



A NEW SLATE:

*Iowa businesses lay out priorities
for 2019 legislative session*





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The Iowa Association of Business and Industry (ABI) is the voice of Iowa business. It is Iowa's oldest and largest business network, representing 1,500 businesses that employ more than 333,000 Iowans. ABI benefits members by advocating on their behalf at the statehouse, connecting them with decision-makers to share ideas and services, offering solutions and best practices for issues that affect their businesses and developing our state's business and civic leaders.

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A VIEW FROM THE TOP



David Bywater

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An Inside Look at the 2019 Legislative Session

While 2018 was a busy and productive year at ABI, successful organizations are always looking ahead. One of the things ABI is looking ahead to is the 2019 session of the Iowa General Assembly. This edition of ABI's monthly journal is focused on the upcoming session and on business issues that will be considered by the Iowa Legislature this year.

We know our legislators and we engage with them often. This includes inviting them into our plant. We appreciate their public service and we follow their votes. Our purpose is to make sure they understand the impact of policy changes on our business. We know they want to grow Iowa and that will be a focus of the 2019 session. I hope you follow these practices, too.

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 information about candidates, see candidate videos and learn about issues. You can also find information about your local officials and a great deal of other data and information.

Finally, in just a few days, ABI will hold its second largest annual event, the association's annual Legislative Briefing and Reception. Over 500 Iowa business people and elected officials will participate. ABI's largest annual event is the annual conference. The 2019 ABI Taking Care of Business Conference will be held in Ames June 4-6. See you there! ■

EXPERT ADVICE

Goal Setting and Planning Strategies for Executives

Goal setting and planning strategies provide focus and direction to executives, business leaders and managers to make their organizations successful and productive. These strategies are vital tools and skills that, once acquired, can help accomplish the vision and mission of their organizations. They can help answer questions such as what do they need to achieve? Where do they want to take their organization in the years to come? Goals and planning strategies can also be effectively used by executives to formulate their policies and procedures for successful business ventures.

What are Goals?

Social sciences literature provides a vast amount of definitions and guidelines to set up goals. According to the Business Dictionary, goals are, "an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe." Webster's Dictionary defines goals as "the end towards which all effort is directed." Achieving end results is the essential criteria for setting goals based on these definitions. The common theme is that goals are

“
EFFORT AND COURAGE ARE
NOT ENOUGH WITHOUT
PURPOSE AND DIRECTION.
John F. Kennedy

future-oriented activities that lead to specific, tangible and measurable results.

Planning Strategies for Setting Goals

A careful and well thought out planning strategy is vital for success. It serves as the blueprint for all activities to be accomplished and implemented. The importance of planning is indicated in most any article around goal setting and planning. Some suggestions are as follows:

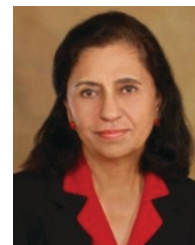
- Establish policies and plan: List the specific and detailed activities to be taken at various stages to implement the goals.
- Communicate and collaborate with employees and significant others to make sure that everyone is on-board and working for the same target.
- Set a timetable: Deadlines or target dates for each step of the plan should be elaborated and fixed.
- State each goal in positive rather

than in negatives statements. It is easier to say, "accomplish these tasks," rather than saying, "do not make these stupid mistakes."

- Write them down, communicate them and prepare a flow chart of actions or activities to be taken.
- Assign responsibilities, delegate tasks and make sure members are accountable to perform their roles.

Conclusion

Goal setting and planning strategies are important to consider for any business or organization's success. When goals succeed, so do executives and their businesses. For methods of goal setting and more planning strategies, go to www.tero.com/articles/goal-setting-planning.php. ■



Harwant Khush, Ph.D.

Research Consultant, Tero International





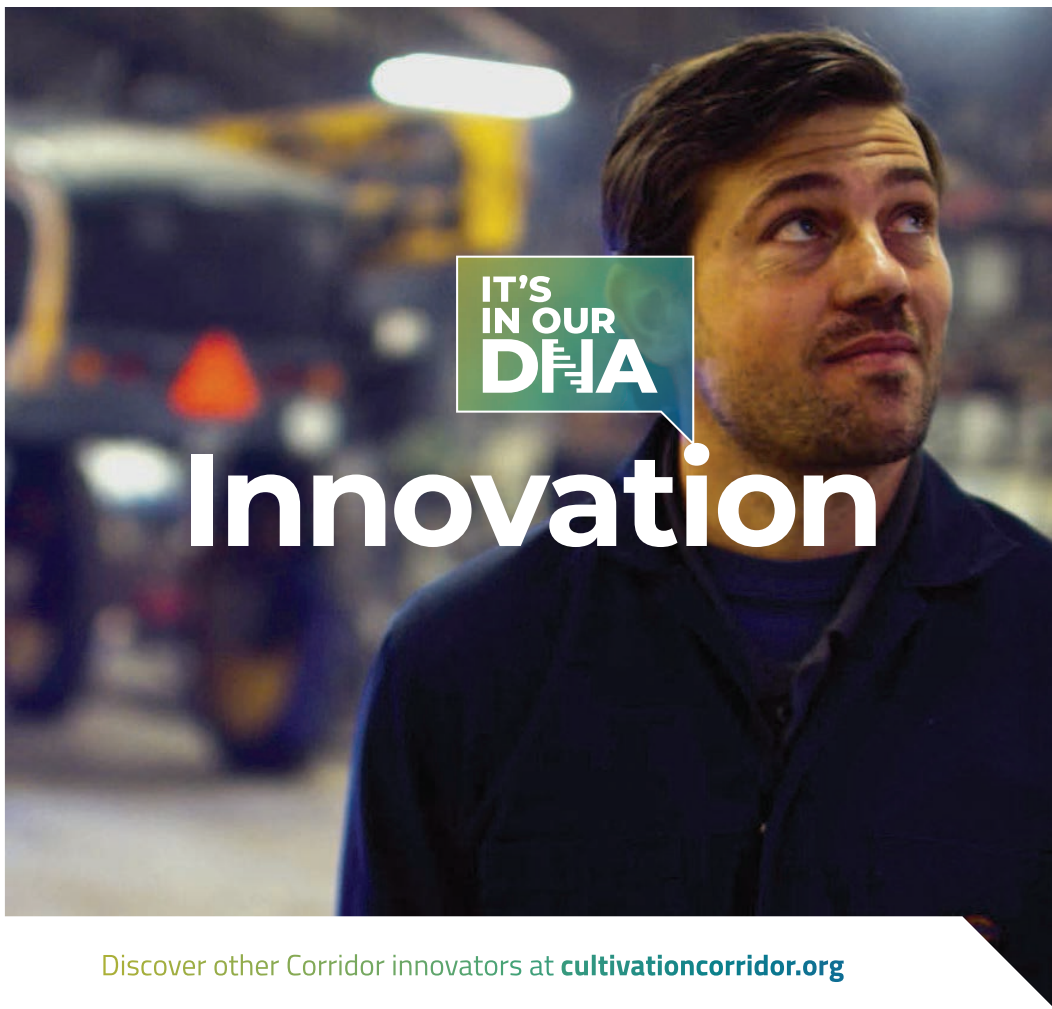
EVENT REWIND

Leadership Iowa Session III

December 6-7 | Oskaloosa

The Leadership Iowa class took on Oskaloosa on Dec. 6 and 7 for its third session of the year. The class spent two days in town discussing the topics of business/industry and workforce, hearing from business leaders and touring companies like Clow Valve Company, Interpower Corporation and Musco Lighting. The group was joined by a variety of guests who discussed topics that included common challenges across Iowa industries, companies with a global impact, workforce challenges and demographics, and initiatives in Iowa to assist with workforce issues.





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Dr. Berni del Campo arrived in Iowa's Cultivation Corridor in 2006 after landing an internship at DuPont Pioneer. While pursuing a PhD at Iowa State University, he found access to tools, resources, friends, collaborators and experts that helped him launch Advanced Renewable Technology International (ARTi), an innovative manufacturer of biochar, a biomass-based soil additive and water filtration medium.





A NEW SLATE:

Iowa businesses lay out priorities for the 2019 legislative session

The 2019 legislative session is fast approaching — the first day is Jan. 14 — and businesses and politicians are gearing up for a fresh five-month decision-making stretch.

Gov. Kim Reynolds — the first woman to be elected to the position — will be leading a Republican-controlled Legislature, which held its majority after the midterm elections in November 2018. During the past two years, the GOP-controlled Senate and House focused on “pro-business” legislation, emphasizing economic growth through tightening the tax code and other initiatives. That figures to be the case heading into 2019, as many Republicans continue to tout their pro-business ideas ahead of the session.

“Iowa has been going in the right direction,” said John Riches, community relations manager at Arconic, a metal manufacturing company with operations in the Quad Cities. “Gov. Reynolds and Gov. Branstad before her have been trying to make sure the

rules and regulations in Iowa are not more restrictive than federal regulations, and I think that’s helpful.”

Iowa businesses have their own priorities to push in 2019 as well, with many bringing up a topic that has become all too familiar over the years: the need for a bigger workforce.

Workforce continues to be an issue

The Iowa Association of Business and Industry (ABI) again named workforce as its No. 1 priority for the 2019 session, and it’s no surprise. Unemployment has hovered above 2 percent in Iowa, marking some of the lowest rates in about two decades, and population in rural parts of the state continues to dwindle.

But in 2018, the Iowa Legislature took a big step in developing the workforce, passing the Future Ready Iowa Act. By 2025, the legislation’s goal is for 70 percent of



Iowa workers to have education or training beyond high school, focusing particularly in the science, technology, engineering and mathematics (STEM) and manufacturing industries. Many employers around the state are encouraging legislators to pour more funding into the program in 2019.

“Workforce is a tremendous challenge for us in northwest Iowa,” said Lesley Bartholomew, senior manager of corporate communications for Wells Enterprises in Le Mars. The company is best known for its Blue Bunny ice cream. “We are definitely supportive of the Future Ready Iowa initiative and advocate for full funding to help build Iowa’s talent pipeline.”

Wells Enterprises, which makes a variety of ice cream products, has been privately owned throughout its 105-year history and has made Le Mars the “Ice Cream Capital of the World.” The company employs more than 3,000 people throughout the country, with the majority of them working in the two manufacturing plants in Le Mars.

While Wells Enterprises is the largest employer in the area, they have seen workforce struggles, too. Bartholomew said Plymouth County, where Le Mars is the biggest city, hasn’t seen population growth in more than two decades. She encouraged businesses to do their part in making a difference, partnering with local and state governments in encouraging workforce development and interest. Wells Enterprises also works with schools in the area to expose students to new career paths: supervisors, corporate-level jobs and especially manufacturing.

Manufacturing is one of Iowa’s largest industries, representing 18 percent of the state’s gross domestic product and 215,000 employees, but it has perhaps been hit the hardest by the low unemployment rate. Students in high school typically don’t see technical or advanced manufacturing as a viable career path. In reality, employers across the state are in need of these types of workers, and a career in the field can be lucrative.

“People don’t realize there are more than 200,000 manufacturing jobs in this state,” Riches said. “There are good-paying careers in manufacturing, whether the companies are large or small. And they are critical to Iowa’s future economic success. That’s something people need to remember and understand just how important the industry is to the state of Iowa.”

Arconic, which is headquartered in Pittsburgh but has a sizable operation in Bettendorf, employs around 2,500 people in Iowa. In the Bettendorf plant, the company has invested close to \$800 million in equipment and upgrades during the last few years.

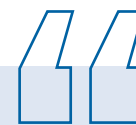
But Arconic is still in need of workers, particularly mechanical, technical and industrial engineers. They are also looking for industrial electricians. To combat the low unemployment, Arconic uses an apprenticeship program to develop interest in STEM-related fields. The company is also a big supporter of the Future Ready Iowa Act and Elevate Iowa, an ABI-led program promoting advanced manufacturing.

“We’ve been a supporter of Gov. Kim Reynolds for a number of years now and encourage her focus on STEM education and workforce development,” Riches said.

There’s also a push to continue funding for Enhance Iowa, a program run by the Iowa Economic Development Authority. The initiative aims to improve communities through recreational, cultural, entertainment and educational attractions. Bartholomew said it’s especially important in rural areas, where there isn’t the natural draw of bigger cities like Des Moines or Cedar Rapids.

“We know we have to build a quality of life in local communities in our state,” Bartholomew said. “That’s what attracts young people, so we need to continue to fund Iowa’s initiatives for trails, waterways, all of those things that are great for quality of life.”

Bartholomew is especially proud of a trails project in the works in Le Mars. The proposed PlyWood Trail is still in planning, but it would connect the cities of Le Mars, Hinton, Merrill and Sioux City. The project could use a mix of public and private funding.



THERE ARE GOOD-PAYING CAREERS IN MANUFACTURING, WHETHER THE COMPANIES ARE LARGE OR SMALL. AND THEY ARE CRITICAL TO IOWA’S FUTURE ECONOMIC SUCCESS.

John Riches, community relations manager, Arconic



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But even if population starts to grow in rural areas, there is a serious issue with affordable housing, particularly in rural areas. According to U.S. Census Bureau figures, almost 150 Iowa towns haven't added new housing since at least 2010. That has certainly been the case in Le Mars, where Bartholomew has pushed for housing tax credits to promote new developments in the area.

"Affordable housing is definitely a challenge," Bartholomew said. "Looking at how we can partner with the state, workforce housing credits are certainly helpful."

Utility providers push for safety measures, clarity

The Central Iowa Power Cooperative (CIPCO) oversees 13 member utility organizations across Iowa, representing about 300,000 residential customers and 50,000 business customers, which makes it one of the biggest utility providers in the state.

Based in Des Moines, CIPCO echoed concerns about workforce needs but also added some industry-specific priorities for the 2019 session. A real concern for utility companies is the amount of vegetation growing around power lines, especially in rural areas. This can cause serious issues during bad weather, when trees blow over and knock out power lines, causing outages.

Bill Cherrier, CEO of CIPCO, offered a 2017 Missouri ice storm as an example. Up to 4,000 power outages were reported, and some of them lasted for weeks.

"There were a bunch of trees that came down around lines, and if the vegetation management would've been handled like utilities want it to be handled, there wouldn't have been power outages," Cherrier said. "These weren't outages for a couple of hours. They were weekslong."

The problem lies in private property. Typically, utility lines run across private property lines, taking wayward paths. Without easements — permission to access private property for a specified purpose — utility providers can't venture onto private property and remove vegetation. CIPCO, along with other large power providers and the Iowa Association of Electric Cooperatives, hopes to make the process easier in 2019.

Another key priority for CIPCO in 2019 is clarifying rules regarding electric vehicle charging stations. With the rise of electric vehicles — about 1 or 2 percent of car sales are electric, but the sales numbers are expected to surpass traditional vehicles by 2038, according to Morgan Stanley projections — service companies and rest stops have begun building charging stations on interstates.

That has caused issues for utility companies, which are looking for clarity before growth explodes. The worry is that car charging services could enter a marketplace and undercut the existing providers in the community, violating Iowa Code. According to Iowa Code, utility providers have exclusive territories throughout the state. Car charging stations could be infringing on those rights in certain cases.

"The real issue is that the current utility companies have invested in all of the infrastructure," Cherrier said. "What it does is place the burden on the members, the customers or the state to provide the power, and we could end up with higher rates as a result."

There is a unique opportunity for Iowa to get ahead of this issue, said Kerry Koonce, manager of communications and public affairs at CIPCO. A current case before the Iowa Utilities Board — between the Iowa 80 Truckstop and Alliant Energy — raises the issue and may bring more clarity.

The leadership at CIPCO believes now is a good time to address the issue, before the electric car movement grows even larger.

"We're hoping we can move some sort of legislation forward," Koonce said. "We want everyone involved so we can come to an agreement and have peace and move forward with everybody. If we can be a leader in it, that's even better."

While CIPCO is trying to push ahead on the above priorities, it is also keeping an eye on any type of legislation affecting its reliability and safety.

"We're always paying attention to that," Koonce said. "It might not be introduced by the electric industry, but it might have an impact on us. Safety of our linemen and customers is important to us. And we have reliability that is second to none, and we don't want to lose that."

Cutting down rules, regulations

Some Iowa businesses are encouraging the Legislature to continue cutting down and simplifying regulations and taxes. They believe Iowa's tax cuts in May 2018 — the largest in the state's history — were a great first step.



But taking it even further is on the agenda for 2019.

"It was a great step forward when the Legislature tackled tax issues last year," Bartholomew said. "We were extremely excited to see that. But we still have a pretty complex tax system. So how can we simplify those and create some clarity for businesses across the state? It's just so complicated, and it's hard to explain it when organizations recruit companies to come here."

ABI agrees, and has made creating a competitive business climate — simplifying the tax code in particular — a priority for 2019.

General business deregulation is also on Arconic's list of priorities for the upcoming session. Getting rid of red tape and roadblocks is important for businesses to grow and expand in Iowa, potentially leading to future prosperity in the state.

"For us, it's holding the line on the cost of doing business, including rules and regulations that sometimes drive up costs," Riches said. "If you get too far turned the other direction, it can turn businesses to other places." ■

SUCCESSION PLANNING

Building Business Value: Strengthen and Harvest Your Company While Leaving a Lasting Legacy



Brian Crotty
Managing Director, HDH Advisors
bcrotty@hdhadvisorsllc.com

Business owners often ask us how to plan for their exit by building business value while keeping in control until they've achieved their financial goals.

The first step involves putting together a team of advisors to help meet your goals and answer questions that preserve your legacy.

Mark Wyzgowski, managing principal of CliftonLarsonAllen, shared from his firm's survey of over 1,000 business owners that 61% reported a transition event in the next 10 years, 55% had thought about it and 24% were totally unprepared. This tells us that most business owners are not doing enough to make sure their goals are met.

Building a legacy is different to every business owner and can include family financial strength, inheritance or philanthropic goals. The first step is understanding your true business value and building for a successful transition.

To increase business value for a successful transition, Jim Nalley, vice president of BCC Advisers, suggests understanding the 4 C's that drive value.

1. Human Capital – Talent
2. Customer Capital – Relationships
3. Structural Capital – Infrastructure
4. Social Capital – Harmony

Utilizing the four C's in business helps quantify two of the most important aspects of knowing what your business is worth. The first is maximizing your cash flow and/or EBITDA and minimizing your risk as compared to your industry peers, which raises the typical multiple of earnings applied to your company.

A common mistake that business owners make when thinking about creating a plan is that they focus more on the term "Exit" than "Execution." The overwhelming question that often arises is "Where do I begin?" Chawn Honkomp, business financial advisor for Focus OneSource, says every business owner has options:

1. Do nothing
2. Talk about your future
3. Create a written exit plan
4. Execute a business continuation program

We certainly don't encourage choice 1, but it is a choice too often made by today's owners. The next step is identifying and prioritizing your exit goals by setting up a time to talk to your most trusted advisor that can help put together your team of advisors.

Kevin Lentz, CEO of Performance Marketing, has advocated his own personal style of succession planning in which every year he meets with all his advisors at one time (valuation/accountant, estate lawyer, financial advisor, insurance agent) to ensure all his goals are on track and in place for a successful business ownership transition.

Planning for your exit maximizes value, minimizes risk and keeps you in control until you've achieved financial security. Unfortunately, the statistics tell us that most business owners are not as proactive as they should be and need to have these conversations before preserving a lasting legacy becomes an afterthought. ■



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CAPITOL BUSINESS



What to Expect from ABI During the 2019 Legislative Session



Nicole Crain
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The legislative session will begin on Jan. 14. 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 it was fitting to once again share with you 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." If the Legislature is in session, you can count on the ABI team to provide you information about what's happening at the Capitol. 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 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, Brad or myself, 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 climate to be an Iowa employer. 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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CALENDAR OF EVENTS



JANUARY 16

Legislative Briefing and Reception

Community Choice Credit Union Convention Center | Des Moines | 3:30 PM

JANUARY 16-18

Leadership Iowa

Des Moines | Topic: Government

JANUARY 25

Legislative Conference Call – ABI Members Only

Teleconference | 8 AM

FEBRUARY 15

Legislative Conference Call – ABI Members Only

Teleconference | 8 AM

MARCH 7-8

Leadership Iowa

Cedar Rapids | Topic: Public Safety/Security, Community Preparedness & Response

Visit www.iowaabi.org and click the “Events” tab for details on upcoming events.

GET TO KNOW

MEET OUR NEWEST ABI MEMBERS

Visit our newest members’ websites, and see what they’re up to:

Allegiant Travel Company | www.allegiantair.com

Ball Team LLC | www.buildwithball.com

The Buyosphere | www.theunsecretshopper.com

DLR Group, Inc. | www.dlrgroup.com

Earth Services & Abatement - Iowa Demolition | www.esasite.com

Raine Recruiting LLC | www.rainerecruiting.com

ZLR Ignition | www.zlrignition.com

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Learn more about how ABI membership could benefit
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AHEAD OF THE CURVE

2019: A Year for Partnership and Growth

2018 was a year of great strides in the discussion on workforce. Our state is working our way toward a plethora of solutions to rising needs and emerging skill gaps. We are developing our young people to be ready for the ever-changing workplace. We are bringing business, industry, education and community all to one table to discuss and begin to solve issues.

So what's the next move for workforce in 2019? If we want to keep up the momentum on providing quality workplace training for our students, and show them that they can and should put that experience to good use here in Iowa, then we've got to start these collective efforts early.

At the end of their week at Business Horizons, we ask our high school participants what it means to them to know that Iowa companies have donated funds and/or time to enable their Business Horizons experience. Here are few of their responses from 2018:

"It means a lot that they want to see the next generation change the world to make it a better place."

– Jaycie Gordon, Fort Madison

"It means that my peers and I are the future to those companies."

– Evan Paine, Clive

"It means that there is real potential for me in Iowa."

– Landon Wahe, Bondurant

"It was a revelation to me, just how much everyone cares about tomorrow's leaders and how important we are. I realized what I need to be doing and the work I need to put in moving forward."

– Sean Wilson-Bynoe, Fairfield

"It makes me feel needed and empowered to do my best for the future."

– Kate Landhuis, Clarinda

"It means that they believe in the students of Iowa."

– Cole Bisbee, Pella

These students, 15-18 years old, recognize the efforts organizations are putting forth to support them. They are smart, talented and looking for reasons to be "brand-loyal" to an Iowa company that they can work for in the future. Why not start cultivating that relationship early?

At the ABI Foundation, we are doing our part to spread the word about Iowa opportunities and connect education and industry through our Business Horizons and Leadership Iowa University (college) programs. Here are a few ways you and your company can use our programs as your first access point to future workers right now:

- 1. Offer these opportunities to your employees.** Holistic support creates long-term employees and legacy adds to influence. Show your support of your employees and their families by reminding them of these opportunities and/or supporting their children should they choose to participate.
- 2. Select and support a student at your local high school for Business Horizons.** \$325 covers a student's participation fee for Business Horizons. What amounts to much more is the partnership created between your company and high school staff when you work together to identify that student—and you've created some lifelong fans.
- 3. Nominate your intern(s) to participate in Leadership Iowa University.** Not only are you showing your support and confidence in that student as a representative of your company, but you are helping to strengthen your relationship. Companies can provide financial assistance to students who take part in the program as well.

Applications and nominations for Business Horizons and Leadership Iowa University are available online now. Visit the websites below or contact Jessi Steward (jsteward@iowaabi.org, 515-235-0570) for more information on any of these opportunities:

Business Horizons 2019: July 14-18 at Central College – www.BusinessHorizonsIowa.com

Leadership Iowa University 2019: August 4-8 in Des Moines – www.LeadershipIowaUniversity.com



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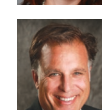
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