

# Uplifting downtime

**DEBI BULL**  
*marketing coordinator,  
BrownWinick Law Firm*

**PAUL GREGOIRE**  
*recently retired vice president  
of global human resources,  
Emerson/Fisher*





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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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**Iowa Association of Business and Industry**  
400 East Court Avenue, Suite 100  
Des Moines, IA 50309  
515-280-8000 or 800-383-4224  
Fax: 515-244-3285  
Email: [abi@iowaabi.org](mailto:abi@iowaabi.org)  
Web: [www.iowaabi.org](http://www.iowaabi.org)

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## A VIEW FROM THE TOP



**David Bywater**

*ABI Chair  
Bankers Advertising/  
Tru Art  
Iowa City*

## Building on the best

Last month, ABI hosted the 2018 Taking Care of Business Conference in Coralville-Iowa City. If you weren't there, you missed one of the best business meetings of the year. Make plans now to join us in Ames next June for the 2019 conference. You will not want to miss it!

ABI members tend to work very hard, but they like to do interesting things in their spare time. The feature article in this edition of Business Record Iowa focuses on the hobbies of some great Iowa business people. It is a fun read and I hope you enjoy it.

This edition of Business Record Iowa provides my first opportunity to write this column, as I follow my colleague David Zrostlik in the role of ABI chair. Under Dave's leadership, and because of your support, ABI just completed another successful year. My goal in the coming months is to build on that success.

In 1896, my great-great-grandfather Samuel Wakefield Mercer started the Economy Advertising Co. in Iowa City. He was a newspaper publisher and owned Iowa

State Press. He found commercial printing and advertising specialties to be more interesting, so he sold the newspaper in 1904 to focus solely on our business. Five generations later, we are serving multigenerational clients nationally from our state-of-the-art plant in Iowa City through our companies Bankers Advertising and Tru Art.

S.W. Mercer had another claim to fame. He assisted in creating the Iowa Manufacturers Association, which later became ABI. He served as the organization's chair in 1907. In 1994-1995, my father, Willis Bywater, also chaired ABI. I am honored to serve as the third member of our family committed to the success of ABI.

Legacy is something we keep in mind at our company and at ABI. But we also focus on the future. During the coming year at ABI, we will be working under the theme of "Building on the Best." We believe Iowa is a great place to live, to raise a family, to learn and to operate a business. Together, let's continue "Building on the Best."

## EXPERT ADVICE

## HOBBIES: How business leaders spend time away from work

How much time do you devote to hobbies that renew and refresh you?

Research shows that 61 percent of us worry about our work-life balance, 70 percent of us have had our health affected by it, 59 percent of us feel it affects our interpersonal relationships in the form of stress, and it is a leading cause of workplace violence and absenteeism.

How do we balance work and life in a way that everything receives its due and we feel successful in all our roles? How do we find the time for hobbies?

Maybe we're not asking the right question.

Too often people picture success as balancing work and life perfectly at all times — always the right amount of time for family, work, community and hobbies. This is not only impossible, it is impractical. There are times in life when we need to devote more to one aspect of our existence than another.

Rather than seek balance, perhaps we should be asking ourselves a different question. What is most important? When we feel fulfilled

in all the important contexts of our lives, we have achieved that balance.

Too many business leaders procrastinate on fun, leisure and hobbies. Yet they know these activities are important. They think that they will relax after they finish the next project. Of course, there are an endless number of projects, and leisure time seldom comes.

When we can identify what's important in all aspects of our lives and be fully present in the moment instead of thinking about work pressures when we're at home and home issues when at work, we not only find the time for hobbies, we may also discover that we have more energy for all activities.



**Rowena Crosbie**

*President,  
Tero International*

[rcrosbie@tero.com](mailto:rcrosbie@tero.com)

“There's no such thing as work-life balance. There are work-life choices, and you make them, and they have consequences.”

– Jack Welch





◀ EVENT REWIND

# 2018 ABI Taking Care of Business Conference

CORALVILLE/IOWA CITY | JUNE 5-7



Thank you to the record 600 attendees of the 2018 ABI Taking Care of Business Conference. With eye-opening keynotes, wisdom-filled workshops, tons of tailgate fun at Kinnick Stadium, special appearances by the governor and lieutenant governor, and second-to-none business networking, it was easily the best conference yet. Save the date: Next year's conference will be June 4-6 in Ames.



Clockwise, from top:  
Gov. Kim Reynolds speaks about bipartisan legislative successes.

Incoming ABI Chair David Bywater receives the gavel from ABI Chair David Zrostlik.

Keynote speaker John (Andy) Anderson talks about what it takes to climb mountains—figuratively and literally.





Clockwise, from top left:  
Keynote speaker Peter Zeihan talks about  
how geopolitics affects Iowa businesses.

The weather—and the company—is perfect  
for the Welcome Reception.

Attendees enjoy the tailgate-themed Chair's  
Reception at Kinnick Stadium.



### Do you know Alexis?

Dr. Alexis Campbell serves as director of Science Bound, Iowa State University's premier pre-college program designed to meet our state and national need for a technical workforce by discovering new ways to increase the number of ethnically and racially diverse Iowa students who earn ASTEM (agriculture, science, technology, engineering, and mathematics) degrees.



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# Uplifting downtime

## IOWA BUSINESS LEADERS FIND THERAPY, CHALLENGE IN HOBBIES



**H**obbies are an important aspect in any business leader's life. These activities can serve as learning and growing experiences, and they also offer a much-needed place to clear the mind, allowing leaders to come to work sharp and focused day in and day out.

Iowa business leaders across the state have unique hobbies that help them in and out of the workplace. While they excel in the office, these business leaders use their free time to have fun and to grow and learn.



DEBI BULL  
marketing coordinator,  
BrownWinick Law Firm

PHOTO BY JOE CRIMMINGS

### Just keep running

Debi Bull's earliest memories of running are in high school. She doesn't know why she started running — she wasn't a part of her school's track and field or cross-country teams — but she remembers how much she enjoyed watching the landscapes go by and the wind brush across her face as the miles ticked off.

Not much has changed, even after more than 100 marathons, 80 ultra-marathons and the many weeks of 100 or more miles of training. While she doesn't run as much as she used to — she still gets up to 60 miles per week — it is still one of her deepest passions.

"It's soothing," said Bull, marketing coordinator at the BrownWinick law firm. "I run in the morning a lot, so it's quiet. You can collect your thoughts. It's my therapy."

Her first race was in Ankeny, and Bull said she was the last one to finish. "I was escorted in by a police car," she said with a laugh.

She moved to Waterloo and continued to run, but her passion for running really took off when she moved to the Quad Cities in the 1980s. She hired a coach who told her to try every running distance to find which one she liked. And she always liked the marathons.

"I just love running them," Bull said. "I love talking about it with people. I like to see people go out and run them."

Running has been there for Bull when she needed it the most. When she was diagnosed with breast cancer in 2005, Bull used running as a coping mechanism when she went through radiation treatment for a month. She won her fight with cancer, and continued to run in events all over the country.

In 2016, Bull dealt with more adversity. During a run, she was hit by a car and fractured her ankle. She couldn't put weight on it, let alone run. After a four-month recovery process, she came back, but she had to start over. She started with one mile and built her endurance back up, which she hadn't done for more than 40 years.

"That was very difficult," Bull said. "I couldn't put weight on my ankle. When I got back to running, I had to start from scratch. I'm still not back to where I want to be, and I'm not sure if I ever will be because with a steel plate in my ankle, it doesn't move like I want it to. But I'm still happy to go out there and pound pavement."

Bull's favorite marathons are in Des Moines because it's home for her. She also enjoys the Grandma's Marathon in Duluth, Minn., along with the Boston Marathon.

"Des Moines is home," she said. "You can sleep in your own bed, you don't have to travel, and you know where you're going."

Bull, who is 60, still runs marathons, but not at the pace she used to. She wants to run some marathons in the West, like in Utah and California, but she doesn't travel outside of Iowa much anymore.

And she doesn't plan on stopping anytime soon. She will keep running as long as her body lets her.

"I'm not as fast as I used to be, but I just love running," Bull said. "I hope I'm running when I'm 70 and 80, but nobody knows. That's the unknown."

## A man of many interests

Paul Gregoire knows the importance of staying sharp.

Gregoire, who is recently retired as the vice president of global human resources for Emerson/Fisher in Marshalltown, has always been a leader, and that transitioned into his career, where he has served in leadership roles for more than three decades.

In his free time, Gregoire believes in exercising the mind and body. He loves doing activities with his hands. He paints and has an art studio in his home, he makes guitars — all from scratch, no less — he occasionally works on cars, and he golfs. If all that weren't enough, Gregoire also just picked up welding by taking a basic class at Marshalltown Community College last month.

"I've been running pretty fast as a business executive for the last 36 years, so once I got away from work, I didn't just let my mind go stagnant," Gregoire said. "I need to have a lot of things going on, and once you go into retirement, that stuff becomes more critical. You need to keep in shape."

Gregoire loved the feeling of finishing a product that he built with his own hands. About seven years ago, Gregoire, who had always been interested in music, wanted to build

a guitar for himself. He watched hundreds of hours of YouTube tutorials to hone his skill.

Now Gregoire can make a guitar completely from scratch, from a tree he cut down himself to a finished product.

"I just said to myself, 'I think I want to make a guitar,'" Gregoire said. "I have some land on the Upper Peninsula of Michigan, and I cut down the trees up there. I'll use those for my guitars. It's like cradle-to-grave guitar making."

In addition to his hobbies, Gregoire is also a political junkie, serves on many community boards of directors and contributes to philanthropic efforts.

And he is already interested in the next thing. He wants to earn his emergency medical technician certification. As a kid, Gregoire said he dreamed of being a doctor. His parents are in their 80s, so having some medical training could come in handy.

"I love it, the fact that you can help people," Gregoire said. "This is something I wanted to look into. Not professionally, just want to have the skills. All of these are things that I wanted to do, but they also keep me sharp. They are so critical to somebody, not only while they are working, to de-stress, but as you enter into retirement."



PAUL GREGOIRE  
recently retired vice president  
of global human resources,  
Emerson/Fisher

PHOTO BY JOE CRIMMINGS

CONTINUED ON PAGE 8B >>

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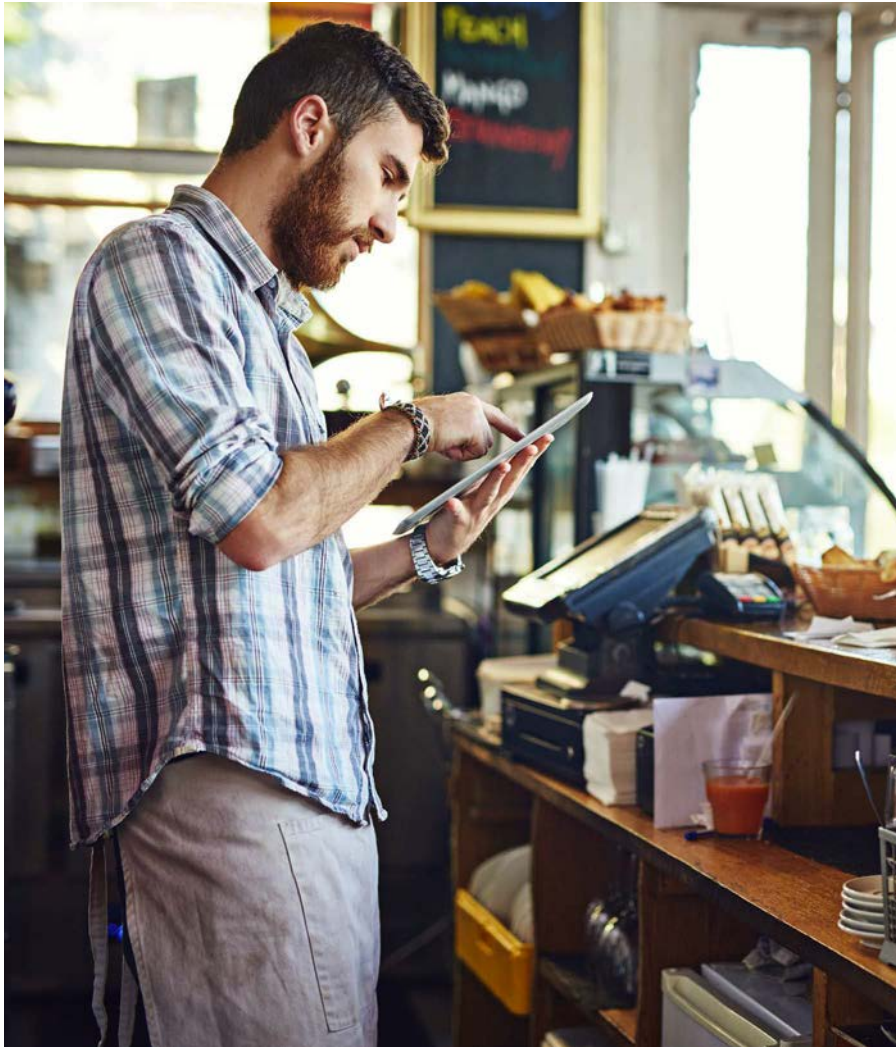
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### Taking off

Steven Bradford has always been interested in flying and aviation, but he never found the right time or a chance to take lessons and learn how to pilot an aircraft.

Bradford, the senior vice president and general counsel for HNI Corp. in Muscatine, has lived in metro areas his entire life, and finding an airfield to take lessons was hard. He grew up in Salt Lake City and went to Pittsburgh after graduating from law school. After more moves internationally, he found a connection to HNI Corp., which was looking for a general counsel.

In 2008, he took the job and moved to Iowa.

"Other than having driven across I-80, I didn't really know anything about Iowa," Bradford said. "I came out here and fell in love with the community and the local area. I decided to join [HNI Corp.] and haven't looked back. It's been a fabulous experience."

Bradford was interested in learning how to fly at the small airstrip in town. His boss was a pilot and helped him along the way. Bradford joined a flying club, giving him access to a plane, and took lessons. He earned his license in 2011.

Now he flies every week. He can't remember a week he hasn't flown since earning his license seven years ago.

"Flying is a little bit of a skill sport," he said. "It's something you have to do frequently in order to stay proficient."

Bradford owns two planes, one that's slower and one that's sportier and faster. He has flown across the United States, from the state of Washington to Vermont — not all at once. He has also flown around Puget Sound off the coast of Washington and the Grand Canyon area in northern Arizona and southern Utah.

"The United States and the country looks a lot different from the air than it does on the ground," Bradford said. "So it's just fun to see what the country looks like from the air."

Bradford will even use his plane on business trips. Instead of driving to different locations across the Midwest, he will fly and make the trip a little bit quicker. He is also known to fly himself to ABI board meetings and other conferences.

He hopes to continue his love for flying by trying different types of aircraft.

"The one thing I really enjoy about flying is that it's very challenging," Bradford said. "There's always a new challenge. There's always something new to learn. Every plane you fly is just a little bit different."

### Climbing for the thrill

Jason Wells has never had an affinity to team sports.

Wells, an account manager at Trilix in Des Moines, likes to be in control of his performance. He was naturally attracted to running and golf, sports that are more individually based. Like many people, Wells would run after work at the gym, but he found himself getting bored with the monotony of that day-to-day routine. He sought something a little more exciting.

In October 2015, one of Wells' friends referred him to Climb Iowa, an indoor rock climbing facility in Grimes.

"I thought I'd go over and give it a try," Wells said. "I went over and ended up getting a three-month membership. I thought I could try it for a few months and see if I liked it. I ended up really enjoying it."

Throughout the next winter, Wells climbed indoors. He became part of the climbing community at Climb Iowa, and some people recommended he try climbing outside. So that spring, he went climbing outside, and he was hooked.

"Climbing inside and outside are like two completely different sports," Wells said. "I spent a lot of time learning and trying it out because there are a lot of things to learn in terms of safety and knowing what you're doing. I spent a lot of time with people who knew what they were doing and tried to learn from them."

Finding a good place to climb in Iowa is tough. There are some places in northeast Iowa, but good areas are few and far between in the state. Wells often has to travel to other states to get his rock climbing fix. His favorite place is at Horseshoe Canyon Ranch in Jasper, Ark. It's about an eight-hour drive from Des Moines, but a drive well worth it for Wells.

Wells wants to expand his rock climbing abilities. He is getting into outdoor mountaineering and biking, and in August he will travel to Colorado to climb a 14,000-foot summit.

"The first time you get 100 feet off the ground and you're climbing the face of the rock, it's scary," Wells said. "You could be very safe, and you don't have to take any risk that's above your comfort level, but you do want to push yourself. You want to try harder things that might involve more risk taking."

"I'm attracted to that aspect. I think that makes me stronger. I think it pushed me harder to be a stronger person and just push myself to do things that I didn't think I could do." ■



## TOP TIPS

# Top Tips for Employment Law Compliance

I became an employment lawyer because I never wanted to be bored at work. There are no less than 35 federal and state statutes that specifically apply to employment in Iowa. Most of these also have a set of administrative regulations and a body of case law interpreting them. Some cities and counties have their own ordinances that apply to employment. If you do business in multiple states, many of them have employment-related statutes (and local ordinances) that are different from, or in addition to, those that apply in Iowa. There are also employment-related tort, contract and other common-law claims to consider, each of which is a little bit different from state to state. If you are a federal contractor, executive orders and more regulations, directives and requirements come into play. It's never boring!

However, what employment law nerds like me think is interesting, businesspeople sometimes think is overwhelming. There are certainly a lot of balls to keep in the air to remain in compliance with the web of employment legal requirements. Everyone does not need to become an expert. (That's why I have a job!) Here are my top tips to keep your house in or-

der, from an employment law perspective.

**1. Know what you don't know.** You can check this one off the list, because I just told you! In all seriousness, the best way to keep a molehill from turning into a mountain is to know when to ask for help. Many risks can be avoided altogether, or problems solved early, by making a quick call to an employment lawyer. "DIY" employment agreements rarely save money. The old proverb "an ounce of prevention is worth a pound of cure" is nowhere more true than it is in the area of employment law.

**2. Happy employees don't sue.** It's so simple, but it's true. If you treat employees how you would want to be treated (or how you'd want your mom or your little sister to be treated), nine times out of 10, you're doing the right thing. Is Iowa an at-will-employment state? Yes. Does that mean you can fire someone for performance with no prior warning or fire someone for "no reason"? Not necessarily. How would you feel if told "You're fired, and I don't have to give you a reason"? Incredulous. How would you feel if your little sister made a sexual harassment complaint and hadn't heard anything about the outcome of the investigation

after two weeks? Angry. So, follow the Golden Rule whenever possible and keep folks happy.

**3. Nip it in the bud.** Ignoring a problem almost always makes it worse. Everyone hates delivering negative feedback and having "crucial conversations." It's awkward, uncomfortable and people feel bad about it. But avoidance compounds the issue. Don't get in a situation where you're defending a termination decision and the employee's last five performance reviews are "meets expectations" (or worse, "exceeds"), if that is not the case. People must be told they are not cutting the mustard if you want them to improve. Similarly, don't ignore bad behavior or rely solely on "verbal warnings." Call it out when you see it and set the expectation immediately. ■



**Amanda G. Jansen**  
Attorney,  
BrownWinick Law Firm  
jansen@brownwinick.com



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## 2019 ABI Public Policy Development Begins



**Nicole Crain**

Senior Vice President,  
Public Policy, ABI  
[ncrain@iowaabi.org](mailto:ncrain@iowaabi.org)

At ABI, planning for the next legislative session begins as soon as the previous session has adjourned. ABI's public policy team traveled throughout the state in May to meet with members and discuss the outcome of the 2018 legislative session and provide a preview of the election landscape for November.

These meetings are the starting point for ABI's policy development process. However, the bulk of the work takes place during the public policy committee process. Committee meetings, which are strictly for members only, allow for engagement and dialogue with other members on key issues facing Iowa employers. The committee meetings will take place in August, and the more members who engage, the better ABI can represent Iowa businesses during the 2019 legislative session.

In 2018, we set a record of more than 200 members from 120 different companies participating in the committee process. This played an integral role in the many accomplishments we saw at the Statehouse during the 2018 legislative session.

After the policy meetings, the ABI Legislative Committee will meet to review committee recommendations and propose association priorities to the ABI board of directors. The ABI board will also meet in September to finalize the 2019 legislative priorities and policies. Learn more about the committees below and visit [www.iowaabi.org/events](http://www.iowaabi.org/events) to register.

### August 7 | Employment and Workforce

Focuses on traditional human resource issues, including health care benefits and the challenges of workforce and skill development, as well as unemployment compensation issues.

### August 8 | Workplace & Product Safety

Focuses on safety of any business's most valuable resource: its people, as well as the products and services they make and provide. This committee will address occupational safety, workers' compensation and liability issues.

### August 14 | Economic Growth

Focuses on economic development issues ranging from workforce and economic development state incentive programs to transportation of people and goods.

### August 15 | Environment

Focuses on air, water and land quality issues impacting the regulated community, including permitting challenges.

### August 16 | Tax

Focuses on all forms of taxes levied on businesses, including property, income, sales and use taxes.





## CALENDAR OF EVENTS



**JULY 15-19**

**Business Horizons 2018**

Central College | Pella

**AUGUST 1-2**

**Connecting Statewide Leaders – Bringing Boji Back**

Okoboji | 12 PM

**AUGUST 5-9**

**Leadership Iowa University**

Des Moines

**AUGUST 7**

**ABI Employment and Workforce Public Policy Meeting**

ABI Office | Des Moines | 11:30 AM

**AUGUST 8**

**ABI Workplace and Product Safety Public Policy Meeting**

ABI Office | Des Moines | 11:30 AM

**AUGUST 8**

**Connecting Statewide Leaders**

Shive-Hattery, Inc. | Des Moines | 3:30 PM

**AUGUST 14**

**ABI Economic Growth Public Policy Meeting**

ABI Office | Des Moines | 11:30 AM

**AUGUST 15**

**ABI Environment Public Policy Meeting**

ABI Office | Des Moines | 11:30 AM

**AUGUST 16**

**ABI Tax Public Policy Meeting**

ABI Office | Des Moines | 11:30 AM

**AUGUST 27**

**Executive Open Golf Outing**

Des Moines Golf and Country Club | West Des Moines

**OCTOBER 2**

**Legends in Manufacturing Awards Dinner**

Prairie Meadows Event and Conference Center | Altoona

Visit [www.iowaabi.org](http://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:

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Community State Bank | [www.bankcsb.com](http://www.bankcsb.com)

Federal-Mogul Ignition Co. | [www.federalmogul.com](http://www.federalmogul.com)

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[www.iowaabi.org/membership/why-abi](http://www.iowaabi.org/membership/why-abi).

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## AHEAD OF THE CURVE

## Lashier honored with Leadership for Iowa Award

Leadership Iowa has named Jack Lashier of Des Moines as the recipient of its annual Leadership for Iowa Award. The award honors a distinguished alumnus of the Iowa Association of Business and Industry Foundation's (ABI's) Leadership Iowa program. Lashier was a member of the 1988-89 Leadership Iowa class. He received the award on June 7 at ABI's Taking Care of Business Conference in Coralville.

Working with former Iowa High School Athletic Association Executive Director Bernie Saggau, Lashier devoted 21 years of his life to envisioning, funding and building the Iowa Hall of Pride. The Hall, which is inside the Iowa Events Center in Des Moines, opened in 2005 and honors the accomplishments of noteworthy Iowans. Jack took the lead as the face of the project and the key fundraiser, garnering \$13 million toward the high-tech interactive exhibit.

Those who nominated Lashier for the award spoke highly of his strong commitment to both promoting Iowa and enhancing the state's quality of life.

"Jack's drive and personality set him apart to educate the youth of Iowa on what they can achieve right here in Iowa," said nominator Alan Mores. "From the sports achievements of Harrison Barnes, to the scientific studies of astronaut Peggy Whitson, to the musical accolades of Simon Estes, he has created a vision of what Iowans can become."

"Jack is one of the most enthusiastic and knowledgeable ambassadors for the state of Iowa that I have witnessed in my 42-plus years in this state," said fellow nominator John F. McCarroll. "He takes his stories of Iowans and their successes, challenges, sorrows and joys to audiences all over the state. His infectious smile and enthusiasm captivate audiences."

Lashier retired from the Iowa Hall of Pride in July 2017. He now serves as senior account executive salesperson with LRI Graphics in Grimes. He worked previously as a special projects coordinator with the Iowa High School Athletic Association and as a sales manager at RACOM,



ABI President Mike Ralston, ABI Foundation Board of Directors Chair Bill Brown, Leadership for Iowa Award winner Jack Lashier

and acted as executive director of the Marshalltown United Way. He has also worked in education, retail and insurance. He has been an active volunteer in the communities where he's lived, including Boone, Des Moines and Marshalltown.

"Jack Lashier is a strong advocate and leader for the state," said ABI President Mike Ralston. "ABI and its members are grateful for Jack's commitment to helping develop Iowa's next generation of leaders."

Recipients of the Leadership for Iowa Award must show a demonstrated commitment to serve Iowa, have held a leadership role volunteering for civic or professional organizations, have demonstrated the ability to lead on difficult or controversial subjects, and be involved in projects designed to enhance the quality of life in Iowa. Honorees also must have held a professional or volunteer leadership position that contributes to local or statewide leadership development. ■

*Leadership Iowa, a program of the ABI Foundation, is one of the state's most revered professional development opportunities. Through Leadership Iowa, participants travel to eight locations around the state to learn about the issues facing Iowa and its communities and to gain a better understanding of the role they can play in addressing those challenges.*

## Coady joins ABI Foundation as development director

Rebecca Coady has joined the Iowa Association of Business and Industry (ABI) Foundation as development director.

Coady is responsible for fundraising — including operational, sponsorships, scholarships, annual appeal, endowment and planned giving — for ABI Foundation programs, which include Leadership Iowa, Leadership Iowa University and Business Horizons.

She was previously program support manager for the Iowa Employer Support of the Guard and Reserve in Johnston. Coady has 15 years of experience leading volunteer networks. She is a graduate of the 2017-18 Leadership Iowa class.

"Becky Coady is a leader," said Mike Ralston, president of ABI. "Her experience with the ABI Foundation programs, her passion for Iowa, and her statewide network of contacts and resources will be key factors in the continued success of the foundation."

Coady grew up in Inwood and graduated from Grand View University.

The ABI Foundation's mission is to build partnerships between business, education and communities. As a nonprofit organization created by ABI, the foundation also provides resources and forums that develop professional and personal responsibility and leadership for our communities and our state. Learn more at [www.iowaabifoundation.org](http://www.iowaabifoundation.org). ■



**Rebecca Coady**  
Development Director,  
ABI

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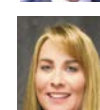
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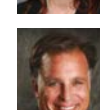
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