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AND INDUSTRY

BUSINESS

FEB. 2025

MONTHLY

The AI Heartland: How Iowa is Cultivating the Future of Artificial Intelligence



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STORY ON PAGE 10

CALENDAR OF EVENTS

- FEBRUARY 20**
Registration Open: Taking Care of Business Conference

MARCH 6
Connecting Statewide Leaders
CLINTON

MARCH 12
Business Day in Des Moines
DES MOINES

APRIL 7
Nominations Open: Coolest Thing Made in Iowa
- JUNE 10-12**
Taking Care of Business Conference
COUNCIL BLUFFS

AUGUST 7-8
Executive Forum
CLEAR LAKE

AUGUST 25
Executive Open Golf Outing
WEST DES MOINES

OCTOBER 14
Iowa Manufacturing Conference
ALTOONA

VISIT WWW.IOWAABI.ORG AND CLICK THE “EVENTS” TAB FOR DETAILS ON ALL UPCOMING EVENTS.

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FROM THE CHAIR:

ABI Starts 2025 Strong with Key Updates and Events

The ABI Board of Directors met for its January session and in that meeting we received report outs and updates from key areas including finance, member engagement and public policy. These updates reflected a strong trajectory for the organization as we kicked off 2025 and I am confident we are well positioned to deliver member value moving forward. After the board meeting, ABI hosted the Legislative Briefing and the Legislative Reception. I am pleased to report that they were both standout successes—with the reception being one of our largest in recent history with more than 350 ABI members in attendance. The Lieutenant Governor, Attorney General, other state agency officials and more than 75 legislators from both parties and chambers attended. Those numbers are a testament to the engagement and interaction of ABI members like you. On behalf of the board of directors, thank you for making this event extraordinary.

ABI is a member-driven organization and with that we are focused on delivering the value we mentioned earlier through a number of key programs and activities. While there is not room to list them all here, you can check out the full depth and breadth of programs, events and offerings at www.IowaABI.org.

Our ABI Conference is an annual highlight and the 2025 event is on track to be our best yet! Mark your calendars and join your ABI colleagues in Council Bluffs from June 10-12 for

the 122nd Annual Taking Care of Business Conference. This year's meeting promises to be something truly special—you won't want to miss it! Registration opens on February 20. Visit www.ABITakingCareOfBusiness.com for details.

While you are finalizing your plans for the annual conference, you will also enjoy this edition of the ABI Business Monthly, our organization's monthly news magazine. Be sure to read our feature story about what's happening in artificial intelligence (AI), how it is shaping industries and creating opportunities for businesses.

We have briefly mentioned just a few of the programs ABI members enjoy and benefit from and there are many more. If you are a member, thank you. If your organization is not a member, I encourage you to reach out to learn more about the full slate of benefits ABI membership provides by calling (515) 280-8000 or via email:

- Chad Reece, Chair: creece@winnebagoind.com
- Nicole Crain, President: ncrain@iowaabi.org
- Levi Lefebure, Membership Development Manager: llefebure@iowaabi.org

Together we can continue to help ensure a quality business environment in Iowa. **ABI**



Chad Reece

ABI Chair
Winnebago Industries

CAPITOL BUSINESS:

Monitoring Public Policy Intelligence

One of the many benefits of an ABI membership is the public policy arm of the organization. Throughout the year, and especially during the legislative session, ABI represents the interests of its membership. We spend a great deal of time working with membership to determine positions on key issues so that we can make sure policymakers are aware of how policy choices they make will affect employers in Iowa.

The Legislature is over a month in to the 110-day 2025 session and your public policy team is advocating on the member-developed priorities of taxes, workforce and regulatory reform. As an ABI member, we want you engaged and provide several methods to do so.

Members of ABI receive a weekly news-letter outlining progress on priorities and flagging legislation of interest – positively and negatively – that require member action. Every-other Friday the public policy team hosts a virtual meeting updating in detail the advancement of session and key legislation. These two-way conversations contain valuable information and provide ABI staff with invaluable feedback. On March 12 of this year, ABI members can gather to get a report on the session directly from the leading policymakers. In 2024, we hosted the Governor and the top legislative leaders from both parties. We expect the same caliber of meeting again in 2025. Detail to get involved are on

the ABI Events tab of the ABI website at [Events Calendar | Iowa Association of Business and Industry](#),

And finally, any member, at any time, can reach out to their public policy team with an inquiry, a request or questions. Reach JD Davis at jddavis@iowaabi.org and Brad Hartkopf at bhartkopf@iowaabi.org.

If you are a member, we encourage you to get the most out of your membership by becoming and remaining involved by making sure you are receiving our newsletters and participating in our virtual and in-person events. If you are not a member, please consider how joining the voice of Iowa business can bring value to your organization. **ABI**



JD Davis

Vice President, Public Policy
ABI
jddavis@iowaabi.org

FROM THE FOUNDATION:

Empowering the Next Generation of the Workforce

The next generation of community and workforce leaders are eager to explore and embrace the opportunities that lie ahead in Iowa. Amid the uncertainties students face in their daily lives, one effective way to guide and support them is by offering reliable resources and meaningful experiences they can depend on.

Business Horizons is a five-day program for high school students (grades 9-12) designed to help them develop valuable skills like effective communication with diverse teams, creating innovative solutions to real-world challenges, and understanding professionalism. Additionally, participants gain insights into Iowa's industries and career opportunities. Hosted on Drake University's campus from July 13-17, the program brings together over 65 students, along with numerous volunteers and sponsors, for

an engaging summer experience.

The need for a well-prepared future workforce has never been more pressing. Equipping students with real-world experience in business, customer service, hands-on learning, critical thinking, and leadership plays a vital role in helping them discover their passions and confidently pursue their goals.

College students, interns, and emerging leaders often face similar challenges as they navigate the transition from education to career. Leadership Iowa University is a five-day transformative program designed to bridge that gap and guide them on their journey. Participants gain opportunities to network with statewide leaders and learn the importance of building their personal brand. The program takes place from August 3-7 in the Des Moines area.

Graduates of these leadership programs often leave with a newfound appreciation for the opportunities in Iowa, including industries they hadn't previously considered. Konnor G., a student from Lincoln East High School, shared: "Business Horizons pushed my limits, took me out of my comfort zone, and helped me prepare for my future. It opened my eyes to the diverse range of jobs available in Iowa and has made me seriously consider building my career here."

Ultimately, the goal is to empower Iowa's future workforce with meaningful, impactful experiences and valuable resources for success. Explore opportunities for emerging leaders in Iowa, including programs like Business Horizons and Leadership Iowa University by visiting www.IowaABIFoundation.org. ABI



Anna Mable

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EVENT REWIND:

Legislative Briefing and Reception

Over 350 people gathered at the Iowa Events Center in Downtown Des Moines on Wednesday, January 15, as ABI hosted its annual Legislative Briefing and Reception. The Legislative Briefing was highlighted by remarks from ABI Vice President Public Policy JD Davis, ABI Senior Director Public Policy Brad Hartkopf, and ABI President Nicole Crain.

The ABI public policy team previewed the 2025 Iowa legislative session and unveiled ABI's 2025 legislative priorities: taxes, workforce, and regulatory reform. Attendees were challenged to get involved by participating in Business Day in Des Moines on March 12, signing up for a public policy committee, attending regional meetings in May, and donating to Iowa Industry Political Action Committee (IIPAC).

The Legislative Briefing was followed by the Legislative Reception where ABI members, legislators, and business leaders from all over the state took advantage of the opportunity to connect with state officials. The reception is one of the best-attended events of the legislative session and ABI's second-largest annual event. ABI



COVER STORY FROM PAGE 7

The AI Heartland: How Iowa is Cultivating the Future of Artificial Intelligence

BY EMERY STYRON

In the heart of America, amidst rolling cornfields and burgeoning tech hubs, Iowa is quietly emerging as a crucible for the artificial intelligence revolution. From the smallest coffee shops to sprawling industrial giants, businesses across the Hawkeye State are increasingly embracing the transformative power of AI, seeking to optimize operations, personalize customer experiences, and drive unprecedented growth.

Industry leaders like Google and Microsoft, both of which have established significant data center footprints in Iowa, are playing a crucial role in fueling this technological surge. They are not just providing the infrastructure but also actively engaging with local businesses, demonstrating the versatility of AI tools and fostering a deeper understanding of their potential applications.

"People say what is this? Why should I get excited as a business, established or a start-up? AI is a once-in-a-generation type of technology, providing a set of tools and assets that can pivot or really move you into this next phase of productivity," says Allie Hopkins, area lead for Google's Iowa and Nebraska data centers.

Ms. Hopkins emphasizes that AI is not a monolithic entity but rather a diverse toolkit applicable to a wide spectrum of industries. It empowers businesses to be more creative, gain deeper

insights into their operations, and analyze complex problems to develop innovative solutions. "How do I develop a business plan? How to get products to market? It's unlocking capabilities we didn't have access to before we got AI. It's an exciting time for everyone to be moving into a new generation of tech," she asserts.

Des Moines-based BLK & Bold Specialty Beverages, a rapidly growing coffee company with a national presence, exemplifies how Iowa businesses are successfully leveraging Google's AI products. "An Iowa homegrown company with across-the-nation impact," BLK & Bold utilizes AI to refine its business strategies and expand its reach. Hopkins explains, "It helps them craft their message, to know how to cater specifically to who they are targeting. If they were doing it the old way, it would take much longer."

AI is also making significant strides in enhancing workplace safety within Iowa's manufacturing sector. Mike O'Donnell, director for Iowa State University's Center for Industrial Research and Service (CIRAS), highlights MākuSafe, a Des Moines-based manufacturer of EHS (environment, health, safety) wearables, as a prime example. MākuSafe deploys AI on shop floors to predict and mitigate safety risks, utilizing sensory data to identify potential hazards such as tripping, excessive noise, and poor air quality. O'Donnell notes that MākuSafe's technology is

being implemented at a variety of companies across the state, underscoring its broad applicability and impact.

Beyond urban centers and industrial settings, AI is revolutionizing Iowa's agricultural sector, a cornerstone of the state's economy. Mary Snapp, vice president of strategic initiatives, office of the president, for Microsoft, emphasizes the transformative role of AI-enabled drones, robotics, and autonomous vehicles in modern farming practices. She highlights the significant advancements in weather prediction, stating, "The big advancement in ag is predicting weather with far better accuracy. When to plant, harvest and shield animals." This improved accuracy empowers farmers to make more informed decisions, optimizing yields and minimizing risks.

Ms. Snapp further emphasizes the broader implications of AI beyond agriculture, noting its potential to accelerate progress in diverse fields of scientific research. "In material science, we can increase battery life by finding new materials. It would otherwise take years and years of testing," she explains. She also references North Carolina-based Pairwise, a genetic editing start-up that utilized AI research to develop novel agricultural products, including thornless blackberries and mustard greens with a milder flavor profile.

Cultivating Talent: Iowa's Approach to AI Skill Development

Recognizing that widespread AI adoption requires a skilled workforce, Iowa is investing in training and education programs to equip its citizens with the necessary expertise. Community colleges and universities across the state are developing curricula focused on AI and related fields, such as data science, machine learning, and software engineering. These programs aim to provide individuals with the foundational knowledge and practical skills needed to thrive in an AI-driven economy.

Iowa State University, with its strong emphasis on agriculture and technology, is playing a leading role in this effort. The university offers a range of courses and research opportunities in AI, attracting students from across the state and beyond. Additionally, CIRAS provides workshops and consulting services to help Iowa businesses understand and implement AI solutions.

Furthermore, collaborations between industry and academia are crucial to ensuring that training programs align with the evolving needs of the job market. Companies like Google and Microsoft are partnering with educational institutions to develop specialized training modules

and provide students with access to cutting-edge AI tools and technologies.

Navigating the Policy Landscape: Guardrails for Responsible AI Development

As AI becomes increasingly integrated into various aspects of society, policy-makers are grappling with how to regulate so that they mitigate potential risks, and ensure responsible AI development, and harness AI's opportunities. These policy discussions encompass a range of issues, including data privacy, algorithmic bias, and the ethical implications of AI decision-making.

In Iowa, state legislators are beginning to explore the potential need for legislation related to AI. These discussions are still in their early stages but are likely to intensify as AI adoption accelerates. Key considerations include ensuring transparency in AI algorithms, protecting individuals' privacy in the context of AI-driven data collection, and preventing the use of AI for discriminatory purposes.

At the national level, the federal government is also engaged in efforts to develop a comprehensive framework for AI governance. This includes initiatives aimed at fostering innovation while also addressing potential risks. Collaboration between government agencies, industry stakeholders, and academic experts will be essential to crafting effective policies that promote the responsible development and deployment of AI.

"We definitely believe there needs to be regulation," said Google's Ms. Hopkins. "We need it to be smart and done in the right way. We want to be part of that conversation. It's an important part of AI's evolution ... What we want to support is a policy agenda focused on unlocking opportunity, promoting responsibility, protecting U.S. security. The details remain to be fleshed out."

"We talk about it as common-sense regulation," said Microsoft's Ms. Snapp. "Let's make sure we are adopting regulation around things like discriminatory practices in housing, lending and college admissions. Think about AI aspects of existing things, think about cases of highest risk, where do we not want AI involved without human oversight? We'd love to see regulation that is standardized across states or international boundaries."

The Road Ahead: Iowa's AI-Powered Future

Despite the growing wave of AI adoption, Mr. O'Donnell cautions that not all Iowa businesses are on board. He notes, "There is a significant and varied response to AI in Iowa manufacturing. A large contingent of companies aren't

U.S. Chamber: Small Business Embraces AI, Other Tech

Survey results summarized in the U.S. Chamber of Commerce Technology Engagement Center's 2024 report, Empowering Small Business: The Impact of Technology on U.S. Small Business, show the growth of AI adoption nationwide:

- 99% of small businesses are using at least one technology platform.
- 40% of small businesses self-identified that they use generative AI — nearly double the level of last year.
- 91% of businesses actively using AI say it will help their businesses grow.
- 77% percent of small business owners plan to adopt emerging technologies including AI and metaverse.
- While education around the benefits of AI remains the top barrier to adoption, new concerns are growing around compliance and staffing.
- Small businesses using the most technology are substantially more likely to have grown this past year.
- Small businesses owners who are using the most technology have a far brighter economic outlook.
- With inflation being the biggest challenge facing small businesses 79% report that technology has helped them avoid raising prices for consumers.

doing anything with AI and have no intention of doing anything with it." This resistance to adoption may stem from various factors, including a lack of understanding of AI's potential, concerns about implementation costs, or apprehension about the technology's long-term impact on the workforce.

However, as AI continues to mature and its benefits become more tangible, it is likely that even hesitant businesses will eventually recognize the need to embrace this transformative technology to remain competitive. The examples of Iowa businesses already reaping the rewards of AI adoption serve as compelling case studies, demonstrating the potential for increased efficiency, improved decision-making, and the development of innovative products and services.

The rise of AI in Iowa represents not just a technological shift, but a fundamental transformation of the state's economic landscape. As businesses across all sectors integrate AI into their operations, Iowa is poised to become a hub of innovation and a leader in the burgeoning age of artificial intelligence. The journey may be just beginning, but the direction is clear: AI is not just the future of business in Iowa – it's the present. As Iowa continues to cultivate talent, foster innovation, and address the policy challenges associated with AI, the state is well-positioned to reap the full benefits of this transformative technology and solidify its place as a leader in the AI revolution.

Reporter's note: As an experiment, this story was written with assistance from Google's Gemini AI tool and completely independently from Google's participation in this story. I personally interviewed the three sources quoted and wrote a 2,100-word piece before instructing Gemini to rewrite it as a 1,000-1,500 word article. Much of the verbiage is my own or comes from direct quotes by the sources. The headline and some sentences, however, are totally AI-generated, such as "In the heart of America, amidst rolling cornfields and burgeoning tech hubs, Iowa is quietly emerging as a crucible for the artificial intelligence revolution" and the entire final paragraph.

In its first two attempts, Gemini shortened the article to 800 words, omitting references to policy and regulation. On the third try, after I changed the prompt to specifically direct that a discussion of policy and regulation be included, AI delivered something close to the finished product you see here. I manually added quotes AI-omitted quotes from Ms. Hopkins and Ms. Snapp back into the policy section. ABI

Tech Companies Offer Free Online AI Training

Both Microsoft and Google offer free online training modules on a wide range of AI-related topics.

<https://www.linkedin.com/learning/paths/career-essentials-in-generative-ai-by-microsoft-and-linkedin>

<https://www.cloudskillsboost.google/>

Microsoft also offers a scholarship to students who are low income and studying cybersecurity at participating community colleges. In Iowa, these include Des Moines Area Community College, Eastern Iowa Community Colleges, Hawkeye Community College and Southwestern Community College. There is no limit other than that each eligible student can receive only one scholarship. Online application is available at <https://www.lastmile-ed.org/microsoftcybersecurityscholarship>. Colleges can continue to sign up for faculty trainings at <https://www.ncyte.net/academia/institutions/accelerating-community-college-cybersecurity-excellence-accce> with curriculum is available here: <https://learn.microsoft.com/en-us/training/educator-center/programs/msle/>

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Q&A: How to Start an Influencer Marketing Program

Influencer marketing has been gaining ground as an effective strategy for businesses of all sizes to support brand equity building, market penetration and ROI. In fact, 61% of consumers say they trust influencer recommendations — and businesses report generating an average of \$5.78 for every \$1 spent on influencer marketing. However, getting started can feel intimidating for companies that are new to this space, so we asked Alyssa Zipperer of Anthologic to share a few tips.*

What is influencer marketing and why should a company use it?

Influencer marketing involves working with individuals who have a large following on social media to promote products or services. These individuals can help businesses reach a wider audience, build brand awareness, drive sales and foster long-term relationships with customers. For companies new to the concept, we know influencer marketing may seem risky, hard and expensive. And to be honest, it can be. But it's also impactful, trackable and necessary if a brand is looking to evolve and stay current.

What does it take to be successful with influencer marketing?

Successful influencer marketing involves more than just finding an influencer with a large following and paying them to promote your brand. It takes time to build long-term relationships with influencer partners based on trust. It also requires products and budget resources to compensate influencers for their time and effort. On top of that, you must be willing to allow influencers to create content in their own style and voice to ensure it feels authentic to their audience. A lot of care goes into vetting, negotiating, contracting and developing rapport to ensure the best results.

How do you recommend getting started?

Starting an influencer marketing program can be daunting because it involves facing the unknown. Here are three practical ways to ease into it.

1. **Explore different social media channels.** See who's using your products or competitive products, as well as what type of influencer content is being created in your space. This will help you identify potential influencers who have already expressed an interest in your industry. It will also help you stay on top of the latest trends and adjust your influencer marketing strategy accordingly.
 2. **Use industry trade shows for relationship-building.** Before the event, research the influencers scheduled to attend and reach out to ask the ones you're interested in if they would meet with you for a quick chat. You can also attend sessions where influencers are speaking and introduce yourself afterward (be genuine and interested in their work; don't just pitch your business). After the trade show, follow up to thank the influencers you met and offer to send them more information.
 3. **Start small, test and learn.** Try different strategies and see what works before committing to larger influencer partnerships or campaigns.
- Looking for a cost effective approach? Consider starting with nano- or micro-influencers in a specific industry. Nano-influencers (<10K followers) and micro-influencers (10K – 50K followers) may be more open to working with smaller budgets. While their audiences may be more modest, they may also have a more engaged and loyal following, which can result in

higher conversion rates for your brand.

- Send a PR package with a sample of your product. If the influencer shares positive content about it, consider engaging them for a larger partnership. If your product has a higher price point, try a temporary arrangement like a seasonal product loan. Both options allow you to test the waters without committing to a long-term partnership or significant financial investment.
- If you're not quite ready to work directly with an influencer, explore influencer-adjacent opportunities. This includes placing ads on specific influencers' content, which allows you to piggyback on their existing network and reach. Plus, analyzing the performance of these ads can help you determine which influencers would be the best fit to potentially work with directly.

How do you approach influencer marketing at Anthologic?

We create opportunities for influencers to integrate our clients' products and solutions into their content in a natural way. This can be done in exchange for product only or in exchange for payment, depending on the influencer's following and our campaign objectives. At the end of the day, our goal is to curate a bank of content with robust messaging validating our clients' products. Our process looks like this:

- **Planning comes first.** Determine milestones and metrics for success before you begin. For example, will total video views be the primary KPI? Is one platform more important than another?
- **Next, identify influencers.** Put yourself in your target audience's shoes and immerse yourself in industry content to see which key players emerge.
- **Reach out and build relationships.** Figure out what's needed to make the partnership a win-win for both the influencer and the brand. It may be as simple as sending product in exchange for content, but depending on the industry and influencer popularity, it might also involve payment.
- **Create content.** Once we've negotiated terms, we may provide some talking points, but we tend to take a hands-off approach. We want to make sure our content creator partners have creative freedom to ensure their content resonates with their audiences.
- **Track and report.** We meticulously comb through the influencer's content to ensure it's in line with agreed-upon terms and continually track it for real-time data that we incorporate into a comprehensive report.

Is influencer marketing worth the investment?

In our experience, yes. Influencers give your brand a power that is unmatched. Their broad reach, authentic voice, and loyal followings create a combination that's nearly impossible to replicate. As with any new marketing tactic, though, you have to look at the time you spend versus the return it provides to decide if it's a good fit.

By working with influencers, you're essentially creating additional touchpoints for your audience — and if done right, it can lead to impressive conversion figures. The real value of influencer marketing is less about the individual tactic, and more about how it contributes to a comprehensive marketing strategy and ultimately gets your prospective customers over the finish line. •



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*Source: Austin, Steven. "37 Influencer Marketing Statistics Every Brand Needs to Know in 2023." Marketing Scoop, marketingscoop.com.

EXPERT ADVICE:

Riding the 2025 Tax Legislation Roller Coaster

The Republican sweep of the November election creates an extraordinary opportunity for a wide range of tax legislation in 2025. The primary focus will be the extension of key provisions from the Tax Cuts and Jobs Act of 2017, particularly the lower tax rates for individuals. Tax cuts proposed during the campaign will also be considered, as will new initiatives that support an America First approach to manufacturing and trade.

Finding a way to include all of these opportunities will not be easy. The Republican majorities in both the House and the Senate are slim and could allow a few members to impede the process at any time. Some members may

resist allowing legislation to move forward if their specific concerns are not included, while the increasing size of the federal deficit may lead others to insist that new tax cuts not be considered until government spending in other areas has been reduced. A roller coaster ride with peaks, valleys, and plenty of sharp turns can be expected as Congress struggles to complete its work during 2025.

While riding this roller coaster, it is important to remember that the first priority will continue to be the extension of the tax rates for individuals. If the pre-TCJA rates and brackets were to return, all single individuals with taxable income above \$12,250 (married couples above

\$24,500) would face a tax increase. Although much attention has been given to the increase in the top marginal rate from 37% to 39.6%, the percentage increase in tax liability is much greater at lower income thresholds. Neither party will be willing to take the blame for such an increase across the board.

The prospects for other issues are less clear. Significant efforts will be made to increase the deductibility of state and local taxes, extend the passthrough deduction for partnerships and S corporations, limit the alternative minimum tax, and advance other priorities. How these issues are decided may depend on how much reduced federal spending can be found in other nontax areas. **ABI**



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Welcome Team

Fredrikson is pleased to introduce its newest shareholders in Iowa:

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Jon Landon
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Bill Daly



Jon Landon



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WHAT'S TRENDING:

Uncertainty within the Construction Industry due to Potential Trump Tariffs



Jodie McDougal
Attorney/Shareholder
Fredrikson & Byron



Mike Currie
Attorney/Senior Associate
Fredrikson & Byron

Widespread uncertainty within the construction industry has arisen due to President Donald Trump's promise to impose tariffs. If implemented, new tariffs could mean price increases in construction materials, ranging from steel and iron to lumber, electronical components, and many others.

The first Trump Administration introduced Section 232 tariffs on all steel (25%) and aluminum (10%) imports and Section 301 tariffs targeting Chinese goods, covering a wide range of imports totaling approximately \$370 billion. For context, Section 232 of the Trade Expansion Act of 1962 empowers the president to impose tariffs on certain goods if they threaten national security. Section 301 tariffs address unfair trade practices, such as intellectual property theft.

Regarding the second Trump Administration's potential 2025 tariffs, some industry experts have reported that products imported from China, including lower-cost commodity items such as certain metals, coatings, plumbing components and HVAC parts, could see significant price increases.

While the industry braces for impact, some companies are implementing strategies to help ease their un-

certainty. When possible, buying materials in advance and in bulk is a useful strategy to stay ahead of increased costs. Others are ensuring they have alternate sources for materials, emphasizing domestically sourced materials, which should be less vulnerable to tariffs. Others are looking at upcoming purchase orders and contracts, both upstream and downstream, and trying to negotiate terms that make sense for everyone in this uncertain market. For previously executed contracts, companies are reviewing the contractual provisions relating to tariffs, change in laws, and force majeure, to determine if they can pass along higher costs upstream should tariffs mean increased material costs.

Despite the consternation, others in the industry believe Trump's tariff-related statements may be a bluff and are being used merely as a negotiating tactic with our international trading partners.

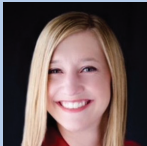
Jodie McDougal and Mike Currie are attorneys at Fredrikson & Byron, handling litigation and transactional matters for their construction-industry clients, including contractors, architects, engineers, owners, and others. If you have questions, contact Jodie at jmcdougal@fredlaw.com or Mike at mcurrie@fredlaw.com. •



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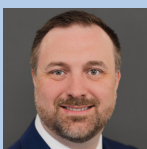
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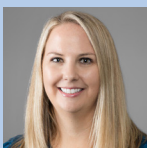
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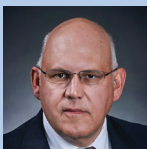
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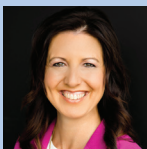
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The Iowa Association of Business and Industry (ABI) has been the voice of Iowa business since 1903. Its mission is to provide a strong, unified voice to business and industry on issues affecting Iowa employers. ABI is comprised of member companies representing all industries and sizes in Iowa's 99 counties. ABI members employ more than 330,000 Iowans.

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