Then it began to increase as men returned from military duty, but did not reach its pre-war level until 1947.

To help fill the gaps in employee ranks during the war the working time of the remaining employees was lengthened from 40 to 44 or 48 hours per week, and women were employed for some of the work that formerly had been done by men.

Even though the employees had less time of their own, they devoted much of that time to activities in aid of the war effort.

Ipalco men and women were well represented in such organizations as American Red Cross, War Bond Committee, Selective Service Board, Rationing Board, National Fuel Efficiency Program, War Service Committee of the National District Heating Association, United Service Organization, United War and Community Fund, Navy Board, Office of Civilian Defense and Indiana Defense Council.

Employees did a large amount of extra work collecting scrapped material needed for war production, with their American Legion Post and the Ipalco Young Men's Forum conducting special campaigns. The Forum sponsored an unique citywide drive for old lamp bulb bases, thereby reclaiming useful brass and also raising funds for the U.S.O.

Employees assisted regularly in staffing the U.S.O. center for service men in Indianapolis and, as members of the Ipalco Choir, in entertaining military personnel at Fort Harrison, Billings Hospital at Camp Atterbury, Stout Field and the U. S. Veterans Hospital.

They also knitted and sewed for the Red Cross, bought bonds and donated blood, made bandages and dressings for the hospitals, joined nursing classes and gave first aid instruction, cultivated victory gardens and in numerous ways made personal contributions to the war effort.



FACING THE PROBLEMS OF PEACETIME

The complete story of Indianapolis Power & Light contribution to the war effort could hardly be told in a single book. And if it could it still would be only part of the Company's wartime record.

For, at the beginning of 1943, when the end of war was several years away and the outcome was far from

clear, a post-war planning program was undertaken to prepare as much as possible for the eventualities of peace.

Everything that might be needed by the electric system to do a good job for the Indianapolis area, as well as for the employees and investors, was considered in this planning. The management intended to be ready whenever the prior call of war duty had been fully answered, to act promptly on its future responsibilities.

The most urgent problem, in view of the narrowing margin of capacity over demand, and the need to offset rising costs with economies that would help the Com-



Gymnasium class for women employees was organized soon after Ipalco Hall was opened for such activities.

pany to maintain good service at low rates, was to finance and install an unprecedented amount of new equipment.

Careful surveys that were made for post-war planning indicated that Indianapolis in peacetime would hold its wartime gains of industry and population, and would develop much further as a center of manufacturing, commerce and fine homes.

To provide more power for such development the Company started early to plan its next major plant expansion. The fourth generating unit for Harding Street plant was ordered in 1945, while full-scale war was still being waged.

This advance action probably averted a serious power situation in the next few years. For, as soon as peace came, a flood of competitive demands for generating equipment and construction funds that had been held back by wartime restrictions rolled out from utilities throughout the country. The relatively few manufacturers of such equipment were swamped with orders, and for a while thirty-six months were required to obtain delivery of a large turbo-generator. In Indianapolis, however, the new Harding Street generating unit, adding 43,000 kilowatts to system capability, was ready for service before the middle of 1947.

It had been estimated that the peak demand would rise to 201,000 kilowatts by 1948. But the readjustment

of the Indianapolis area from war to peace was so rapid, and the post-war growth of the area's activities so extensive, that the 1948 peak turned out to be 246,000 kilowatts.

In less than eight years after the war (from 1945 to 1953) the maximum demand, for which the Company had to provide, increased more than in all the previous 63 years since electric service began in Indianapolis.

Sensing quickly this trend toward the largest loads ever experienced, the Company decided in 1946 that the fourth unit then going in at the Harding Street plant would not be enough to meet the imminent demand, and that a whole new plant, capable of considerable expansion as required by future load growth, should be built as soon as possible.

Accordingly, a 600-acre tract was acquired along White River about 18 miles southwest of Indianapolis, in Morgan County near the town of Centerton. It was crossed by a direct railroad line from the coal fields of southern Indiana, and afforded a satisfactory water supply as shown by preliminary river studies that had been made as early as 1943.

A cornfield on this tract was designated as the site of the new plant, which was planned to have eventually four units, each one with 40,000-kilowatt nameplate rating but able to generate 45,000 kilowatts. The first unit was ordered at once, but, because of manufactur-

ing difficulties, it could not be put into service until February of 1949.

In the meantime the sharp rise of the load curve, starting early in 1946, was watched with anxious eyes as the peak demand came close to actual plant capacity. In fact, just before completion of the fourth Harding Street unit in 1947 and the first White River unit in 1949, the peaks would have exceeded the capacity with one large generator out of service. But the plant employees, through careful maintenance, kept all machines running when needed, so that there was never any shortage of power.

Some large new manufacturing plants were established in Indianapolis, including large plants of Western Electric Company and Chrysler Corporation, and these, plus the expansion of older industries, added materially to the industrial demand for power. The extensive modernization of stores and offices, as equipment became available after the war, also increased electrical usage as did numerous new commercial enterprises, including large shopping centers in outlying neighborhoods.

The greatest home-building activity in the city's history, coupled with record-breaking appliance sales, enlarged the residential market for electricity. It also added some serious responsibilities, since most of the new homes were in suburban sections where residents depended altogether on electricity for such living necessities as pumping water and operating heaters, besides cooking and refrigerating their food. Good Company service became more important than ever.

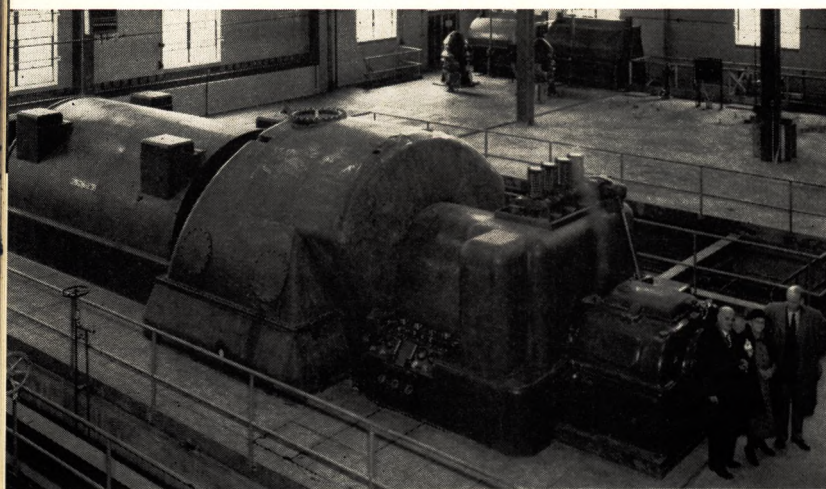
The use of electricity for heating and air-conditioning gained strong momentum after the war and the advent in 1949 of the first local television station gave the Company's service a leading role in the entertainment of Indianapolis families.

Virtually a whole city was added to the Indianapolis area from 1940 to 1950 through growth of population. The increase in those ten years was 90,851 or 19.7%. The 1950 census showed 551,777 population in Marion County, which is the Indianapolis metropolitan area.

The aftermath of war that caused the most concern was the inflationary trend of wages and prices, greatly increasing the cost of operation and construction. Most other industries solved this problem by charging more for their products, but the Indianapolis Power & Light Company continued to refrain from raising its rates, with much benefit to its public relations.

By enlarging the volume of its sales, installing efficient new equipment and practicing economies wherever feasible the Company was able to hold the line against higher electric rates in the immediate post-war years, even though it had to pay more for almost everything needed in its business.

More money had to be raised for construction, in a relatively few years just after the war, than in all the previous history of electric service in Indianapolis.



This first turbo-generator in White River plant was put into operation after a brief ceremony Feb. 21, 1949, in which President H. T. Pritchard, Mrs. Flora J. Hoss and Mayor Al Feeney of Indianapolis, shown here, participated. Mrs. Hoss, a 40-year resident at the plant site, said she was "very happy to have a part of my little patch of earth used by such a big useful plant," and Mayor Feeney commended the Company for its progressiveness. Five big generating machines are now in this plant, and the sixth was ordered for installation in 1955.

This could not have been done—and the Indianapolis area would not have had the electric facilities it needed, when it needed them—if the Company had not maintained a high standing with investors and bankers.

Its favorable investment position enabled it to obtain millions of dollars from other parts of the country for Indianapolis development, through the sale of its securities in national markets.

A total of \$100,000,000 was needed for the construction program in the nine years following the war (1946 to 1954 inclusive) as planned by the Company, with more than \$60,500,000 coming from new stock and bond issues and the remainder from Company earnings and reserve funds.

About 52% of the total post-war construction program was for the power plants. This included efficient new boiler and fuel equipment at the Perry-K and Perry-W plants, as well as the new generating units at the Harding Street and White River plants.

It became necessary, because of the rapid load growth, to expedite and expand the original plans for the White River plant. Five units were installed, instead of the four contemplated at first. The fourth and fifth units, the largest on the system, each have 68,000-kilowatt capability instead of the 45,000 kilowatts of each of the first three units. And the five units were completed at the rate of one a year from 1949 through 1953, whereas the fourth unit originally had not been anticipated for an indefinite number of years.

For supplying additional power in the future the sixth White River generating unit has been ordered to be completed by the end of 1955. It will be the Company's largest, with 105,000 kilowatts capability. Looking further to the future, an advantageous 348-acre site for another generating station was acquired, in 1951, below the confluence of the West and East forks of White River, near the city of Petersburg.

Four new 132,000-volt lines, on three different routes, were built between 1948 and the end of 1953, to deliver power from the White River plant to the Indianapolis power system, on which major substations were added in the central, eastern and western parts of the city. The post-war construction program covered expansion of service facilities of all kinds. The Morris Street administration building was enlarged, and another service center to be known as the Arlington Service Center, on a 32-acre tract purchased by the Company near 37th street and Arlington avenue, was planned for the fast-growing northeast part of the city and county.



LOOKING TOWARD THE FUTURE

"In this new era the public will expect higher standards of performance by our Company and employees than

ever before," President Pritchard declared in 1946. "We will be judged by how well we respond to the public's great dependence upon us, and how we compare with other progressive industries.

"We cannot rest on our good record of the past, but must adapt ourselves to the changing future."

Basic policies which, he said, "have proved their value in long experience" in various branches of Company work, were stated for the future guidance of all employees, as follows:

OPERATING: *To supply the best of service to the public at all times*—with continuous ample service if at all possible; restoration in the shortest possible time if service is interrupted; full preparation to meet emergencies; and maintenance of all facilities in the best condition.

PUBLIC RELATIONS: *To earn the public's friendship at every opportunity*—by courtesy, fair consideration and satisfactory action or information for customers in all their Company contacts; by the creditable performance and appearance of employees and equipment; by developing a better public understanding of the Company, and by good citizenship.

SALES: *To promote the use of electricity*—by studying the needs of customers and advising them as to how electric service can be more useful to them; helping them to obtain appliances and equipment; co-operating with other branches of the electric industry, and advertising the merits of the Company's service.

ACCOUNTING: *To account correctly and thoroughly for all transactions and property of the Company*—with accuracy in all records and reports; careful custody of the funds entrusted by customers and investors, and prompt payment of all obligations.

PERSONNEL: *To maintain satisfactory working conditions for employees*—with incentive for continuous service; opportunity for advancement; fellowship and cheerfulness in all activities; helpful information about the Company; recreation at suitable times, and practical assistance in solving personal problems.

ENGINEERING AND CONSTRUCTION: *To provide for immediate efficiency and future needs in developing service facilities*—by studying the facts involved; planning carefully and building soundly; avoiding makeshifts unless absolutely necessary; allowing a reasonable margin of safety in capacities, and adopting new methods or devices of positive value.

With those policies a great deal has been accomplished in the years since World War II—more, certainly, than in any other period in the electrical history of Indianapolis, and much that would have seemed truly miraculous only a generation ago.

Such accomplishment is of value to all those directly concerned—customers, employees and investors. It has given the entire Indianapolis area one of the best assets it could have for future development, an excellent supply of electricity at reasonable rates.

Electric service, in less than a human lifetime since it started here, has gained more customers in the Indianapolis area than any other business. Electricity now is used by, or for, every man, woman and child in the area.

To serve these users the Company has built up the largest property investment under one ownership in this area, which means that for years it has been the largest payer of property taxes in Marion County. Without the electric utility's payments the property taxes of every taxpayer in the county would be considerably higher than they are.

Year after year, through good times and bad, the construction work of the always-growing electric system

has helped Indianapolis to progress. The Company's large and constantly increasing payroll, and its heavy purchases of materials, equipment and services, have put millions of dollars into local circulation every year.

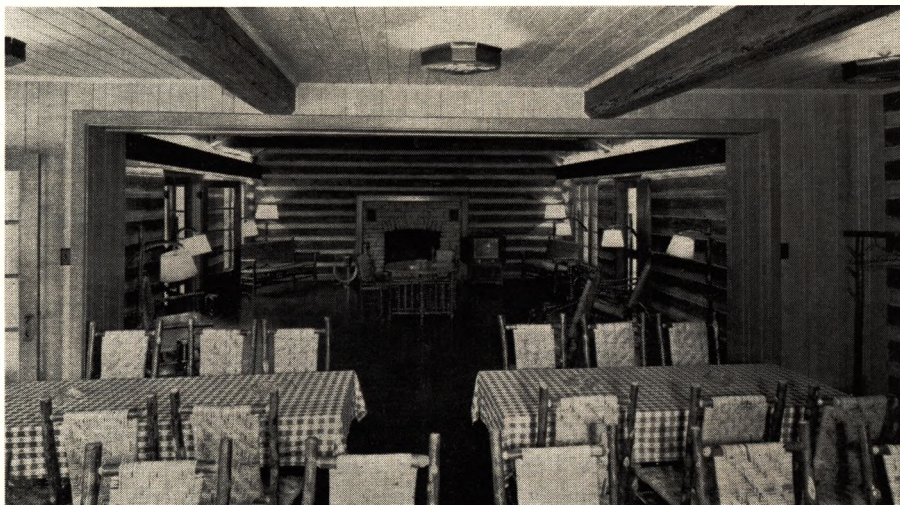
The Company's work and its future have been made important to every home and business, every industry and institution, in this area.

Its problems today, with such responsibility, are entirely different and much greater than any encountered in the past, just as those of the future will be wholly unlike today's.

The Indianapolis Power & Light Company, however, can feel confident of solving these problems successfully because of its able and loyal personnel, its modernized system and its characteristic planning as far as possible for the years ahead. It is constantly striving to continue the progress accomplished to date by local business management under the American system of free enterprise.



This rustic Lodge, with walls made of old utility poles, is in a Park of 105 acres, including a lake, in the beautifully wooded hills at the White River power plant. It is devoted to the after-work recreation of Ipalco employees and their families. At the right is shown part of the Lodge's interior, with spacious main room and dining area.



APPENDIX

INDIANAPOLIS POWER & LIGHT COMPANY

Directors



All members of the present Board are shown at this meeting in the Electric Building, as follows (left to right): Volney M. Brown, Otto N. Frenzel, William H. Mooney, Elmer W. Stout, H. T. Pritchard, chairman and president; Wallace O. Lee, senior vice-president; William A. Hanley, Morris E. Feiwell and Walter I. Longworth.

Officers

HARRY T. PRITCHARD
Chairman of the Board and President
WALLACE O. LEE
Senior Vice-President
DAN C. HESS
Vice-President
P. W. ROSS
Vice-President, Assistant to President

O. T. FITZWATER
Vice-President and Treasurer
BERNARD W. SCHOTTERS
Vice-President and Secretary
R. R. KATTERHENRY
Assistant Vice-President
W. A. GENTRY
Assistant Vice-President

WILLIAM T. RICHARDS
Assistant Vice-President
EDWIN L. CASSADY
Assistant Treasurer
RALPH W. HUSTED
Assistant Secretary

Owners

(Statistics as of December 21, 1953 for preferred stock and January 4, 1954 for common stock)

	NUMBER OF SHAREHOLDERS				NUMBER OF SHARES HELD			
	Preferred	Common	Total	%	Preferred	Common	Total	%
Men	461	3,089	3,550	28.70	13,181	298,883	312,064	17.92
Women	932	4,625	5,557	44.92	23,459	403,844	427,303	24.53
Joint Accounts	258	907	1,165	9.42	6,556	61,521	68,077	3.91
Total for Individuals	1,651	8,621	10,272	83.04	43,196	764,248	807,444	46.36
Trustees, Trust Funds, Estates	326	1,029	1,355	10.95	30,182	133,508	163,690	9.40
Institutions, Foundations, Others	172	571	743	6.01	95,622	674,883	770,505	44.24
Total	2,149	10,221	12,370	100.00	169,000	1,572,639	1,741,639	100.00

RESIDENCE OF SHAREHOLDERS				AMOUNT OF HOLDINGS			
	<u>Preferred</u>	<u>Common</u>	<u>Total</u>		<u>Preferred</u>	<u>Common</u>	<u>Total</u>
In Indiana*	1,175	2,380	3,555	Holders of 1 to 25 shares	1,358	2,166	3,524
In all other States and District of Columbia	973	7,828	8,801	Holders of 26 to 50 shares	461	2,429	2,890
In Hawaii, Alaska and other Countries	1	13	14	Holders of 51 to 100 shares	190	1,388	1,578
Total	2,149	10,221	12,370	Holders of 101 to 999 shares	110	4,081	4,191
				Holders of over 999 shares	30	157	187
				Total	2,149	10,221	12,370

* Includes 696 holders of preferred stock and 1,255 holders of common stock in Indianapolis

EMPLOYEES WITH CONTINUOUS SERVICE RECORDS OF 25 YEARS OR MORE

ADAMS, ELMER H.	DAVIS, DOCK	HINES, FLETCHER D.	MUELLER, CARL L.	SMITH, FREEMAN G.
ALBRIGHT, JOHN H., SR.	DAVIS, JOHN T.	HOLLIS, WILLIAM C.	NEAL, ARNOLD W.	SNOKE, DONALD L.
ALLEN, ERNEST G.	DAVIS, LEO M.	HORTON, LAURENCE W.	NEEDHAM, REDIE	SOEURT, WILLIAM J.
AMICK, MORRIS S.	DAVIS, MACY W.	HOUSE, MARGARET V.	NELSON, EMIL O.	SPANGLER, GEORGE F.
AMMERMAN, CHARLES C.	DEARMOND, JOHN O.	HOUSE, ORA Z.	NEWMAN, CHARLES C.	SPARKS, CHESTER A.
ANDERSON, CLOYD L.	DECKER, GEORGIA E.	HUBER, EARL E.	NEWPORT, HARRY E.	STADER, ORVILLE E.
ANDERSON, RICHARD E.	DENTON, WILLIAM A.	HUMBLES, FERDINAND E.	NICHOLS, FREDERICK, JR.	STAFFORD, WILLIAM R.
ANDREWS, LEE	DENTON, WILLIAM	HURLBUT, KENNETH L.	NICHOLS, JOHN H.	STAHL, ROBERT H.
ARCHIBALD, WILLIAM H.	DICKENS, PAUL R.	IRISH, OWEN H.	NICKEL, CURTIS C.	STANFIELD, OSCAR L.
ARMOUR, ARCHIE L.	DILLMAN, RAY V.	IRWIN, CHARLES A.	NIEMEYER, GERTRUDE M.	STARKEY, WILLIAM J.
ARMOUR, GEORGE	DISMORE, GARRY OLLIE	JACKSON, LLOYD H.	NOLAN, CHARLES A.	STEVENS, ARTHUR D.
ARTHUR, SUSAN R.	DOUGHERTY, MARION G.	JAMES, FRANK L.	NOLTING, PAUL F.	STEVENS, WILLIAM E.
ASHLOCK, GEORGE H.	DOWLING, PATRICK J.	JARVIS, CHARLES A.	PANTLE, GOTTLIEB A.	STOCKWELL, ARTHUR D.
AUGUSTINE, ARTHUR F.	DRAGSTREM, BON B.	JEFFERS, ORVILLE H.	PATTERSON, TEKLA K.	STONE, CARL A.
AYTON, THOMAS W.	DRUMM, WILLIAM	JOHNSON, CROMLEY C.	PENNICK, JOHN L.	SUMNER, FRED R.
BAKER, CLINTON	DUGAN, MIKE	JOHNSON, FRANKLIN E.	PERRY, FRANCIS W.	SUTHIN, WALTER W.
BANDY, ANSEL L.	DUNNETT, ALICE V.	JOHNSON, HAROLD B.	PERIGO, FAUN S.	SUTTON, FRANCIS L.
BANDY, WILLIE G.	EDDLEMAN, ROY R.	JOHNSON, MABEL	PHILLIPS, CHARLES W.	SWAILS, FOREST E.
BARNES, PAUL	EDSTER, RICHARD F.	JOHNSTON, THOMAS J.	PHILLIPS, VIRGIL	SWAN, GEORGE B.
BARTON, MARIAN S.	EDWARDS, EDWARD	JOSLIN, FRED A.	POBST, CLARENCE E.	TALBOTT, DANIEL C.
BAUER, JULIUS	EDWARDS, LEE ROY	KATTERHENRY, ROY R.	POE, ORVEL	THOMAS, CHARLES G.
BENNETT, C. FOSTER	EDWARDS, LENO R.	KEHL, FLOYD V.	PRESTON, IKE	THOMAS, SOLON
BENSON, RAYMOND C.	EDWARDS, MARION G.	KENNEDY, MADISON G.	PRICE, WILLIAM E.	THOMPSON, JOHN E.
BERRY, ERL J.	EDWARDS, FRITZ M.	KERN, JOSEPH N.	PRITCHARD, HARRY T.	THURMAN, ROY
BERRY, GEORGE C.	ELLIOTT, CHARLES M.	KESLER, JOHN W.	RADICAN, FRANK P.	TURNER, GLEN P.
BIRD, FRANK G.	ELLIOTT, GLANT M.	KING, GEORGE	RAISOR, LEONARD	TYLER, ELWIN
BISHOP, FRANK	ELLIS, CHARLES M.	KING, HARRY W.	RENO, RUBY	UDELL, CLIFFORD G.
BLACKWELL, JOHN W.	ELMORE, KIAH L.	KING, JAMES E.	RICHARDS, HERSCHEL L.	UNVERSAW, CLARENCE C.
BLOOMER, THOMAS R.	ELTZROTH, CARTER W.	KING, JOHN E.	RICHARDS, WILLIAM T.	VANCE, BENJAMIN V.
BODDIE, ERNEST D.	ELWOOD, GLENN C.	KLYNEN, LOUIS J.	RIDDLE, LEWIS J.	VAUGHT, JAMES B.
BOWDEN, LUTHER	ERBER, RICHARD J.	KRIEL, CLIFFORD	RIDER, DORIS	VEST, WILLIAM F.
BRAMLETT, CHARLES B.	ERVIN, WILLIAM S.	KRINER, I. WILLIAM	RILEY, VERN R.	WALSH, MICHAEL
BRANSON, WILLIAM N.	ESCH, FREDERICK W.	KROEGER, JOHN R.	ROBBINS, CARL R.	WASHINGTON, GEORGE
BRAUN, CARL G.	ESPIN, JOSEPH	KYLER, RUDOLPH H.	RODGERS, JAMES G.	WEBSTER, GEORGE A.
BRETHAUER, ALBERT H.	EVERSON, JOSEPH B.	LEE, BUFORD	ROEMPKE, ABBIE B.	WALTZ, ALONZO E.
BREWER, CATHERINE A.	FAIN, JASPER	LEE, WALLACE O.	ROEMPKE, HAROLD F.	WEEVIE, ANGIE E.
BROWN, MADGE M.	FARREN, HUBERT A.	LEWIS, LACY	ROESENER, WILBUR G.	WESTPHAL, EDWARD B.
BROWN, WILLIAM A.	FELLENZ, PHILLIP S.	LINDSEY, IRA D.	ROLL, STELLA L.	WHALEY, BIRELY W.
BROWN, WILLIS N.	FINK, JOSEPH E.	LOCKHART, LESTER F.	ROSS, IRENE T.	WHITE, FRANK E.
BULLOCK, OVERTON J.	FISCUS, MAUDE M.	LUDWIG, HARRY	SCHAKEL, NELLIE I.	WILKINSON, VERNON E.
BULLOCK, THURNIE H.	FISCUS, RAYMOND R.	LUDWIG, JAMES M.	SCHMITT, COZETTE J.	WILLEY, WALTER
BURDGE, ROSCOE J.	FISH, MARSHALL V.	MACDONALD, ALEX.	SCHOTTERS, BERNARD W.	WILLIAMS, ROY J.
BURK, VIRGIL E.	FITZGERALD, JOHN M.	MAHANAY, CLESSIE L.	SEAL, WILLIAM D.	WILLIAMS, SOLOMON W.
BURRELL, WILLIAM H.	FITZWATER, HENRY E.	MARLEY, GERALD E.	SHANKS, FAY	WILLS, JAMES E.
CALVERT, CONLEY	FITZWATER, OTTIS T.	MARSCHUETZ, ALEX	SHERFICK, WALLACE O.	WILSON, CHARLES B.
CAMPBELL, OLIVER C.	FLAHERTY, ARTHUR J.	MAYFIELD, ARVEL E.	SHIRLEY, WILLIAM H.	WODTKE, EDWARD C.
CARROLL, LYCURGUS	FLEMING, EARL	MAYS, CLIFFORD F.	SHOVAN, ANGLESS M.	WOOD, JESSE F.
CHELLEW, EDWARD M.	FORBES, RAYMOND F.	McBROOM, ROBERT C.	SIMPSON, CARL A.	YOUNG, DEWEY A.
CHRISTIE, HUBERT H.	FORD, WILLIAM L.	McCALLIE, SHIRLEY E.	SMITH, EDWARD	YOUNG, HITER S.
CISCO, THOMAS M.	FRENCH, DOROTHY I.	McCARTY, LEO M.		
CLAPP, DANIEL W.	FRYMAN, JOSEPH M.	McCARTY, MATTHEW		
CLARK, MARY G.	FYFFE, FRANK O.	McCLAIN, CLARENCE I.		
CLARK, REBECCA A.	GADDIE, WILLIAM H.	McGILL, OVID C.		
CLARKE, LeCLARESSE	GAGE, MATTHEW W.	McGUFFEY, BURTON		
COBB, BENEDICT	GAINES, ANDREW W.	McMURRER, FRANK J.		
COCHRAN, CHARLES C.	GIBSON, FRANK	McNABNEY, FRED		
COLE, COSTELLA	GLASSBURN, MELVIN D.	McNEW, PERRY E.		
COLE, HARRY	GOODWIN, CLAUDE	MEADOWS, EARL F.		
CONNER, GEORGE C.	GOODWIN, JOSEPH E.	MEECE, BERT		
COONEY, EDWARD T.	GRADY, MARION M.	MEEKER, ROBERT N.		
COOPER, MARION S.	GRAY, FRANK	MEREDITH, EDWARD M.		
CORKE, RUBY I.	GREER, WILLIAM A.	MEYER, EDGAR B.		
COX, HERALD P.	HALSELL, WOOD	MEYER, ROSALIA		
CRAIG, WESLEY M.	HANGER, ELMER S.	MICHAELIS, JOHN E.		
CROUCH, WILLIAM H.	HANGER, JAMES R.	MILLER, BESSIE F.		
CUNNINGHAM, CHAS. B.	HANSELL, WENDELL	MILLER, EDWIN A.		
CUNNINGHAM, CLARENCE	HARDY, HERBERT	MILLER, ELMER L.		
CUNNINGHAM, JOS. C.	HARTPENCE, GEORGE	MILLI, FRANK J., JR.		
CUNNINGHAM, SAM'L F.	HARTPENCE, NORA	MILLI, JACOB J.		
CUSHION, RUTH A.	HAWICKHORST, GLADYS	MOON, EARL A.		
DAILEY, WILLIAM E.	HEICKEN, AUGUST L.	MOORE, WILBUR W.		
DALBEY, WILLIAM	HEISHMAN, ROY R.	MORGAN, HENRY		
DAUDISTEL, LILLIE E.	HENNING, JOSEPH R.	MORGAN, TONIE		
DAVENPORT, DONALD	HILL, ROBERT C.	MOSIER, MAUNTRY W.		

Matthew W. Gage (left) and John H. Albright, both retired, have the longest records in Indianapolis electric service, starting in 1889.



Milestones in History of **INDIANAPOLIS ELECTRIC SERVICE**

- 1881—(June 17) Indianapolis Brush Electric Light & Power Co., first electric utility to operate in Indianapolis, organized; erected arc light generating station at 224 S. Pennsylvania St.
- 1882—(Jan. 11) First arc lights turned on at Union station.
- 1884—First electric street light contract obtained by Indianapolis Brush Electric Light & Power Co.
- 1885—(Mar. 23) Jenney Electric Company, organized to manufacture electrical apparatus, set up street lighting system in West Indianapolis.
- 1888—(Nov. 29) First Edison lighting service supplied to Park theater, from generator in Sentinel printing plant, 117 W. Market St., by Marmon-Perry Light Company, formed to introduce such service.
- 1889—First incandescent lighting and central steam heating plant installed by Marmon-Perry in barn at rear of 121 Monument Circle. Residence there was first in city to be lighted exclusively with incandescent lamps. Steam service inaugurated to Grand Opera House.
Jenney Electric Company sold to Thomson-Houston Company of Boston, Mass., and West Indianapolis street lighting taken over by Nordyke & Marmon.
- 1891—First recording watthour meter put in service, for furniture store at 41 S. Meridian St.
- 1892—(May 20) Marmon-Perry company and Indianapolis Brush Electric Light & Power Co. consolidated into new Indianapolis Light and Power Company which acquired West Indianapolis street lights from Nordyke & Marmon.
Indianapolis Light and Power Company built a new plant at Kentucky Ave. and West St.
- 1897—Office building at 46-48 Monument Circle erected for Indianapolis Light and Power Company and Indianapolis Journal.
- 1898—Plants on Circle and S. Pennsylvania St. abandoned.
- 1900—(Sept. 5) Home Heating and Lighting Company organized.
First large storage battery installed in rear of 220 N. Meridian St. by Indianapolis Light and Power Company.
- 1901—Plant of Home Heating and Lighting Company built at 16th and Alabama Sts., now Ipalco Hall.
- 1902—(Jan. 7) Marion County Hot Water Heating Company incorporated.
(July 1) Merchants Heat & Light Company incorporated; built plant at New Jersey and Pearl Sts.
- 1903—Marion County Hot Water Heating Company built plant at 18th and Mill Sts., with first turbo-generator in Indianapolis.
- 1904—(Dec. 31) Indianapolis Light and Power Company and Marion County Hot Water Heating Company merged to form Indianapolis Light and Heat Company.
- 1905—(July 18) Home Heating and Lighting Company reorganized as Peoples Light and Heat Company.
- 1910—New plant built by Merchants Heat & Light Company at Washington Ave. and the canal.
First attempt made to consolidate Indianapolis Light and Heat Company, Merchants Heat & Light Company and Peoples Light and Heat Company, but failed.
- 1912—(Sept. 17) Merchants Public Utility Company of Indianapolis incorporated.
(Dec. 8) Merchants Public Utility Company of Indianapolis and Peoples Light and Heat Company purchased by American Public Utilities Company of Grand Rapids, Mich.; and the Peoples company was merged into Merchants Heat & Light Company, the operating company.
- 1913—City franchises of Merchants and Peoples companies surrendered for state operating permit under new Public Service Commission Act.
- 1917—City franchise surrendered by Indianapolis Light and Heat Company for state operating permit.
- 1919—(Feb. 24) Mooresville Public Service Co. added to Indianapolis Light and Heat operations.
- 1922—(July 12) Merchants Public Utility Company and other Indiana utilities combined and reorganized as Central Indiana Power Company.

1924—(Sept. 1) Merchants Heat & Light Company, operating company in Indianapolis, acquired by Insull organization, of Chicago.

(Nov. 4) Radio station WFBM put into operation by Merchants Heat & Light Company.

1926—(Oct. 27) Indianapolis Power & Light Company organized by Utilities Power & Light Corporation, holding company, to acquire, consolidate and operate properties of Indianapolis Light and Heat Company and Merchants Heat & Light Company.

1927—(Jan. 31) Indianapolis Power & Light Company started operation with Norman A. Perry as president.

1928—Construction of operating center at 1230 W. Morris st. completed.

East plant at Pearl and New Jersey Sts. shut down.

1929—North plant at 16th and Alabama Sts. shut down.

1930—(Oct. 7) C. L. Harrod elected president upon resignation of Mr. Perry.

1931—Harding Street plant's first two units, and 132,000-volt loop around city, completed.

High pressure steam service started by contract with Eli Lilly & Company.

1934—(Aug. 1) H. T. Pritchard elected president upon resignation of Mr. Harrod.

1935—(Feb. 11) Electric Building Company, Inc., organized to acquire and remodel former Continental Bank Building as new Electric Building, occupied Sept. 3 by Company's general offices and salesroom.

1936—(Jan. 1) Group insurance instituted for employees.

1937—Kentucky Avenue plant enlarged, modernized and unified with West plant to form C. C. Perry Station, with Kentucky Avenue plant designated as Section K, or Perry-K, and West plant as Section W, or Perry-W.

Collective bargaining between Company and employees inaugurated upon organization of I.P.&L. Employees Protective Association, independent labor union.

(Dec. 16) Ipalco Hall, developed from old plant at 16th and Alabama Sts., dedicated to employees' use.

1939—(July 31) Radio broadcasting business sold to WFBM, Inc.

1940—(April 3) All common stock of Indianapolis Power & Light Company, formerly held by Utilities Power & Light Corporation, was sold to the public; and thus the

Company was first large electric utility in United States to have its ownership transferred from a holding company to thousands of individual investors.

1941—Harding Street plant's third unit installed.

1942—(Dec. 31) Property accounts of Company adjusted to original cost basis.

1946—Perry-K plant further enlarged and modernized for installation of two large boilers.

Site acquired, and work started for first unit, for new White River generating station.

1947—Fourth unit completed at Harding Street plant, new coal and water facilities installed at Perry-K plant, and work started for second unit at White River plant.

1949—(Feb. 23) First generating unit at White River plant placed in operation.

1950—Two large new boilers placed in service at Perry-W plant.

(Mar. 28) Electric property serving about 755 customers in southeast Marion County purchased from Southeastern Indiana Power Co.

(April 19) Second unit at White River plant began operating.

1951—(July 5) Purchased 348-acre power plant site in Pike County, near coal reserves.

(July 30) Water property of Mooresville subsidiary sold to Hoosier Water Company, Inc.

(Aug. 10) Electric service coverage of Marion County completed by property exchange with Public Service Co. of Indiana, involving about 1,000 customers of each company; customers acquired being mostly in Lawrence, Oaklandon and McCordsville and including Indianapolis Railways, Inc., and customers exchanged being mostly in west central Indiana areas formerly served by Mooresville subsidiary.

(Nov. 14) Third unit at White River plant began operating.

1952—Perry-K plant further modernized by replacing five obsolete boilers with two large new boilers, completed in February, 1953.

(June 4) White River Park Lodge opened for recreation of employees and families.

1953—(Jan. 12) Fourth unit at White River plant began operating.

(Dec. 7) Fifth unit at White River plant began operating.

EMPLOYEES' Organizations and Officers

IPALCO MEN'S CLUB

The Ipalco Men's Club was founded in 1928. Its members are the men employed by the Company. Its program consists generally of dinner-meetings with entertainment and educational features for male employees. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1928	Harry Brunell		Don Snoko	
1929	Harry Brunell	W. S. Cronin	E. W. Boyce	O. T. Fitzwater
1930	William Habeney	Fay Shanks	Jesse White Ed Chellew	W. C. Richardson
1931	R. L. Fitzgerald	J. B. Bailey	A. H. Davis	Glen Turner
1932	J. B. Bailey	W. S. Cronin	Fay Shanks	Berton Stout
1933	R. R. Katterhenry	George Spangler	Al Brethauer	Glen Turner
1934	Fay Shanks	W. J. Shine	F. M. Ehling	E. L. Cassady
1935	F. M. Ehling	C. Nickel	John Morris	F. W. Nichols, Jr.
1936	W. J. Shine	L. J. Riddle	F. M. Ehling	Robert Thomas
1937	R. H. Goodrich	J. C. Gipe	F. M. Ehling	L. Bernitt
1938	J. E. Goodwin	A. H. Brethauer	F. M. Ehling	O. T. Fitzwater
1939	H. H. Christie	R. P. Miller	F. M. Ehling	E. L. Cassady
1940	G. F. Spangler	John Kroeger	F. M. Ehling	Evans Williams
1941	A. F. Augustine	Hollie Wade	F. M. Ehling	F. W. Nichols, Jr.
1942	J. J. Milli	F. Scharlau	F. M. Ehling	Glen Turner
1943	A. H. Brethauer	Carl Braun	F. M. Ehling	Robert Thomas
1944	George Switzer	Robert Gausmann	F. M. Ehling	Robert Arnold
1945	Robert Thomas	A. Humphrey	F. M. Ehling	E. W. Tyler
1946	F. W. Nichols, Jr.	A. Humphrey	F. M. Ehling	E. W. Tyler
1947	V. Hershberger	F. Heath	F. M. Ehling	E. Hildreth
1948	N. Galuppo	M. Walker	F. M. Ehling	Paul Koebler
1949	Don Boyd	E. Dresbach	F. M. Ehling	Chester Moore
1950	Carl Vance	Paul Koebler	F. M. Ehling	Jerry Farr
1951	M. M. Grady	J. Lohr	F. M. Ehling	C. Brinkman
1952	L. J. Badollet	H. Buchholz	F. M. Ehling	C. Jarvis
1953	Glant Elliott	William Ervin	F. M. Ehling	J. Lundfeldt
1954	William Ervin	Glenn Ray	F. M. Ehling	Ralph Wegener

IPALCO WOMEN'S CLUB

The Ipalco Women's Club was organized in 1938. Its members are the women employed by the Company. It arranges dinner-meetings and such other activities as are considered interesting and helpful to women employees. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1938	Leona Berlin	Catherine Brewer	Gladys Hawickhorst	Dorothea Pyle
1939	Charity Cramer	Mary Hickman	Blanche Appel	Helen Patton
1940	Ann Pfortner	Eva Wacker	Anne Wills	Jane Howe
1941	Lillian Hanske	Zella Alexander	Cozette Siner	Favetta Edwards
1942	Gertrude Davis	Alberta Teal	Viola Himsel	Mary Belter
1943	Eleanor Shore	Ella B. Foster	Ruby Reno	Maude Fiscus

(Inactive February 1943 to November 1951)

1952	Joan Fahey	Evelyn McClain	Gemma Toffolo	Sylvia Tiernan
1953	Helen Riney	Emily Thalhamer	Ann Compton	Charlotte Lyon
1954	Vivian Freeland	Dolores Brooks	Doris Swihart	Margaret Boyd

IPALCO YOUNG MEN'S FORUM

The Ipalco Young Men's Forum was organized in 1938. Its active members are men employed by the Company who are not older than 35 years. Older employees are associate members. Its main program is to help younger employees acquire information which will enable them to progress in their work and meet future responsibilities. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary-Treasurer</i>
1938-39	Elmer Gates	William Cannicott	George Switzer
1939-40	George Switzer	E. W. Tyler	Fred Pfortner
1940-41	E. W. Tyler	Louis Wollenweber	Daniel Adams
1941-42	Louis Wollenweber	Harold Manship	Daniel Adams
1942-43	Louis Wollenweber	C. Marion Shelburn	Fred Pfortner
1943-44	C. Marion Shelburn	Leonard Harnsberger	William Heid
1944-45	C. Marion Shelburn	William Heid	Uriah Farr
1945-46	Uriah Farr	Gerald Dailey	Arthur Fitzwater
1946-47	Gerald Dailey	John Barkhaus	Arthur Fitzwater
1947-48	John Barkhaus	Robert Heckman	Richard Whitney
1948-49	John Smale	Ralph Wegener	Robert Lammert
1949-50	Ralph Wegener	Howard Deer	Guy Guthrie
1950-51	Paul Koebler	Hillard Francis	Donald Blue
1951-52	Paul Elsbury	Howard Deer	John Hardy
1952-53	William Cox	Donald Blue	E. Nay Bentley
1953-54	George Ransford	Robert Buckley	Zane Todd

MUTUAL RELIEF ASSOCIATION AND AUXILIARY

The Indianapolis Power & Light Company Mutual Relief Association was organized in 1896 by employees of a predecessor company to aid members and their families financially in case of illness or death. Membership is open to male employees from 18 to 50 years old. The Auxiliary Mutual Relief Association was organized by employees in 1930 to provide a burial fund for members and financial aid for their beneficiaries, and membership is open to employees after six months' employment. The officers (for both organizations):

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1896	Henry Lehman	John Albright	Ed Moriarty	T. A. Wynne
1897	Ed Moriarty	Wm. S. Splann	M. W. Gage	T. A. Wynne
1898	Wm. S. Splann	M. Gaynor	M. W. Gage	T. A. Wynne
1899	M. Gaynor	N. Boggs	M. W. Gage	T. A. Wynne
1900	N. Boggs	J. Lawson	M. W. Gage	T. A. Wynne
1901	J. Lawson	Geo. Mitchel	M. W. Gage	T. A. Wynne
1902-06	R. Gage	C. Fausset	M. W. Gage	T. A. Wynne
1907-08	R. Gage	Ellis Boyce	M. W. Gage	T. A. Wynne
1910-17	R. Gage	M. J. Gaynor	M. W. Gage	T. A. Wynne
1918-20	Frank Campbell	Earl Brom	M. W. Gage	T. A. Wynne
1921	Thomas Bloomer	Wm. Splann	M. W. Gage	T. A. Wynne
1922	Wm. Splann	O. McClellen	M. W. Gage	T. A. Wynne
1923	Barney Lamb	Chas. Elliott	M. W. Gage	T. A. Wynne
1924	Barney Lamb	Chas. Elliott	M. W. Gage	W. C. Richardson
1925-29	Chas. Elliott	Malcolm Meredith	M. W. Gage	W. C. Richardson
1930-31	W. S. Cronin	Carl Braun	M. W. Gage	S. G. Myers
1932-39	W. S. Cronin	Carl Braun	M. W. Gage	J. C. Stipher
1940-42	W. S. Cronin	Carl Braun	M. W. Gage	R. R. Katterhenry
1943-44	W. S. Cronin	Marion Grady	J. Q. Kirkpatrick	R. R. Katterhenry
1945	W. S. Cronin	Marion Grady	Carl Braun	R. R. Katterhenry
1946-50	Marion Grady	William Cannicott	Carl Braun	H. E. Sawyer
1951-53	Marion Grady	William Cannicott	Lee Beckham	H. E. Sawyer

EMPLOYEES' CREDIT UNION

The Indianapolis Power & Light Company Employees' Credit Union was incorporated under Indiana laws on June 20, 1934. Membership is open to all Company employees and members of their immediate families through the purchase of shares in the organization. The objectives are (1) to promote thrift among employees by encouraging them to save money and paying dividends on such savings, and (2) to establish a source of loans, at reasonable rates, for employees in financial need. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1934-37	W. S. Cronin	R. E. Guild	B. W. Schotters	F. M. Ehling
1938-39	F. M. Ehling	W. S. Cronin	B. W. Schotters	C. L. Mueller
1940-45	F. M. Ehling	W. S. Cronin	R. G. Craig	C. L. Mueller
1946	F. M. Ehling	P. F. Helm	R. G. Craig	James Vawter
1947-51	F. M. Ehling	P. F. Helm	F. W. Nichols, Jr.	James Vawter
1952-54	F. M. Ehling	Carl Mueller	F. W. Nichols, Jr.	Lee Beckham

INDIANAPOLIS POWER & LIGHT POST 300, AMERICAN LEGION

Indianapolis Power & Light Post 300 of the American Legion was organized in 1935. Membership is open to qualified Company employees who were in the armed forces of the United States during either of the world wars or the Korean action. The Post has an Auxiliary which is open for membership to the mothers, wives, daughters and sisters of Post members. Both organizations participate in the American Legion's program and sponsor patriotic activities. The principal Post officers:

<i>Year</i>	<i>Commander</i>	<i>1st Vice Commander</i>	<i>2nd Vice Commander</i>	<i>Adjutant</i>
1935-36	H. J. Kennelly			Carl G. Braun
1936-37	Thos. E. Miller			Leo J. Mahoney
	Elmer Silverman			
1937-38	Geo. Spangler			Leo J. Mahoney
1938-39	Harold Haas	Don Davenport	Art Humphrey	Leo J. Mahoney
1939-40	Art Humphrey	Wm. Shine	Wm. E. Rogers	Leo J. Mahoney
1940-41	Wm. E. Rogers	Harry Kohn	Dewey Young	Leo J. Mahoney
1941-42	Bernard Connelly	Dewey Young	Leo J. Mahoney	Carl G. Braun
1942-43	Wm. Shine	Don Davenport	Ed Dankert	Carl G. Braun
1943-44	Faun S. Pherigo	Thos. Ayton	Wm. Branson	Carl G. Braun
1944-45	Carl G. Braun	Wm. Branson	Ovid McGill	Wm. E. Rogers
1945-46	Thos. Ayton	Jess Woods	Wm. Adams	Wm. E. Rogers
1946-47	R. E. Johnson	Geo. Brunning	Jack Roempke	Wm. E. Rogers
1947-48	Ovid McGill	Wm. Soeurt	Bert Nelson	Wm. E. Rogers
1948-49	Ken Hurlbut	Bert Nelson	Forrest Hickman	Wm. E. Rogers
1949-50	Bert Nelson	Geo. Tripp	R. R. Close	Wm. E. Rogers
1950-51	Win. Pulsifer	Joe McLafferty	Don Davenport	Bert Behrmann
1951-52	R. R. Close	Geo. Tripp	Hubert Fleenor	Bert Behrmann
1952-53	Vernon Rinehart	Joe McLafferty	John Jones	Ken Hurlbut
1953-54	Joe Stumpf	John Jones	Paul Kubitz	Vernon Rinehart

IPALCO CONSERVATION CLUB

The Ipalco Conservation Club was organized in 1949, as an outgrowth of the Ipalco Casting Club started in 1947, to develop employee interest and activity in conserving natural resources for outdoor recreation. Membership is open to all employees. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1949	Floyd Giddings		Russell Johnson	
			Loren Shrader	
1950	Floyd Giddings	Fred Goepper	Glenn Elwood	Fred Joslin
1951	Fred Joslin	Willard Roderick	Loren Shrader	J. Shumate
			Floyd Morgan	
1952	Fred Joslin	C. LaMar	W. Davis	Fred Goepper
1953	Floyd Giddings	J. Donahue	W. Davis	Fred Joslin
1954	Fred Goepper	Willard Roderick	Arthur Fitzwater	Fred Joslin

IPALCO CHOIR

The Ipalco Choir originated in the assembly of employee singers for the dedication program at Ipalco Hall on December 16, 1937. A permanent organization was formed early the next year, with membership open to all men and women employees. Musical programs are presented for the entertainment of employees and their families, and occasionally for other groups. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1938-39	Glen Shoup	Paul Duddy	Gertrude Davis	Robert Monahan
1939-40	Al Smith	Gertrude Davis	Claire Clark	Paul Duddy
1940-41	Paul Duddy	John Kirkpatrick	Ruth Sohn	Favetta Edwards
1941-42	Paul Duddy	Harold Manship	Ruby Mabee	Helen Truex
1942-43	Paul Duddy	George Brown	Ruby Mabee	Martha McElhinney
1943-44	Dane Egbert	Carrie Fowler	Betty Hoover	Roberta Smith
			Genevieve Guenther	
1944-45	Dane Egbert	Al Smith	Justine Sachs	Florence Pyle
1945-46	Charles Marlett	Dorothy Settles	Betty Schuller	Ann Daugherty
		Ann Gillespie		
1946-47	Paul Marvel	William Soeurt	Mary Dwenger	Pauline Jones
1947-48	Paul Marvel	Robert Heckman	Charles Marlett	Dorothy Oliphant
1948-49	Fred Pfortner	Harold Manship	Don Hobbs	Ann Faris
1949-50	Fred Pfortner	Harold Manship	Betty Tewell	Helen Riney
1950-51	Paul Marvel	Don Lindauer	Dorothea Sanders	LaVonne Stokes
			Stephanie Stephenson	Mildred Williams
1951-52	William Smith	Robert Leonard	Dorothy Byrnett	Mildred Williams
				Fern Edington
1952-53	Paul Marvel	Dave Wire	Wanda Meyer	Fern Edington
1953-54	Paul Marvel	Robert Denny	Karen Cox	Katie Kehoe

MEN'S BOWLING LEAGUE

The I. P. & L. Men's Bowling League was organized in 1929. Its members are employee bowlers who form teams representing various Company departments and plants and compete each week during the bowling season. The officers, as recorded since 1937:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>
1937-38	R. H. Goodrich		Ed Ledig	Ed Ledig
1938-39	Wm. Branson	Henry Abell	Wm. Feier	Wm. Feier
1939-40	Al Pehrson		Harry King	Harry King
1940-41	Wm. Shine		Wm. T. Richards	Wm. T. Richards
1941-42	Bob Elder		Carl L. Mueller	Carl L. Mueller
1942-43	Marion Grady		Morris Underwood	Morris Underwood
1943-44	Curtis Nickel		Garry Kennedy	Garry Kennedy
1944-47	Charles Fetter		Garry Kennedy	Garry Kennedy
1947-48	L. K. Harnsberger	Morris Weber	Garry Kennedy	Carl L. Mueller
1948-49	C. Boroughs	C. Cooney	R. Jenkins	Carl L. Mueller
1949-50	Arnold McCoy	Ed Dankert	R. Jenkins	Carl L. Mueller
1950-51	V. Minkner	Wm. Gaddie	R. Jenkins	Carl L. Mueller
1951-52	Wm. Gaddie	Al Mahr	R. Jenkins	Carl L. Mueller
1952-53	M. Zwiesler	C. Boroughs	R. Jenkins	R. Jenkins
1953-54	John Sullivan	Al Hutchison	F. Marshall	R. Jenkins

IPALCO CHESS AND CHECKERS CLUB

The Ipalco Chess and Checkers Club, started in 1949, was formally organized in 1950 to provide opportunity for chess or checkers games between employees. Membership is open to all employees. The officers:

<i>Year</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>
1950-51	Allen Benson	John Pyle	William S. Smith
1951-52	John Pyle	Willie Trosper	Ernest Brumitt
1952-53	A. W. Funkhouser	Ansel Bandy	Dale Jay
1953-54	John Dillon	Morris DeWitt	Robert Townsend

PRINCIPAL STRUCTURES IN ELECTRIC SERVICE OF INDIANAPOLIS

ELECTRIC BUILDING, 17 N. Meridian St.

- 1924 Original construction, for Continental Bank.
- 1935 Acquired by Electric Building Company, Inc. for general offices of Indianapolis Power & Light Company and re-named Electric Building.
- 1939 Underlying ground, formerly leased, purchased by Electric Building Company.

WHITE RIVER PLANT, near Centerton, Ind.

- 1947-49 Original construction for first two units of power plant of Indianapolis Power & Light Company, with one unit put into operation.
- 1950 Second unit completed and put into operation.
- 1950-51 Plant enlarged for third and fourth units, with third unit put into operation.
- 1952-53 Plant enlarged for fifth unit, with fourth and fifth units put into operation.

HARDING STREET PLANT, 3500 S. Harding St.

- 1929-31 Original construction for first two units of power plant of Indianapolis Power & Light Company.
- 1940-41 Plant enlarged for installation of third unit.
- 1945-47 Plant enlarged for installation of fourth unit.

PERRY-K PLANT, Kentucky Ave. at West St.

- 1892-93 Original construction, for Kentucky Avenue plant of Indianapolis Light and Power Co.
- 1899 Plant enlarged for additional equipment.
- 1902 Plant enlarged for additional equipment.
- 1918 New boiler house constructed.
- 1924 New turbine house constructed.
- 1936-38 Plant enlarged for additional two turbines and two large boilers; connected by steam line to West plant and name changed from Kentucky Avenue plant to Section K of C. C. Perry plant or Perry-K plant.
- 1945-46 Plant enlarged for two additional large boilers.
- 1946-47 New coal-handling and water-softening equipment installed.
- 1952-53 Two large new boilers installed to replace five obsolete boilers.

PERRY-W PLANT, 744 Washington Ave.

- 1909-10 Original construction for West plant of Merchants Heat & Light Company.
- 1917 Plant enlarged for additional equipment.
- 1937 Plant connected by steam line with Kentucky Avenue plant and name changed from West plant to Section W of C. C. Perry plant, or Perry-W plant.
- 1948-49 Plant enlarged for two additional large boilers and new coal-handling and water-softening equipment.

MILL STREET PLANT, 18th and Mill Sts.

- 1903-04 Original construction for power plant of Marion County Hot Water Heating Company.
- 1914 Plant enlarged for additional equipment.

MORRIS STREET OPERATING CENTER, 1230 W. Morris

- 1927 Original construction of administration building, garage, stores building and boiler house for Indianapolis Power & Light Company.
- 1937 Shop building constructed.
- 1940 Administration building enlarged by construction of third floor.
- 1953 Administration building enlarged by construction of 3-story extension at rear.

MAJOR SUBSTATIONS ON 132,000-VOLT SYSTEM—

Original Construction

- 1931—NORTHWEST SUBSTATION, 3740 W. 30th St.
- 1931—NORTHEAST SUBSTATION, 3200 E. 56th St.
- 1931—SOUTHEAST SUBSTATION, Road 421 and Edmondson Ave.
- 1931—SOUTHWEST SUBSTATION, 2749 W. Morris St.
- 1950—CENTER SUBSTATION, 343 W. Wisconsin St.
- 1952—EAST SUBSTATION, 16th St. at Shadeland Ave.
- 1953—WEST SUBSTATION, W. 10th St., west of Olin.

IPALCO HALL, 16th and Alabama Sts.

- 1901 Original construction, for power plant of Home Heating and Lighting Company, re-organized in 1905 as People's Light and Heat Company, which was merged with Merchants Heat & Light Company in 1912, and plant then became North plant of Merchants system.
- 1929 Plant shut down after acquisition by Indianapolis Power & Light Company.
- 1937 Plant structure remodeled for recreational and educational use of Indianapolis Power & Light Company employees.

OFFICE BUILDING, 46-48 Monument Circle

- 1897 Original construction for lease to Indianapolis Light and Power Company and Indianapolis Journal Newspaper Co.
- 1923 Addition to rear building completed.
- 1935 Indianapolis Power & Light Company offices moved to Electric Building.
- 1948 Leasehold (until 2021) sold to adjoining department store, effective March 1, 1957.

INDUSTRIAL BUILDING, Pine and Daly Sts.

- 1925 Acquired by Merchants Heat & Light Company for service center, but used for other purposes by Indianapolis Power & Light Company after 1927.
- 1945 Sold by Indianapolis Power & Light Company.

EAST PLANT, Pearl and New Jersey Sts.

- 1902 Original construction for power plant of Merchants Heat & Light Company.
- 1928 Plant shut down after acquisition by Indianapolis Power & Light Company.
- 1941 Plant structure removed.

INDIANAPOLIS ELECTRIC GENERATING FACILITIES

THE PLANTS:

PERRY-K, at Kentucky Avenue and West Street, named Kentucky Avenue plant prior to 1937.

PERRY-W, at 744 Washington Avenue, named West plant prior to 1937.

MILL STREET, at 18th and Mill Streets.

EAST PLANT, at Pearl and New Jersey Streets, retired in 1932.

NORTH PLANT, at 16th and Alabama Streets, remodeled in 1937 to be Ipalco Hall.

HARDING STREET, at 3500 South Harding Street.

WHITE RIVER, near Centerton, Indiana.

(The Brush plant, at 224 South Pennsylvania Street, was installed in 1881 and the Marmon-Perry plant, in the rear of 121 Monument Circle, in 1889; but a complete record of their equipment is not available, and both were abandoned in 1898.)

Year	Plant	Units Installed	Units Removed	Indianapolis Capability at End of Year
1893	Perry-K	2—200 KW 12— 60 KW		1,120 KW
1894	Perry-K	2—400 KW		1,920 KW
1896	Perry-K	60 KW		1,980 KW
1898	Perry-K	100 KW		2,080 KW
1899	Perry-K	800 KW		2,880 KW
1901	North	300 KW 150 KW 100 KW		3,430 KW
1902	Perry-K	1,200 KW		
	East	200 KW		4,830 KW
1903	East	3—300 KW 750 KW		6,480 KW
1904	Mill St.	2—2,500 KW		11,480 KW
1909	Mill St.	5,000 KW		16,480 KW
1910	Mill St.	5,000 KW		
	Perry-W	2—1,000 KW		23,480 KW
1911	Perry-W	4,000 KW		27,480 KW
1912	Perry-W	3,300 KW 4,000 KW		34,780 KW
1914	Mill St.	10,000 KW		
	North	750 KW	300 KW 150 KW 100 KW	44,980 KW
1915	Perry-K		12— 60 KW 60 KW 100 KW	44,100 KW
1916	Perry-K	4,000 KW		
	Perry-W	4,000 KW		52,100 KW
1917	Mill St.	13,000 KW		65,100 KW
1918	Perry-W	5,000 KW		
	East	750 KW	3—300 KW 200 KW 5,000 KW	69,750 KW
1920	Mill St.			
	Perry-K	5,000 KW		69,750 KW
1921	Mill St.	13,000 KW	2—2,500 KW	77,750 KW
1923	Mill St.	13,000 KW	10,000 KW	
	Perry-K	15,000 KW		
	Perry-W		1,000 KW	
	East	1,000 KW		95,750 KW
1924	Perry-K	15,000 KW	5,000 KW	
	Perry-W		1,000 KW	104,750 KW
1925	Perry-K		2—200 KW 2—400 KW 800 KW 1,200 KW	
	East		1,000 KW	100,550 KW
1926	Perry-K		4,000 KW	96,550 KW

SUMMARY OF CAPABILITY PRIOR TO 1927 MERGER

Indianapolis Light & Heat Co.—				
	Mill Street	44,000 KW		
	Perry-K	30,000 KW	74,000 KW	
Merchants Heat & Light Co.—				
	Perry-W	20,300 KW		
	East	1,500 KW		
	North	750 KW	22,550 KW	
			96,550 KW	
* * *				
Year	Plant	Units Installed	Units Removed	Indianapolis Capability at End of Year
1928	Perry-W	2—4,000 KW	5,000 KW 3,300 KW	96,250 KW
1929	Perry-W		4,000 KW	92,250 KW
1930	North		750 KW	91,500 KW
1931	Harding St.			
		2—37,000 KW		165,500 KW
1932	East		2—750 KW	
	Perry-W		4,000 KW	160,000 KW
1938	Perry-K	11,000 KW 5,000 KW		
	*Industries	2,000 KW		178,000 KW
1941	Harding St.			
		43,000 KW		221,000 KW
1942	Mill St.		5,000 KW	216,000 KW
1947	Harding St.			
		43,000 KW		259,000 KW
1949	White River			
		45,000 KW		304,000 KW
1950	White River			
		45,000 KW		349,000 KW
1951	White River			
		45,000 KW		394,000 KW
1953	White River			
		2—68,000 KW		530,000 KW

SUMMARY

White River	271,000 KW
Harding Street	160,000 KW
Perry-K	46,000 KW
Perry-W	12,000 KW
Mill St.	39,000 KW
*Industries	2,000 KW
	530,000 KW

*Turbo-generators in plants of Kingan & Co. and Beveridge Paper Co.

INDIANAPOLIS POWER & LIGHT COMPANY and Subsidiary Companies

Received in 1953

From SALES OF ELECTRICITY (186,808 customers at Dec. 31)		
Residential.....	\$10,799,971	
Small Industrial and Commercial.....	8,849,654	
Large Industrial and Commercial.....	11,789,263	
Miscellaneous.....	1,656,794	\$33,095,682
From SALES OF STEAM (1,466 customers at Dec. 31).....	2,371,599	
From BUILDING RENTALS, INTEREST, DIVIDENDS AND OTHER INCOME.....	475,407	<u>\$35,942,688</u>

How Revenues Were Used

FOR EMPLOYEES

OPERATING WAGES AND SALARIES—(Total payroll \$8,066,329, including construction; 1,746 employees at Dec. 31).....	\$ 5,840,551	
GROUP INSURANCE AND PENSIONS—(Portion paid by Company).....	460,568	
SOCIAL SECURITY TAXES—(Paid by Company toward federal old age benefits and federal and state unemployment insurance).....	84,685	\$ 6,385,804

FOR FUEL (1,386,430 tons of coal burned)..... 7,695,072

FOR OTHER EXPENSES

MATERIALS, SUPPLIES AND SERVICES—(Numerous items needed to run the business).....	\$ 2,115,300	
DEPRECIATION—(Provision to replace property and equipment as it wears out or becomes obsolete).....	3,362,652	
MISCELLANEOUS.....	75,561	5,553,513

FOR GOVERNMENT (excluding social security taxes)

LOCAL AND STATE TAXES—(Principally on real estate and personal property).....	\$ 3,102,197	
FEDERAL INCOME TAXES—(Payable Currently).....	5,240,000	
FEDERAL INCOME TAXES—(Deferred).....	320,000	8,662,197

FOR USE OF BORROWED FUNDS

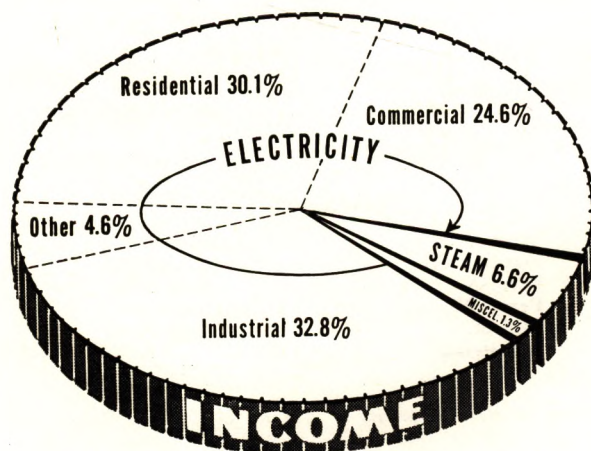
INTEREST ON MORTGAGE BONDS AND NOTES—(\$65,727,750 outstanding at Dec. 31).... 1,925,549

FOR USE OF SHAREHOLDERS' MONEY

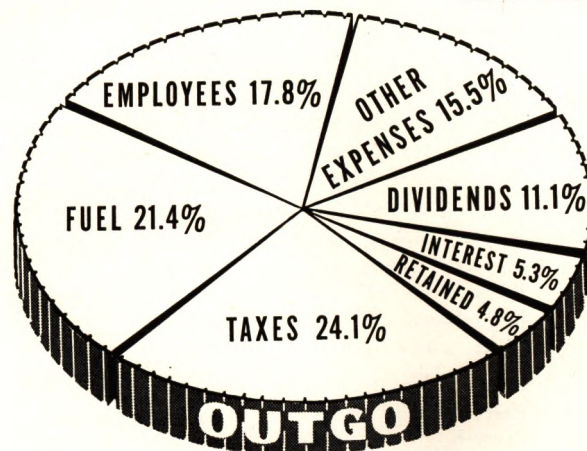
DIVIDENDS ON PREFERRED SHARES—(169,000 shares held by 2,149 shareholders at Dec. 21)	\$ 701,800	
DIVIDENDS ON COMMON SHARES—(1,572,639 shares held by 10,221 shareholders at Jan. 4, 1954)	3,302,542	4,004,342

FOR USE IN THE BUSINESS (Amount retained after all expenses and appropriations, for expanding and improving service to customers and other corporate needs).....

1,716,211
\$35,942,688



1953



INDIANAPOLIS POWER & LIGHT COMPANY SECURITIES SOLD

<i>Date Sold</i>	<i>Type of Issue</i>	<i>Amount of Issue</i>	<i>Gross Proceeds</i>	<i>Principal Purpose</i>
Jan. 18, 1927	Common Stock, no par	600,000 Shares	\$ 1,060,000	Acquisition of predecessor companies.
Jan. 28, 1927	6½% Preferred Stock, \$100 par value	120,000 Shares	11,760,000	Acquisition of predecessor companies.
	First Mortgage 5% Bonds, 1957	\$30,000,000	27,900,000	
Aug. 25, 1930	First Mortgage 5% Bonds, 1957	\$8,000,000	8,000,000	Construction
April 20 to Sept. 23, 1931	6% Preferred Stock, \$100 par value	22,400 Shares	2,240,000	Construction
Jan. 18, 1932	6% Preferred Stock, \$100 par value	100 Shares	10,000	Construction
June 29, 1935	Common Stock, no par	45,980 Shares	752,693	Construction
Aug. 11, 1938	First Mortgage 3¼% Bonds, 1968	\$32,000,000	32,000,000	Refunding 5% Bonds
	3%, 3½% and 4% Notes, 1939-48	\$5,500,000	5,500,000	
April 8, 1940	6% Preferred Stock, \$100 par value	2,500 Shares	260,000	Construction
	Common Stock, no par	68,855 Shares	1,652,520	
July 15, 1940	First Mortgage 3¼% Bonds, 1970	\$32,000,000	33,440,000	Refund 3¼% Bonds
	2½% Notes, 1941-47	\$5,400,000	5,400,000	Refund 3%, 3½% and 4% Notes
Nov. 29, 1940	5½% Preferred Stock, \$100 par value	140,591 Shares	15,113,532	Refinance 6% and 6½% Preferred Stock
May 14, 1942	First Mortgage 3% Bonds, 1970	\$2,000,000	2,020,000	Construction
April 1, 1946	2% Notes, 1948-53	\$3,000,000	3,000,000	Refund 2½% Notes, and Construction
May 10, 1946	Common Stock, no par	142,967 Shares	4,431,977	Refinance 5¼% Preferred Stock, and Construction
	4% Preferred Stock, \$100 par value	100,000 Shares	11,500,000	
Nov. 25, 1947	Common Stock, no par	214,451 Shares	4,717,922	Construction
Dec. 23, 1947	5% Preferred Stock, \$100 par value	40,000 Shares	4,080,000	Construction
Mar. 4, 1948	First Mortgage 3½% Bonds, 1973	\$8,000,000	8,000,000	Construction
May 9, 1949	First Mortgage 3% Bonds, 1974	\$8,000,000	8,141,520	Construction
	Common Stock, no par	107,226 Shares	2,691,314	
Oct. 19, 1949	First Mortgage 2½% Bonds, 1979	\$40,000,000	40,850,000	Refund 3¼% and 3½% Bonds
Sept. 25, 1950	4.20% Preferred Stock, \$100 par value	39,000 Shares	3,900,000	Refinance 5% Preferred Stock
Feb. 14, 1951	First Mortgage 2½% Bonds, 1981	\$6,000,000	6,090,900	Construction
Feb. 15, 1951	Common Stock, no par	196,580 Shares	5,504,240	Construction
April 1, 1952	4.60% Preferred Stock, \$100 par value	30,000 Shares	3,000,000	Construction
April 24, 1952	Common Stock, no par	196,580 Shares	6,831,155	Construction
Mar. 10, 1953	First Mortgage 3½% Bonds, 1983	\$10,000,000	10,231,000	Construction

GROWTH OF INDIANAPOLIS POWER & LIGHT SYSTEM

Year	EARNINGS (Thousands of Dollars)		TAXES PAID (Thousands of Dollars)			PAYROLL (Thousands of Dollars)			Active Employees Dec. 31
	Operating Revenues	Net Income	Local	Federal	Total Taxes	Operation	Construction	Total	
1927	\$ 7,837*	\$ 619*	\$ 609*	\$ 63*	\$ 672*	\$1,167*	\$ 116*	\$1,283*	1,041
1928	9,364	1,634	698	114	812	1,342	254	1,596	1,081
1929	10,355	1,639	923	114	1,037	1,475	349	1,824	880
1930	10,301	1,164	937	201	1,138	1,484	289	1,773	920
1931	9,929	939	936	195	1,131	1,429	282	1,711	1,078
1932	9,184	986	953	201	1,154	1,155	253	1,408	980
1933	8,738	797	1,023	255	1,278	1,185	128	1,313	1,030
1934	8,865	898	851	383	1,234	1,312	178	1,490	1,108
1935	9,690	1,166	988	431	1,419	1,452	225	1,677	1,101
1936	10,780	1,598	1,034	558	1,592	1,550	487	2,037	1,372
1937	11,479	1,857	1,163	612	1,775	1,887	354	2,241	1,261
1938	11,166	1,942	1,185	319	1,504	2,011	204	2,215	1,226
1939	11,828	2,211	1,221	833	2,054	2,142	222	2,364	1,330
1940	13,035	3,205	1,208	561	1,769	2,357	244	2,601	1,503
1941	14,348	2,505	1,352	1,884	3,236	2,575	314	2,889	1,490
1942	15,646	2,163	1,020	3,351	4,371	2,585	313	2,898	1,288
1943	17,326	2,077	1,128	4,330	5,458	2,700	177	2,877	1,193
1944	18,280	2,082	1,162	4,815	5,977	2,688	360	3,048	1,154
1945	18,371	2,121	1,314	4,499	5,813	2,832	481	3,313	1,315
1946	18,583	3,361	1,422	2,606	4,028	3,242	596	3,838	1,424
1947	21,168	3,362	1,608	2,640	4,248	3,786	998	4,784	1,583
1948	23,693	3,937	1,771	2,808	4,579	4,017	1,380	5,397	1,642
1949	25,074	3,998	1,893	2,634	4,527	4,244	1,737	5,981	1,698
1950	28,003	4,851	1,970	3,890	5,860	4,591	1,777	6,368	1,742
1951	31,165	5,161	2,245	5,132	7,377	5,113	1,920	7,033	1,801
1952	33,343	5,343	2,677	5,086	7,763	5,693	2,095	7,788	1,783
1953	35,528	5,721	3,106	5,641**	8,747**	5,840	2,226	8,066	1,746

Year	UTILITY PROPERTY INVESTMENT (Thousands of Dollars)				CAPITALIZATION AT DECEMBER 31 (Thousands of Dollars)			
	Start of Year	Additions	Retirements	End of Year	Long-Term Debt	Preferred Stock, Including Premium	Common Stock and Retained Earnings	Total Capitalization
1927	\$ 56,051	\$ 584*	\$ 128*	\$ 56,507	\$30,024	\$12,000	\$13,256	\$ 55,280
1928	56,507	746	930	56,323	30,023	12,000	13,851	55,874
1929	56,323	2,581	664	58,240	30,000	12,000	14,329	56,329
1930	58,240	5,717	1,275	62,682	38,000	12,000	14,304	64,304
1931	62,682	8,966	1,014	70,634	38,000	14,240	16,412	68,652
1932	70,634	840	1,764	69,710	38,000	14,250	13,655	65,905
1933	69,710	422	613	69,519	38,000	14,250	13,463	65,713
1934	69,519	707	716	69,510	37,509	14,250	16,244	68,003
1935	69,510	912	791	69,631	37,509	14,250	15,551	67,310
1936	69,631	1,352	1,221	69,762	37,509	14,250	15,354	67,113
1937	69,762	3,098	876	71,984	37,509	13,809	15,760	67,078
1938	71,984	2,673	1,306	73,351	37,400	13,809	15,980	67,189
1939	73,351	1,553	1,204	73,700	37,430	13,809	16,341	67,580
1940	73,700	2,021	1,100	74,621	37,560	15,071	16,350	68,981
1941	74,621	3,746	1,265	77,102	36,790	15,071	16,848	68,709
1942	77,102	2,140	738	78,504	38,020	15,071	6,920***	60,011***
				24,101***				
				54,403				
1943	54,403	522	832	54,093	37,250	15,071	7,405	59,726
1944	54,093	813	514	54,392	36,480	15,071	7,896	59,447
1945	54,392	2,219	710	55,901	35,710	15,071	8,315	59,096
1946	55,901	5,775	345	61,331	37,140	11,362	12,946	61,448
1947	61,331	7,872	599	68,604	36,670	15,442	18,606	70,718
1948	68,604	14,190	1,135	81,659	44,200	15,442	20,335	79,977
1949	81,659	12,302	796	93,165	52,261	15,340	22,356	89,957
1950	93,165	7,895	1,140	99,920	51,804	15,262	24,363	91,429
1951	99,920	13,990	1,243	112,667	57,351	15,262	31,736	104,349
1952	112,667	15,045	1,356	126,356	56,319	18,262	40,325	114,906
1953	126,356	15,641	1,106	140,891	65,695	18,262	42,362**	126,319**

*For 11 months following Jan. 31, 1927 start of operation of Indianapolis Power & Light Company.

**Includes \$320,000 appropriated for deferred federal income taxes.

***Adjustment due to original cost determination Dec. 31, 1942.

ELECTRIC RATE REDUCTIONS INDIANAPOLIS POWER & LIGHT COMPANY

Annual effect of reductions in the principal classifications of service, based on service used in the year ending with the effective date of the change.

Year	Residential	Commercial	Industrial	Total
1927	\$ 51,000	\$ 67,000	\$ 55,000	\$ 173,000
1931			56,244	56,244
1932	97,173	6,343		103,516
1933		3,752	27,587	31,339
1934	211,058	163,938	98,095	473,091
1935		16,494	6,000	22,494
1936	1,000		3,000	4,000
1937	429,459	65,498	44,424	539,381
1938	193,083	249,630	2,806	445,519
1939	169,112	19,495	32,469	221,076
1940		37,019	3,689	40,708
1941			12,221	12,221
1943		237,803	54,979	292,782
1944			19,062	19,062
1946	415,746	310,105	9,725	735,576
1948			9,641	9,641
1951	12,896	4,101	153,026	170,023
TOTAL	\$1,580,527	\$1,181,178	\$ 587,968	\$3,349,673

RESIDENTIAL ELECTRIC SALES INDIANAPOLIS POWER & LIGHT SYSTEM

Year	Average USE per Customer	Average PRICE per Kilowatt-Hour
1927	359 kwh*	6.871 cents*
1928	425 "	6.749 "
1929	473 "	6.656 "
1930	505 "	6.561 "
1931	532 "	6.422 "
1932	549 "	6.242 "
1933	544 "	6.138 "
1934	572 "	5.630 "
1935	634 "	5.374 "
1936	708 "	5.036 "
1937	783 "	4.471 "
1938	875 "	4.037 "
1939	954 "	3.716 "
1940	1,051 "	3.580 "
1941	1,110 "	3.534 "
1942	1,156 "	3.486 "
1943	1,208 "	3.433 "
1944	1,276 "	3.391 "
1945	1,347 "	3.336 "
1946	1,439 "	3.140 "
1947	1,550 "	2.981 "
1948	1,699 "	2.892 "
1949	1,811 "	2.824 "
1950	2,003 "	2.727 "
1951	2,267 "	2.624 "
1952	2,478 "	2.563 "
1953	2,719 "	2.501 "

*For 11 months following Jan. 31, 1927 start of Indianapolis Power & Light Company operation.

INDIANAPOLIS POWER & LIGHT SYSTEM AND PREDECESSOR COMPANIES*

ELECTRIC SALES, CUSTOMERS, PEAK DEMANDS					COAL REQUIREMENT					ELECTRIC SALES, CUSTOMERS, PEAK DEMANDS					COAL REQUIREMENT				
Total Electric Sales (Thousands of Kwh.)	Total Customers (Dec. 31)	Peak Demand (Kilowatts)	Tons of Coal Used	Average Price Per Ton		Total Electric Sales (Thousands of Kwh.)	Total Customers (Dec. 31)	Peak Demand (Kilowatts)	Tons of Coal Used	Average Price Per Ton		Total Electric Sales (Thousands of Kwh.)	Total Customers (Dec. 31)	Peak Demand (Kilowatts)	Tons of Coal Used	Average Price Per Ton			
1914	45,888	40,113	19,000	243,392	\$1.58	1934	278,753	108,458	72,100	346,046	\$2.50								
1915	51,426	41,647	18,800	253,460	1.49	1935	315,269	112,862	82,150	397,417	2.59								
1916	68,207	46,822	25,600	270,855	1.53	1936	368,408	119,059	94,750	469,978	2.66								
1917	94,560	51,163	33,500	375,591	2.18	1937	418,218	122,671	95,000	618,299	2.49								
1918	102,005	54,767	36,000	375,511	2.70	1938	404,309	123,238	104,900	567,371	2.36								
1919	116,215	60,693	40,900	380,821	2.99	1939	466,140	127,147	123,300	578,363	2.20								
1920	149,202	67,651	43,800	472,587	3.61	1940	533,649	131,405	134,700	655,519	2.31								
1921	147,658	72,925	46,700	431,055	3.99	1941	636,759	136,737	151,300	745,567	2.61								
1922	176,979	80,055	57,600	466,976	4.04	1942	736,573	140,574	163,800	800,013	2.65								
1923	208,375	89,323	61,500	541,440	3.36	1943	930,349	141,806	188,000	988,197	2.91								
1924	221,374	95,208	78,900	515,317#	3.10	1944	999,983	142,619	200,000	1,054,026	3.02								
1925	244,863	99,298	95,100	465,104#	2.91	1945	930,097	144,218	200,000	994,844	3.14								
1926	264,708	106,032	99,700	473,447#	2.90	1946	864,708	148,420	202,000	931,230	3.50								
1927	259,038**	104,707**	71,800**	490,393	2.96	1947	996,840	153,438	233,000	1,063,077	4.31								
1928	284,969	107,768	76,600	502,776	2.56	1948	1,125,322	160,038	246,000	1,144,807	5.38								
1929	313,137	111,477	81,500	504,190	2.49	1949	1,176,990	165,654	265,000	1,116,490	5.51								
1930	306,104	109,529	80,700	432,912	2.60	1950	1,340,975	172,113	313,000	1,183,548	5.68								
1931	294,413	108,326	76,500	379,726	2.64	1951	1,583,410	177,611	350,000	1,333,067	5.71								
1932	262,255	104,062	69,900	325,079	2.58	1952	1,722,873	181,779	370,000	1,377,593	5.71								
1933	255,159	104,874	64,000	313,324	2.42	1953	1,872,283	186,808	404,000	1,386,430	5.55								

*Figures for 1914 to 1926 are combined totals of Indianapolis Light and Heat and Merchants Heat & Light companies. Earlier figures not available.

**Certain areas served by Merchants Heat & Light Company outside Marion County were not acquired by Indianapolis Power & Light Company in 1927 merger.

#Coal requirement of Merchants system reduced by power purchases.

