



— TOP PRIORITIES —

Business owners, legislators weigh in on 2018 session

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David Zrostlik

ABI Chair

Stellar Industries, Garner

In last month's edition of Business Record Iowa, I noted ABI was busy during the past 12 months providing services, events and value that benefit your company's bottom line. While 2017 was a busy year at ABI, successful organizations are always looking ahead. The 2018 session of the Iowa General Assembly is something to which we should all look ahead. This edition of ABI's monthly journal is focused on the upcoming session and on issues that will be considered by the Iowa Legislature this year.

You have heard me say that here at Stellar Industries, our people make the highest-quality and most innovative products in our industry. But they also participate in our community and in our state.

We know our legislators, and we invite them into our plant often. We appreciate their public service, and we follow their votes. We know they want to grow Iowa, and we know that will be a focus of the 2018 session. You can

learn more about legislative plans in this edition of Business Record Iowa.

Not just during session, but all year long, one great resource for objective, nonpartisan information about the candidates and issues is found at IAVOTES.com. IAVOTES.com is ABI's award-winning voter resource and issues website.

Go to IAVOTES.com to find legislator voting records and learn about issues. You can also find information about your local officials and a great deal of other data.

Finally, by the time you read this, ABI will have held its second-largest annual event, the association's annual Legislative Briefing and Reception. Over 500 Iowa businesspeople and elected officials will have participated. The largest annual event is the annual conference. The 2018 ABI Taking Care of Business Conference will be held in Greater Iowa City on June 5-7. See you there!

The Myth of Multitasking

Of all the beliefs people hold about millennials, the one touted as a great strength is their ability to multitask. Employers seem to covet this ability. After all, doing two things at once must be better than doing one thing, right? It seems so logical.

One of the most enduring myths around personal efficiency and time management is multitasking saves time. Evidence of the widespread belief in this myth comes from the more than six million webpages offering strategies about how to multitask.

But the research does not support this myth. Multitasking actually slows people down and leads to errors and increased stress.

In his book *The One Thing*, Gary Keller sites a 2009 study conducted by Clifford Nass, a professor at Stanford University, designed to determine what made for a great multitasker. The 262 test subjects were divided into two groups. One was made up of high multitaskers. The other was low multitaskers. The assumption was the multitaskers would outperform the other group.

Nass was wrong. It turned out the high multitaskers were outperformed on every measure. While they were all convinced they were great at doing two things at once, the research clearly showed they were lousy at it.

When you try to do two things at once, you either can't do it or you won't do either task as well. It is a recipe for losing efficiency and effectiveness. Why? Your brain is hardwired to focus on one thing at a time.

Does trying to read the news crawl at the bottom of the television screen while attending to the main program frustrate you? Do you get engaged in the interview and then catch a glimpse of "...dead at 21"? Do you spend the next 20 minutes trying to figure out who died?

But, can't you walk and chew gum at the same time? Yes, but there's no channel interference. Two different parts of the brain are used for those two activities. Walking and carrying on a conversation is a breeze on familiar terrain. If you were walking over treacherous terrain, the

conversation would stop so you could concentrate. Similarly, you can drive your car while listening to music. Until you find yourself driving in a blinding storm, and then the noise is a distraction. The unconscious activity of driving becomes conscious because of the danger. You must focus.

Can we do two things at once? On the condition one of the things is habitual and unconsciously done (not requiring creative or cognitive thought).

Many of the things we try to do at the same time use the same part of the brain. For example, e-mailing and talking on the phone both use the communication center. When we try to do both activities at the same time, we miss something. When we try to read the scrolling updates at the bottom of the television screen while also listening to the interview, we miss something. When we're working on an expense report and a colleague drops by to talk about a business problem, the relative complexity of those two tasks makes it difficult to jump back and forth. This takes a toll on productivity.

What do multitasking and interruptions cost? It depends on the complexity of the tasks. Researcher Dr. David Meyer reports the time lost can range from 25 percent on simple tasks to more than 100 percent on complex tasks.

Multitasking also takes a toll on relationships. When we attempt to listen to a loved one while also checking our device for messages, the other party realizes he or she doesn't have our full attention, and the cost goes beyond lost efficiency—relationships also suffer.

All of us can quickly enjoy improvements in productivity, decreases in errors and reductions in stress by applying this insight to our lives.

When two activities demand your complete attention, choose one. The next time you find yourself reading an email while talking on the phone, checking your device in a meeting, completing a puzzle while interacting with your kids or reading PowerPoint slides while listening to a speaker, pause and remind yourself to focus on one task at a time.

EXPERT ADVICE



Rowena Crosbie

is president of Tero International, co-author of "Your Invisible Toolbox: The Technological Ups and Interpersonal Downs of the Millennial Generation" and co-host of the show "Your Invisible Toolbox." Since 1993, Tero has earned a distinguished reputation as a premier research and corporate training company. Tero has been voted among the Best Training and Development Companies by readers of the Des Moines Business Record every year since the category was introduced in 2007.





Leadership Iowa Session III

The 2017-18 Leadership Iowa class met December 7-8 in Decorah for a crash course on education in Iowa. The group found themselves in the hallways of Decorah High School and on the campus of Luther College, where they were joined by experts on financing education in our state, innovative learning programs and current priorities in education. Participants gained insight into higher education and how local businesses and schools are developing partnerships across the state to provide new opportunities for our future leaders.



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CAPITOL BUSINESS



What to expect from ABI during the 2018 legislative session



Nicole Crain
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The legislative session began Jan. 8. As you have read in this column before, ABI serves as the Iowa business community's eyes and ears at the Capitol. The upcoming legislative session will be no different. I thought you might like to know what to expect from ABI during the session and also how you can be engaged in the policymaking process.

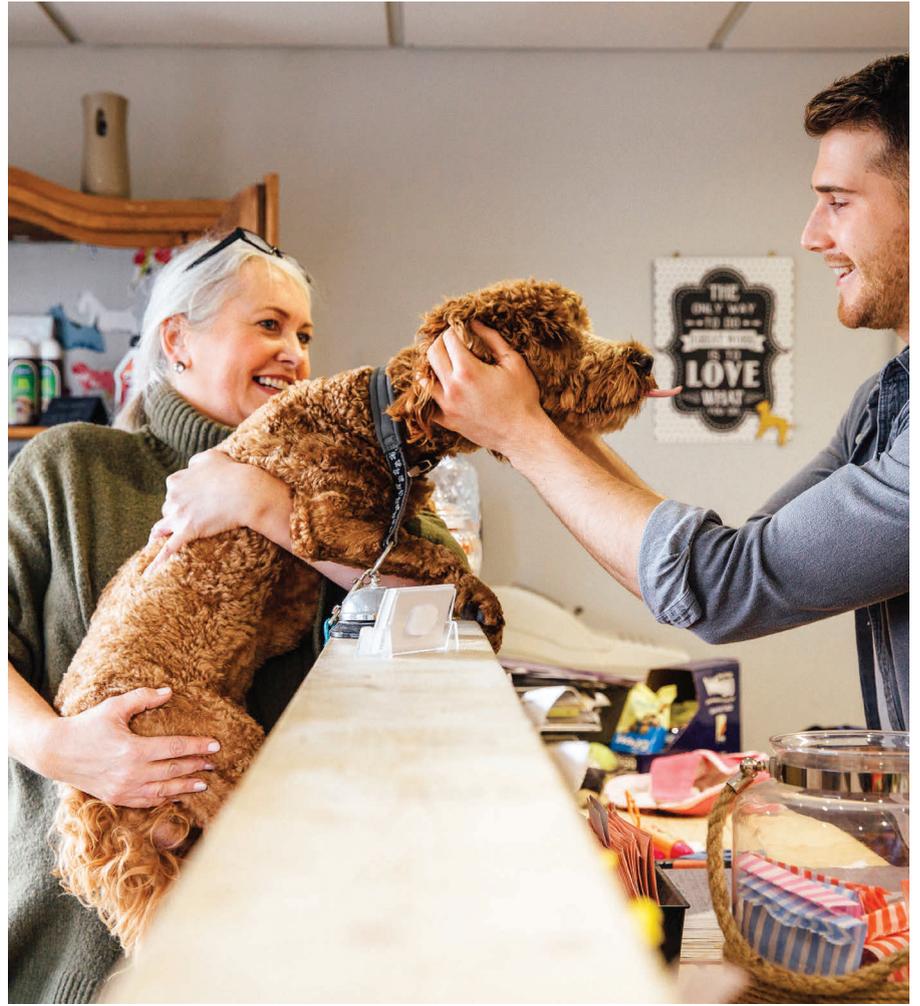
Three things to expect from ABI:

- 1. Round-the-clock coverage at the Capitol** – The ABI public policy team has followed this mantra for the last decade and will continue to do so: “As long as they are there, we are there.” ABI will be there for Iowa employers day and night. We will work to educate lawmakers about the impact various proposals will have on employees and employers statewide.
- 2. Weekly updates** – Each Thursday afternoon, ABI members will receive the Voice of Iowa Business e-newsletter. The newsletter will feature a summary of key issues ABI has engaged in on behalf of members during the week. The newsletter will be timely and in your email inbox before the end of the week.
- 3. Monthly conference calls** – ABI members also get up-to-date information on monthly conference calls, which are made possible by ABI member company support of the organization. These calls give specific information on bill status and provide members with an insiders' look into the legislative process.

Three ways you can get engaged:

- 1. Meet your local elected officials** – Iowa legislators are extremely accessible. In addition to weekend forums, legislators are willing to come to businesses and meet with employees and other businesses from their districts. The best way to educate legislators is to help them understand what you do and why your business is important to the Iowa economy. Invite them to your office, plant or construction site. Get to know them.
- 2. Attend Iowa Business Day on the Hill** – In addition to the ABI Legislative Briefing and Reception that kicks off the legislative session, ABI also partners with business organizations for Iowa Business Day on the Hill. This year, the event will be held on March 13 at the ABI office. Check out www.iowaabi.org for more details.
- 3. Make sure you receive ABI emails** – I know you receive a lot of emails from organizations you're a part of. However, if you want to stay up to date on the legislative happenings at ABI, make sure you read the Voice of Iowa Business newsletter on Thursdays. Also, when an email comes from Mike, Jessica, Brad or me, know it's related to a pending public policy issue and that we need your support. Please help us and reach out to your legislators when requests come from ABI.

We are honored to represent you and the hundreds of thousands of employees you employ throughout the state each and every day. You can expect us to work hard every day for you and for a better business climate. If you have a question about public policy, please email or call us. Our job is to represent you and be responsive to your questions and concerns. Thank you for your commitment to ABI and Iowa's business community!



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TOP PRIORITIES

Business owners, legislators weigh in on 2018 session

Business owners and legislators both hope the 2018 Iowa legislative session can tackle several key issues that they believe will make it easier and more attractive to conduct business in the state.

At the top of the list are tax reform and workforce.

"It's important we don't choose winners or losers, that we create a productive environment for those that generate wealth, whether it's ag or manufacturing, and create extra value," said Charles Sukup, president of Sukup Manufacturing in Sheffield.

Rockwell Collins in Cedar Rapids will closely monitor legislation and action in the areas of taxes, regulations and education, said Cindy Dietz, the company's director of business communications. United Technologies Corp. (UTC) has announced its intention to acquire Rockwell Collins, so the company is particularly mindful of any initiatives that could endanger the Iowa business landscape and make it less attractive to keep facilities or business within the state, she said.

Rockwell Collins wants to see a comprehensive overhaul of the tax system in the state – the first in more than 30 years – that takes into account the corporate and individual tax rate, tax credits, sales tax and more in order to better estimate revenue for a state budget, said Tom Stanczyk, the vice president of tax for the company.

"The end goal is to create a system that is sustainable, understandable and predictable," he said.

Iowa legislators also are closely monitoring the tax issue and say they plan to introduce legislation that will reform Iowa's tax code.

"We have the most complicated system in the nation," said Sen.

Randy Feenstra, a Republican from Hull who is chairman of the Iowa Senate Ways and Means Committee. "We rank 40th for state business climate and 49th in corporate tax. We believe, overall, we have to change the dynamic and make our state more competitive."

Feenstra said he wants to reduce both the individual and the corporate income tax percentages during the course of the next three to five years. He also wants to reduce the number of tax brackets Iowa has and eliminate the estate tax. He'd also like to see an increase in the standard deduction, so fewer people need to itemize their deductions, which he believes will make it easier for individuals to file their taxes.

Steve Boal, chief financial officer of Accumold in Ankeny, said the cost of taxes is one his company monitors very closely as it tries to increase its global footprint.

"For us to be competitive, we're looking at every cost and trying to control them, and taxes is one of those areas," he said.

The Iowa House of Representatives also plans to focus on tax reform, said Rep. Guy Vander Linden, a Republican from Oskaloosa who is chairman of the Iowa House Ways and Means Committee.

The entire Iowa tax system will be overhauled with the goals of making the state more competitive for businesses, simplifying taxes for all, and creating a stable and predictable tax system.

"It's got to be affordable for the taxpayer and the state," Vander Linden said. "We can't just do away with all taxes, but we don't want to tax businesses and individuals to death."

He'll propose lowering the corporate tax rate from 12 percent to 5 percent. His main reason is to encourage businesses that want to locate to Iowa but see the higher tax rate and are turned off.

Lowering the tax rate would bring more people to Iowa and help with the worker shortage the state is experiencing, said Kirk Tyler, chairman and chief executive officer of Atlantic Coca-Cola Bottling Co. in Atlantic.

State leaders need to make moves to be competitive with other states; however, leaders need to be mindful of eliminating tax credits, said Tyler, who added his company does not use tax credits.

"If another state does that's one of our neighboring states, they're going to take business away from us," he said.

Rockwell Collins uses tax credits to spur investment and drive innovation, Stanczyk said. UTC has research facilities in other parts of the United States and the globe. Once it acquires Rockwell Collins, it will look at where it's best to conduct business, and the tax credits will help keep business at facilities in Iowa, he said. Removing them will put Iowa in a less competitive position.

"We would advocate that everything needs to be looked at for its return on investment," Dietz said.

Dave Zrostlik, president of Stellar Industries Inc. in Garner, said businesses need to have the tax system in Iowa re-examined in order to be competitive. However, he said, business owners are realistic about the state's budget situation and realize not everything can be done that they'd like to see happen.

"We'd hate to lose the tax credits and not see the tax rate adjusted or any reform," he said, adding that his company uses research and development tax credits from the federal government to test new technologies and processes. Stellar Industries uses the credits to purchase experimental machines that might cost tens of thousands of dollars but end up not being used because they don't produce the right quality of work.

"That's the kind of work we have to do so we're always presenting the marketplace with innovative products," Zrostlik said. "We're asked to exceed the needs of our customers."

To help fill the gap of collecting fewer taxes, Feenstra and Vander Linden said legislators will examine the tax credits state officials give to businesses and determine whether they are worth the investment and eliminate those that aren't. Vander Linden said any changes in taxes would be a combination effort – if tax credits are eliminated, the tax rate would drop to make up the difference.

Feenstra said he also wants to consider what he called "modernization of the sales tax" and include the internet and downloaded services among those items that are charged a sales tax.

"We will be looking at those to create more income," Feenstra said.

Tax credits such as those given to the ethanol or biofuels industries or for research and development would stay, he said, to protect those industries and the price of commodities and to encourage research jobs to come to Iowa.

"There are some areas you have to have tax credits because they help things," Feenstra said. "Those items (such as ethanol or biofuel), if you don't have them, it directly affects the market."

Another area of tax law that needs clarification is in the area of sales and use tax and who is responsible for paying it and ensuring it's not taxed twice. Sukup is a producer of bins for grain drying and storage, and says there are questions on whether their dealers need to be charged sales tax, as well as how items such as agriculture equipment and grain bins and dryers should be taxed.

"There's rules that if it's portable they don't, and then other things are applied and sometimes a use tax has been applied," Sukup says. "It's been a very confusing and frustrating experience and too much individual discretion of whoever is looking at it."

The Iowa Association of Business and Industry has named workforce issues its No. 1 legislative priority heading into the 2018 session. Many ABI members agreed they experience challenges finding qualified workers and need the assistance of state government to support programs that train workers and educate youths and adults about areas of Iowa's workforce that are in demand of workers.

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Feenstra said this is a top issue that legislators will tackle in 2018. "This is the No. 1 problem in our state, No. 1 problem in business," Feenstra said. "We have a huge job shortage and a mismatch of talent versus the job skills that are out there; the job skills versus what employers are looking for."

Iowa's legislators need to work with the state's community colleges to ensure there are training programs for the skills needed for the jobs that are available in the state, he said. At the high school level, he wants the Legislature to work with school district leaders to ensure students receive the education they need to go straight into the job field or to a community college to receive further training.

"Our top priority is to figure out ways to get people matched up with the skills," Feenstra said.

Workforce is a big issue, and regulations are the biggest obstacle for Atlantic Bottling, Tyler said. The company has had difficulty retaining workers, specifically in the area of truck drivers because of regulations that lump the company's drivers with over-the-road truck drivers and require them to have the same tests such as one for sleep apnea.

The majority of Atlantic Bottling Co.'s drivers drive stop-to-stop and make numerous deliveries in one day, he said. Regulations require drivers of a certain body-mass index and neck size to undergo a sleep apnea test, which can cost about \$350. This can limit the type and number of qualified applicants for driver positions, Tyler said.

"Our drivers don't have time to get tired," he explained. "They go five miles, get out, make a delivery and move. Those kinds of regulations hinder the available workforce."

He continued: "I tell elected officials they are one of the biggest obstacles in hiring qualified people. It's the undue regulations. It hurts certain parts of the workforce."

Zrostlik said Stellar Industries has an aging workforce with employees who are in key positions mostly in their 50s.

"We need to prepare today to find younger people to fill those shoes 10 to 15 years down the road," he said. "We are trying to prepare ourselves. There aren't a lot of younger people who want to come into advanced manufacturing."

This is why efforts such as Elevate Iowa, a program that promotes advanced manufacturing in the state, and the Iowa STEM (Science, Technology, Engineering and Mathematics) Council are important to introducing young students to careers in these fields, he said. It's important the Legislature continue to authorize money to promote these efforts, as well as general kindergarten through 12th-grade programs that support strong reading skills, and Iowa's community colleges and their training programs that support skills needed for today's jobs.

"We would like to see the governor and the Legislature address adequate funding for community colleges, so they can continue their role to prepare future workforce locally," Zrostlik said. "Those people who attend community college tend to stay local, and that's the kind of people we need to fill the workforce."

Rockwell Collins has had great success recruiting students from Iowa State University and other Iowa colleges as interns and then hiring about 70 percent of those individuals for full-time employment, Dietz said. It's important that the Iowa Legislature continue to allocate money to Iowa's colleges and universities to ensure they produce the most educated and skilled students for Iowa companies to hire, she said.

There is a need, Dietz said, to have more training programs and to invest in programs such as Future Ready Iowa to teach the skill sets needed for midcareer specialists such as systems engineers or



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software engineers who work in specific areas, and to have more companies in Iowa that employ these types of workers. In the past, the state had a strategy for growing industry sectors, and aerospace was one of those areas, she said.

Part of the difficulty in recruiting these individuals is the fact that Rockwell Collins is one of the few employers for this type of work in the state, Dietz said, so qualified workers are often recruited from outside the state and don't want to relocate because of limited options. These jobs are often filled because employees can work remotely.

The Legislature can assist with the workforce shortage by supporting educational programs that give manufacturers the ability to show even the youngest of students the different types of jobs that manufacturing can offer, from welding to painting to computer controls — none of which are boring, dirty jobs that many associate with manufacturing, Sukup said.

"You have to wake up the youth to let them know there are opportunities there and make some strides," he said.

Boal with Accumold said there is a struggle to recruit workers in the areas of tool and die, and automation that involves robotics and electronics. He said he'd like to see the Legislature re-evaluate which education programs make the biggest difference and increase the state's investment in those areas. His company is supportive of job training and retraining programs, STEM initiatives and efforts to introduce younger students, parents and others to the high-tech manufacturing field.

Iowa companies have other individual priorities they'd like to see legislators address in 2018:

- Sukup Manufacturing wants the state's drug testing law to be made consistent with national law. Currently, state law

doesn't allow a driver with a blood alcohol level under 0.04 to be disciplined; however, federal law does not allow employees to drive and penalizes them if they test 0.02 or higher.

- In addition to addressing tax reform and workforce assistance, 3E (Electrical, Engineering and Equipment) would like to see a reduction in regulations that involve paper and fees for various filings in order to make it easier to conduct business, as well as help simplifying the lien notification process, said Dave Moench, the company's chief financial officer. He said a lot of time is spent sending letters for lien notices, and a system is needed that is more user-friendly and utilizes technology. 3E also wants the Legislature to use a local tax incentives program to encourage companies to purchase materials and services from local businesses. He also wants to see efforts to financially support public-private partnerships between businesses and community colleges/high schools to put worker programs in place to train people in the areas of information technology and cybersecurity.
- Atlantic Coca-Cola Bottling Co. wants the state's bottle deposit law revamped in order to increase curbside recycling, Tyler said, adding that the company's executives believe if the bottle deposit was removed, people would put their cans and bottles into their recycling bins, which would lead to their recycling more of other products and packaging too. "If they're going to put cans and bottles in there, they will think about the other things that can be recycled," he said. "There are other things that can be recycled. A lot of other recyclables are going to the garbage."



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AHEAD OF THE CURVE

NEW YEAR, NEW OPPORTUNITIES: NOMINATE NOW FOR ABI FOUNDATION PROGRAMS

The beginning of each new year often brings with it an innate desire to make positive changes. This might mean joining a gym, signing up for a class, volunteering for a non-profit or simply reconnecting with an old friend. No matter your definition of change, this time of year is always a fresh reminder to continue to explore new ways to better yourself, your community and those around you.

The ABI Foundation provides a fantastic opportunity for individuals across the state to make a real difference in the lives of others in this new year. What's even better — this comes at no cost, takes very little time and can make a tremendous, lifelong impact.

The ABI Foundation is currently accepting nominations for its 2018-19 programs: Leadership Iowa, Leadership Iowa University and Business Horizons. These programs have a strong history of positively affecting individuals, workplaces, schools and communities statewide by helping individuals recognize the value of working and living in Iowa and creating a strong pipeline of civically engaged leaders focused on making a difference in their communities.



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LEADERSHIP IOWA

Leadership Iowa is the state's premier issues-awareness program designed to educate, inspire and grow a network of informed leaders and encourage ongoing civic engagement to create a better future for all Iowans. The 2018-19 Leadership Iowa program begins in October and runs through June 2019. The class gathers for eight sessions throughout the state where they learn about important issues facing Iowa and meet the leaders tackling those issues head-on. Learn more and nominate individuals at www.LeadershipIowa.com.

Who to Nominate: Great candidates for this program are current or emerging Iowa leaders with any professional background living in Iowa. Candidates should be eager to learn more about our state and have a passion to make a difference in their workplace, community and beyond. Nominate a colleague, a mentor, a community leader or even yourself for this unique experience. This is the only ABI Foundation program where candidates must first be nominated to apply.

LEADERSHIP IOWA UNIVERSITY

Leadership Iowa University is a professional and personal development program for college student-leaders. Throughout their time in the program, participants are

connected with top Iowa professionals by way of networking events, engaging roundtable discussions, business visits and a mentorship with a professional in their desired field. Students have the opportunity to explore top industries, as well as career opportunities, in our state. The 2018 program will take place Aug. 5-9 in Des Moines and surrounding areas. Learn more and nominate college students for this year's program at www.LeadershipIowaUniversity.com.

Who to Nominate: Leadership Iowa University is open to all students currently attending an Iowa college or university pursuing any area of study. Participants in the program tend to be "big-picture" thinkers who see positive advantages in new opportunities. Nominees should be open to learning more about Iowa and career opportunities, developing their personal and professional skills, and making new connections.



BUSINESS HORIZONS

Business Horizons is a weeklong action-packed program for Iowa high school students. Students from across the state team up to launch a mock business, navigate a variety of competitions and challenges, build upon their leadership skills, and develop the valuable 21st-century skills imperative for success in today's workplace. Students hear from dynamic speakers, connect with Iowa professionals and make lifelong friends throughout this fast-paced program. The 2018 program will take place July 15-19 at Central College in Pella. Learn more and nominate high school students for this year's program at www.BusinessHorizonsIowa.com.

Who to Nominate: Business Horizons is a perfect opportunity for all Iowa high school students (grades 9-12), regardless of career interests, who want to apply their knowledge to hands-on, real-world projects, enhance their leadership or teamwork skills, explore career options, or simply take part in a unique experience with new friends. Business Horizons is excellent preparation for college and beyond and looks great on resumes and college applications.



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LEGACY BUILDING

Are you working on the business...or just in the business?



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Running a successful business takes time, strategy and hard work. You may find yourself designing or manufacturing products, working with vendors, helping customers or managing employees. As a business owner, you'll eventually want to retire and enjoy the benefits of your hard work. As you approach that day, you want to have a solid exit plan in place so you're set up to successfully leave the business on your terms, set the minds of your employees and clients at ease, and help your successor take over with confidence.

Many business owners simply don't plan for their personal financial future or for the next generation's ownership. Some have kids ready to take over, so they assume the transition will take care of itself. Others simply avoid thinking about the day when they're no longer in control of the business they've diligently nurtured. Still others hesitate to jump into an arena they know little about.

You've put in long hours building your business, and your legacy, so that you can pass it on intact. Because no one knows what tomorrow will bring, now is the time to plan for that transition.

THREE KEY AREAS FOR PLANNING

Planning for the future generations of your business may seem complicated, with delicate decisions to make. Over the years you've held many roles in your business, and it's now time to add succession planner to the list. Think about these three planning categories designed to help you and your family work together to realize long-term planning goals:

- Succession strategies.
- Retirement income.
- Estate planning.

DEVELOP YOUR SUCCESSION STRATEGY

If you're like most business owners, you've not given much thought to how, when and to whom you'll transfer your business. Too often, your everyday business gets in the way of long-term planning. Someday, you'll leave your business, whether by a planned or unplanned event. Some transitions can be anticipated, like a planned retirement. Other events are less predictable, such as an untimely death or disability. Being prepared for both with a formal succession plan increases the next generation's chance of success.

It's important to make plans to exit your business on your terms — no matter what the circumstances are. This planning can help protect you and your family under many contingencies: retirement, death, disability, personal bankruptcy or even a

divorce. Key items to consider include 1) to whom will you sell or transfer the business, 2) when do you want to transition, 3) how much will you sell for, and 4) where will the funding come from and what will the payment terms be.

RETIREMENT INCOME

We get it — retirement could mean slowing down, not walking away. You'll still be involved, but with a different role. The next generation will be doing more, and earning more from the business. Planning ahead can help you buy back your time and do those things you've likely put off while you were tied to the day-to-day (like that vacation you've promised yourself).

Your business will likely play a key role in providing your income during retirement. Diversifying your income source based upon timing and income tax characterization can be beneficial. Key items to consider include 1) how much will I net from the sale of my business, 2) what retirement income sources will I have, 3) will those sources be enough to meet my retirement income goals, and 4) what is the tax impact to my retirement income from each source.

LEGACY AND ESTATE PLANNING

Deciding where your assets go when you are gone is a tough, and important, decision to make. You're the only one who can decide what's fair. But doing it now allows you to gather input, explain decisions, equalize your estate and leave a plan that's easy to execute without unnecessary tax burdens. Numerous effective techniques are available to successfully protect and transfer your assets. Key items to consider include 1) who do I want to leave my assets to, 2) how do I protect my assets while I am alive, 3) do I want to be fair or equal to my heirs, and 4) do I have an estate tax liability, and if so, how will it be handled.

TEAM OF ADVISERS

No single adviser can counsel you on all the components of a solid exit plan — it is up to you to create and develop your team. The proper team of advisers will help you with your transition planning so you can successfully leave the business on your terms and perpetuate your business through the next generation. The importance of planning can't be overstated — we've all seen or heard about what a lack of planning does to businesses, families and employees. Surround yourself with the right people who will help you spend time working on the business, not just in the business.

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