



A SENSE OF COMMUNITY

What makes Iowa a great place for manufacturers?

**DAVID ZROSTLIK**  
*President, Stellar Industries*

**BOB WERSEN**  
*President, Interpower Corporation*

**CHARLES SUKUP**  
*President, Sukup Manufacturing Company*

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Iowa Association of  
Business and Industry

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

### IOWANS AND EMPLOYERS: Involved in Their Communities, State



**David Zrostlik**

*ABI Chair*

*Stellar Industries, Garner*

This edition of Business Record Iowa is all about how Iowa stacks up. What makes our state a great place to live, work and grow a business? One key factor is the many ways in which Iowans and their employers are heavily involved in our state and in our communities. Taken collectively, ABI members and their employees pay more taxes, buy more goods and services, and donate more time and money to Iowa causes than any other single entity in the state.

In our case, I am proud of the employees of Stellar Industries and all they do for our host communities of Garner, Kanawha and Mason City. It is that way with ABI members all over Iowa. They are involved in their community and their state. And that is as it should be.

Inside this edition of Business Record Iowa, you will find much more about why Iowa is such a terrific place to do business. If we have left something out, be sure and let us know. Your feedback is important to us.

Speaking of Iowa and business, Iowa's best annual business event is less than a month away. ABI members from across the state and beyond will converge on Coralville for the association's 115th annual convention. The 2018 Taking Care of Business Conference will be held June 5-7, and you simply won't believe the incredible program in store for you.

At the conference you will find several internationally known speakers. You will see fabulous, first-class meeting and event venues. You will be treated to delicious Iowa cuisine, play golf at one of the Midwest's finest courses and experience terrific hospitality. Best of all, you will interact and network with Iowa's top business people. You do NOT want to miss this conference.

There is no better investment you can make in your business than to attend this event. Register now at [www.ABITakingCare-OfBusiness.com](http://www.ABITakingCare-OfBusiness.com). Thank you for your support for ABI.

## EXPERT ADVICE

### How innovative are we?

It seems nearly every week a new ranking comes out giving Iowa a placement on some new list: retaining young professionals, work/life balance, most foods available on a stick ... the list goes on. Recently Iowa was listed as the No. 43 Most Innovative State. You read that right: FORTY-THIRD. Although that's not where I'd like to see Iowa on this list, I don't think a ranking should be our primary focus. Instead, let's focus on things we can change to make our businesses more relevant, innovative and effective, and from there the rest will likely take care of itself.

One factor that contributed to our spot on this list is ranking near the bottom of states in retaining science and engineering grads. If we're going to be more innovative on the whole, we need to focus on putting innovative thinkers into positions to initiate change. This is a challenge many businesses and state organizations are focused on. If we don't draw the best and brightest to stay in or move to Iowa, we'll only fall further behind.

So how do we get grads, who are motivated by making a difference and pushing the status quo, to make Iowa their home and help drive our businesses forward? We can ensure we're adopting technologies that streamline processes and make doing business simpler, faster and more effective. We can take advantage of opportunities to evolve our workplaces to embrace change and consider that the way it's always been done isn't necessarily the best way anymore. When we do this, innovation will be the byproduct and our standing on this particular list will rise.

As with most things in life, being proactive is better than being reactive if you want to be innovative. Adoption and integration of new technologies is an area where being proactive is especially beneficial, and a major factor in gaining and retaining talented people.



**Brett Burkhart**

*Partner, Shift Interactive*

[brett@interactiveshift.com](mailto:brett@interactiveshift.com)



◀ EVENT REWIND



### Leadership Iowa Session IV

April 5-6 | Franklin County

Leadership Iowa spent two days in Franklin County last month—its sixth session of the year. The session focused on the topics of agriculture and renewable energy in Iowa. The group visited a variety of locations, including Eagle’s Catch Tilapia Farm, Latham Hi-Tech Seeds, Whispering Willow Wind Farm and Sukup Manufacturing. Guest speakers provided insight into Iowa’s global impact on agriculture and the state’s role in the future of renewable energy.





## Stay informed, give input on government with ABI



**Jessica Hyland**  
Director, Public Policy,  
ABI  
jhyland@iowaabi.org

### Regional Meetings

Every year, post-legislative session, ABI plans regional meetings to discuss both what happened during the legislative session and what is on the minds of ABI members as they look forward to the next year. Grass-roots participation by our members drives our policies. Please plan to participate in one of these meetings held around the state, and give your input on the direction in which ABI should move. To sign up for a regional meeting, visit [www.iowaabi.org](http://www.iowaabi.org) and go to the "Events" page. We look forward to seeing you there!

### Elections

In addition to a wrap-up of the 2018 session, ABI's policy team will provide members with a preview of the general election in November. With many retirements of pro-business legislators and an uncertain political atmosphere, it is critical that we work hard to elect legislators committed to sustaining a favorable business climate in Iowa.

Primaries are June 5, and many races have multiple candidates from the same party vying for a place on the ballot. Notable primaries include the Democratic ticket for governor, the secretary of agriculture, three of Iowa's four congressional districts and several key legislative seats. ABI will track these races and inform you who makes the ballot.

Between now and November, representatives from ABI and other Iowa organizations will interview candidates about important business issues and review incumbents' voting records as we prepare to endorse candidates ahead of the Nov. 6 election.

### Rulemaking

We have written about ABI's work on rulemaking and the important impact rules can have on Iowa businesses. That is why ABI's policy team closely monitors rulemaking that relates to issues important to business. Each month the Administrative Rules Review Committee (ARRC), made up of legislators assigned by their caucuses to this permanent statutory committee, meets to hear agencies present their proposed rules and to hear from members of the public who would like to make comments on those rules.

Just like with legislation, we have a chance to weigh in on how a rule is crafted and let legislators, regulators and the governor's office know what impact rules have on businesses. Rulemaking work goes on year-round, in contrast to the legislative session, which continues for only several months of the year. Each month, ABI's policy team reviews and comments on any rules that are positive, negative or could need changes or clarifications from the business perspective. Recently, ABI has been particularly active on Iowa Workforce Development rules because IWD has been systematically reviewing and moving forward a significant number of rule changes.

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*President, Stellar Industries*

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*President, Sukup Manufacturing Company*

A SENSE OF COMMUNITY

# What makes Iowa a great place for manufacturers?

Iowa has a large variety of industries scattered throughout Des Moines, Cedar Rapids and the many rural communities. That variety is at the core of what makes Iowa's business environment so unique.

While the agricultural and renewable energy industries in Iowa rise to the top of national prominence, the manufacturing industry has carved out a large percentage of the state's business. There are more than 5,000 manufacturing businesses in Iowa, and about 88 percent of Iowa's exports are manufactured goods. The robust manufacturing industry in the state comes from the top-notch amenities it offers.

Des Moines has ranked among the tops of lists when it comes to best cities to live, work and start a business. But those benefits stretch beyond Iowa's capital. The workforce around the state is educated and boasts a rugged, Midwestern work ethic. In 2017, Iowa high schools saw a 91 percent graduation rate, which ranks among the top rates in the country.

With the economy churning and Iowa businesses continuing to grow, the state is expected to see even more growth in 2018. In a survey ABI sent to board members in 2017,

80 percent of respondents expected sales to expand in 2018. About 50 percent of survey respondents expected the number of employees in their business to grow over the first quarter of the year.

With plenty of good news to go around for Iowa manufacturers in 2018, we asked some business leaders in the industry: What makes Iowa a great place to do business and live, and what are some of the challenges for the future?

## IOWA VALUES DRIVE IOWA BUSINESS

Mary Landhuis fully knows what the typical worker looks like in Iowa. Landhuis, who is president of the Lisle Corp. and the company's subsidiary EZWay Inc., based in Clarinda, has seen those Midwestern work qualities firsthand.

Iowa workers are productive, boast a strong work ethic and stay loyal. Nationally, the average timespan that an employee works for the same company is four years. In Iowa, it's 12 years. It's a big reason why Lisle Corp., a manufacturing company that produces automotive specialty tools, has been in business for 115 years.



“We consider ourselves an important part of the community ... Both in what we do and the employees we provide livelihood for...”

Lori Schaefer-Weaton  
President,  
Agri-Industrial Plastics



“Workforce will be an ongoing challenge. It’s not just in Iowa but across the nation. Promoting more of the trades and those skills for children in the state who don’t want to go on to a four-year degree is beneficial.”

Mary Landhuis  
President,  
Lisle Corp. and  
EZWay Inc.



“People are what has allowed us to stay in business for 115 years, there’s no doubt about it,” Landhuis said. “That’s the biggest part.”

Landhuis took over as the president of Lisle Corp. last month after serving as the president of EZWay for 15 years. She worked in Chicago before coming back to her hometown of Clarinda.

Landhuis has heard from people around the country who wondered if Lisle Corp. could have seen the same success in another state as it has in Iowa. One person she knew in Colorado said that Iowa was the perfect place for the company to plant its roots and grow for more than a century.

“He commented and said Lisle Corp. would not be able to achieve what it does if it were to locate to Colorado,” Landhuis said. “We have the people. It’s interesting to hear the great comments people out of state have about us.”

Many other Iowa business leaders agree. Because of Iowa’s agricultural background, workers are ingrained with typical Midwestern values.

“It’s kind of a general work ethic attitude and an attitude that you’ve got to earn. It’s not expected,” said Charles Sukup, president of Sukup Manufacturing. “We have this ag-centric, solving problems on your own, being self-starters, good work ethic type of attitude. I think that comes from our long history on the farms.”

Beyond the work ethic of employees, the Iowa business community at large is open and accepting of people entering the space. Fred Buie learned that when he first came to Des Moines in the late 1990s to buy Keystone Electrical Manufacturing in Des Moines. After working at General Electric for most of his career, Buie wanted to buy his own company. He was looking for a small company, and Keystone was the perfect size and fit his vision.

He officially bought the company in 1998. What struck him when going through the buying process was how supportive the business community was, from the banks to the competition in the space. After working the majority of his life on the East Coast, Buie, who is African-American, felt like he could just focus on his business in Des Moines, rather than worry about politics or any other issues.

“Coming to Des Moines as an African-American, I didn’t feel like I had to deal with that at all,” Buie said. “I would say that it was very easy for me to focus on running the business. I didn’t have to deal with a lot of social issues, political issues or any other kind of issues that you could run into in trying to get your business going.”

“What I found was that the banking community and the business community in the Des Moines area was very, very supportive and that caught me a bit by surprise.”

**COMMUNITY-DRIVEN BUSINESS**

Just as the communities provide support for them, Iowa manufacturers and business-

es provide crucial benefits and give back to the cities they live in.

In most rural areas, manufacturing businesses serve as some of the top job providers in the area. Dave Zrostlik, president and CEO of Stellar Industries based in Garner, a town of about 3,000 people, said his company provides about 450 jobs across its main factory in Garner and others around the state.

Stellar Industries is also an employee stock ownership plan (ESOP) provider, giving employees the opportunity to invest in the company. Zrostlik also just retired from the school board after serving for more than 15 years. He’s as invested in his community as the community is invested in Stellar Industries.

“When we do things at the company, we always think of how it’s going to impact the community and the people around us,” Zrostlik said. “We want to make sure we’re a good citizen of our communities because we count on our community to support us.”

Zrostlik isn’t alone. Many other business leaders in Iowa help give back and serve the communities they live in. Lori Schaefer-Weaton, president of Agri-Industrial Plastics in Fairfield, said the company strives to make the community a better place, whether that be funding various community buildings inside the city or providing livelihoods for its about 100 employees.

“We consider ourselves an important part of the community of Fairfield,” Schaefer-Weaton said. “Both in what we do and the employees we provide livelihoods for. We’re just a big community player in terms of supporting other things behind that, like quality of life sites, things like our civic center or buildings.”

**A SMALL-TOWN QUALITY OF LIFE**

Bob Wersen, president of Interpower Corp. in Ottumwa, was born and raised in California. While attending the University of California-Berkley in the 1960s, Wersen started his first business to help pay for tuition. Although it was small in the large scheme of business, Wersen’s company was relatively successful — he graduated with only \$600 of college debt.

As the company grew, Wersen wanted to have more control over how his products were designed and manufactured, which made California a difficult place to stay. He researched and talked with many states, but settled on moving to Oskaloosa in the early 1990s.

That move was successful as well — his business has grown about three times in total revenue since then and has remained very profitable. But while the business environment in Iowa was right for Wersen, he appreciates the quality of life the state offers just as much, particularly in traffic and drive times. In California, drive times are notoriously long, especially in the Los Angeles area. The drive from Oskaloosa to Des Moines — about 60 miles — to catch dinner and a show is usually an hourlong, cruise-control trip.



When Wersen and his wife went back to California last year to visit family, they mapped out what they thought was a 4½-hour drive from Orange County to Fresno. About six hours later, they arrived, late for dinner.

When Wersen talks to his acquaintances in California, they can hardly believe the lack of traffic in Iowa.

"I was explaining that to a California acquaintance, and he said, 'You're putting me on,'" Wersen said. "He couldn't believe it. The traffic is really, really an attractive thing. You can go to any place."

The small-town feel also is a plus.

It's safe and provides a quality environment to raise a family, away from the hustle and bustle of big cities.

Schaefer-Weaton left the state to attend Valparaiso College in Indiana. She started her career in Chicago and lived there for about 15 years before moving back to Iowa to take over her father's business. Beyond avoiding her long commute, about 45 minutes each way, she wanted to raise her family in a more close-knit community, unlike the large suburbs of Chicago.

Her children didn't have to choose their sport at a young age. They could essentially do whatever they wanted with school activities.

"That was the driver, getting close to family, having a good quality of life and watching my kids have a chance to do a lot of different things," Schaefer-Weaton said. "We're a small town. If you want to go out for tennis one year and golf the next, you can. Knowing your teachers, knowing your kids' friends and having that connection to the community is a big deal."

**A CHALLENGE FOR THE FUTURE**

The values and community-driven mindset give Iowa a leg up on other states. But because many manufacturers are based in rural locations across the state, one trend has been concerning for many: a declining workforce.

Iowa's unemployment rate fell to 2.8 percent this year, the lowest in almost two decades. That's good news for the economy, but not necessarily for manufacturers. Iowa has slow or declining population growth everywhere except for its major cities. That causes a problem for manufacturers looking for production employees.

"It's scary to see the polls from high school kids not looking at manufacturing or vocational jobs in Iowa that are great-paying jobs," Sukup said. "They are great skills, and people thinking that's not attractive enough is scary. There's great potential."

The trend in declining production workforce has been a nationwide problem as well, but Iowa has started some quality programs, like Elevate Advanced Manufacturing, to invest in the next generation of workers.

"Workforce will be an ongoing challenge. It's not just in Iowa but across the nation," Landhuis said. "Promoting more of the trades and promoting those skills for children in the state who don't want to go on to a four-year degree is beneficial."

One remedy some business leaders proposed is using immigration — whether that be from other states or other countries — to bolster the workforce. Buie said many of his workers are immigrants.

"We have a very, very diverse workforce," he said. "I can't take credit for originating this idea or looking into the future and seeing this trend coming, but that's where we've been able to find most of our production workers. Embracing the immigrant community is one key thing."

Buie said it will be tough to increase the manufacturing workforce from within. It'll be key for companies to expand their horizons when hiring workers.

"You have to be open to all avenues of getting employees," Buie said.



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Whatever the future may hold for the manufacturing workforce, Iowa has been providing assistance and advice for its manufacturers for many years. Iowa State University has a Center for Industrial Research and Service (CIRAS), which provides low-cost assistance for manufacturers. Many leaders have credited the center with providing quality and crucial assistance at an affordable cost.

ABI also provides leaders with connections for advice and discussion, which helps their businesses grow and allows them to continue to serve communities.

"Just the resources, the assistance and having the access to a pool of people to pick up the phone and call and to talk to about an issue is very valuable," Buie said. "Here in Iowa, I find business leaders very willing and open to doing that."

"... having the access to a pool of people to pick up the phone and call and to talk to about an issue is very valuable."

Fred Buie  
 President,  
 Keystone Electrical  
 Manufacturing



# Building Trust in Iowa

Congratulations 2018 Torch Award Winners!



(L-R) Royale Concrete, Jessica Ledger-Kalen, Owner; UnityPoint Health, Eric Crowell, CEO; Hubbell Realty Company, Rick Tollakson, CEO; Silent Rivers Design + Build, Chaden Halfhill, Owner; Zach Johnson Foundation, Tracey Meyers, Executive Director; Beckley Automotive Services, Steve Beckley, Owner



EMBARRASSED EXECUTIVE

# Questions you're too afraid to ask your doctor may point to serious health issues

*Why do I have diarrhea so often?*

*Where did my energy go?*

*How do I stop from sweating so much?*

*What happened to my sex drive?*

*Why is my brain not as sharp as it once was?*

As a top executive, you're expected to have all the answers. Every decision you make affects the health of your company. But when it comes to your own health, you may have more questions than answers. Sometimes, those questions are too embarrassing to ask anyone.

- Why do I have diarrhea so often?
- Where did my energy go?
- How do I stop from sweating so much?
- What happened to my sex drive?
- Why is my brain not as sharp as it once was?

As sensitive as all those topics are, the last one is the most concerning because it affects your job performance. But it might be the job itself that's causing all these concerns.

It could all be due to stress.

Stress affects everyone. For executives, it's magnified by long hours, frequent travel and weighty decisions. Digestive issues, fatigue, excessive perspiration,

low libido, lapses in judgment and other symptoms may come and go. But over time, constant work-related stress takes its toll, causing more serious health issues, including obesity, depression, anxiety, heart attack and stroke.

As an executive living and working in Iowa, you're in good hands. Iowa was recently ranked the No. 3 state in health care by U.S. News & World Report — and the top state overall. You have quality care to help manage your stress and overall health.

The best way to learn to manage your stress is to understand your symptoms and their triggers. The moment stress becomes overwhelming, talk to your doctor to rule out — or prevent — other health problems.



**Heather Mohr, DO**

*Internal Medicine & Executive Health Departments, The Iowa Clinic*

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# Fifteen Scholarships Awarded for Manufacturing Training

Elevate Advanced Manufacturing, a non-profit initiative spreading the word about career opportunities in manufacturing, has awarded 15 \$500 scholarships to high school seniors who are going to attend an Iowa community college in the fall for a career in advanced manufacturing.

“Manufacturing firms supply more than 208,858 jobs to Iowans,” said Mike Ralston, president of the Iowa Association of Business and Industry. “These well-paying careers require education and training beyond high school, but don’t require the often-burdensome cost of a bachelor’s degree. Recent studies have shown that two-year degree holders, especially in high-demand manufacturing occupations, can earn salaries that surpass those of college graduates.”

This year, Elevate Advanced Manufacturing received 58 scholarship applications, and all 15 community colleges will be recognized along with their awardee. Elevate Advanced Manufacturing and the community colleges will award the scholarship at each senior’s high school award ceremony this spring.

The community colleges can choose to award the non-winner applicants with dollars from the college or by asking a local man-



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ufacturer company to sponsor a scholarship for the student. Doing so will benefit the college by bringing more students and promoting its advanced manufacturing programs.

In addition to a \$500 scholarship, Elevate Advanced Manufacturing scholarship recipients will be honored at the Legends in Manufacturing Award Ceremony on Oct. 2 at Prairie Meadows Event Center.

The 2018 scholarship awardees are:

**Quinn Swaim**, *Des Moines Area Community College, Industrial Maintenance and Welding Technician & Technology*

**Graham Walter**, *Eastern Iowa Community College, Welding Technician & Technology*

**Patrick Kuper**, *Hawkeye Community College, Industrial Maintenance*

**Quintin McAdams**, *Indian Hills Community College, CNC, Robotics, Machining*

**Ethan Hauk Dahl**, *Iowa Central Community College,*

*Transportation & Logistics, Welding Technician & Technology, Diesel Mechanics*

**Jed Knoblock**, *Iowa Lakes Community College, Plumbing, Heating and Cooling*

**Talon Hala**, *Iowa Valley Community College, Welding Technician & Technology*

**Jonathon Frederickson**, *Iowa Western Community College, Design Technology*

**Jonathan Haugland**, *Kirkwood Community College, Computer Numerical Control, Machining, Manufacturing Technology*

**Matthew Bruce**, *North Iowa Area Community College, Tool & Die*

**Nathan Simon**, *Northeast Iowa Community College, Welding Technician & Technology*

**Marcus Hernandez**, *Northwest Iowa Community College, Welding Technician & Technology*



**Alexandra Monaghan**

*Elevate Advanced Manufacturing Program Coordinator*

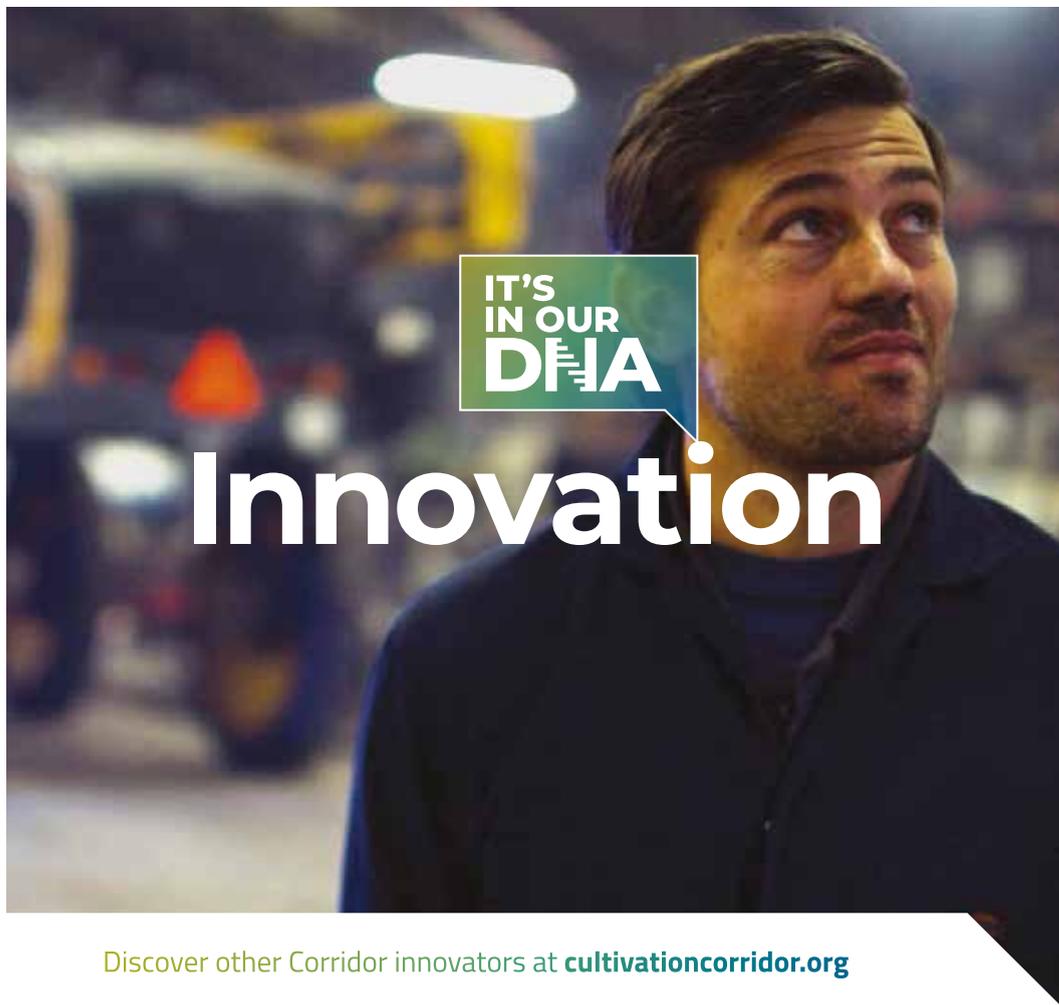
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**Reece Mayes**, *Southeastern Community College, Industrial Maintenance*

**Brody Neas**, *Southwestern Community College, Electrical Technologies*

**Clayton Coleman**, *Western Iowa Community College, Welding Technician & Technology*

For more information about manufacturing careers, visit [www.elevateiowa.com](http://www.elevateiowa.com).



Discover other Corridor innovators at [cultivationcorridor.org](http://cultivationcorridor.org)

**Do you know Berni?**  
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.





TOP TIPS

## Incentive programs aim to help Iowans hire and train workers, grow businesses

The national media has caught on and the word is out: Iowa is a great place to live and work. Just this year Iowa was ranked No. 1 in U.S. News and World Report's Best States. For those of us already here, this comes as no surprise. What is surprising is how few people outside of Iowa truly know our story. Also surprising is how many incentive programs Iowa has for businesses that are not fully utilized.

We thought a refresher on some of the numerous incentive programs that aim to help hire and train workers or grow the business presence within the state would be beneficial. This is a partial list and is under current law. While not every program will match up to a business's objectives, it is certainly worth a look. The list below just scratches the surface of eligible programs. We encourage you to talk with your trusted adviser to find out more.

- **Work Opportunity Tax Credit** – A Federal tax credit available to employers for hiring individuals from certain “target” groups who consistently face significant barriers to employment. This could include unemployed veterans, TANF and SANP recipients, and ex-felons.
- **High Quality Jobs Program** – An Iowa program that provides qualifying businesses assistance to offset some of the costs incurred to locate, expand or modernize an Iowa

facility. This could include loans (may qualify as forgivable), tax credits, exemptions and refunds.

- **New Jobs Tax Credit** – An Iowa tax credit available to businesses providing additional training to employees and expanding their workforce via the New Jobs Training Program.
- **Research Activities Tax Credit** – Iowa companies meeting the qualifications of the Federal Research Credit may also be eligible for refundable Iowa tax credits for qualifying research expenditures.
- **Targeted Jobs Withholding Tax Credit Pilot Program** – For businesses located in Burlington, Council Bluffs, Fort Madison, Keokuk and Sioux City, this program allows these “pilot” cities to match funds withheld by an employer to create economic incentives that can be directed toward the growth/expansion of targeted local businesses.
- **Redevelopment Tax Credit** – An Iowa program aimed at redeveloping brownfield or grayfield sites, this program offers tax credits as an incentive to developers and businesses undertaking these projects.

Long story short, don't miss out on these and other opportunities to assist you in hiring and training workers and/or growing your business presence within the state of Iowa.



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**Leadership Iowa University**  
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**AUGUST 27**

**Executive Open Golf Outing**  
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**AUGUST – TBD**

**Public Policy Meetings**  
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SUCCESSION PLANNING

# No Time Like the Present

There is an old saying that a journey of a 1,000 miles starts with just one step. That is definitely true of succession and transition planning. It is one of those big, ongoing projects that you know is important, but rarely feels urgent when compared with the other demands of your business. So it sits on the to-do list, uncompleted for months or years.

One of the most important factors of an effective succession plan is the time to implement and perfect your strategy. Time is sadly the one resource you can never get back if you delay getting started. The key to preserving and making use of your time is just getting started — even if it is something small — and building a habit of taking regular, small steps to maintain and increase your momentum.

There are a number of ways to get the ball rolling, which include:

- 1 Engaging your management team in the process and setting aside a specific time every month to work on these issues.
- 2 Finding an accountability partner, like a business adviser, accountant or attorney, to help keep you on track and work through thorny issues.
- 3 Reading and researching succession planning issues.
- 4 Identifying and writing down goals for the business and yourself personally.
- 5 Making succession goals a factor when making your key business decisions, particularly with respect to new hires and promotions.
- 6 Considering whether a sale of the company may be the right choice, whether to employees or to a third party.

There truly is no time like the present. Working through the tough succession planning issues will increase the value of your company, provide peace of mind (in the long term) and maximize the chances that your goals are actually achieved.



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