



## A PATH TO AN INFORMED ELECTORATE:

Employers and associations  
work together to educate  
employees and voters

**DAVE KLUESNER**  
REGIONAL GOVERNMENT RELATIONS  
MANAGER  
INTERNATIONAL PAPER

**NICOLE CRAIN**  
SENIOR VICE PRESIDENT,  
PUBLIC POLICY  
ABI

A CUSTOM PUBLICATION FOR ABI

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\*2016 SOURCE: TEconomy Partners

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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



**David Bywater**

*ABI Chair  
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Iowa is better when Iowans vote

This edition of Business Record Iowa is all about previewing next month's election and getting out the vote. ABI members take voting seriously, and our organization provides a number of resources to help you and your employees make informed electoral choices.

One of those key resources is IAVotes, also known as the Iowa Prosperity Project. ABI is proud to support IAVotes, which is a partnership between the Business-Industry Political Action Committee and Economic Progress for Iowa's Citizens (EPIC). EPIC is a coalition of Iowa business organizations that seeks to promote information about candidates and policies. It is important to share information about candidates, campaigns and policies with your employees and encourage them to vote. Iowa is better when Iowans vote.

Iowaabi.org is another great resource. See the Public Policy page on this website. You can also see the latest IIPAC endorsements under the News section along with upcoming events. It is not too early to make plans to attend two important ABI legislative events. On Jan. 16, 2019, ABI will hold its

annual Legislative Reception in Des Moines. This event draws hundreds of Iowa business leaders and more state officials of both parties than any other similar event. Please save March 13, 2019, on your calendar for Iowa Business Day on the Hill. It is important to engage our legislators during the session to keep our priorities top of mind.

I recently participated in the Manufacturing Best Practices Road Show with over two dozen other ABI members. We toured Genesis and the John Deere Davenport Works and then proceeded to Chicago for an in-depth look at the Trumpf Smart Factory and the Digital Manufacturing & Design Innovation Institute. The group gained valuable insights into our more connected and automated future. The capabilities demonstrated were amazing. Automation will be a key solution to our growing workforce shortage.

As always, thank you for your support of ABI! I hope you will connect with your association at one of the many events in the coming weeks. ■

EXPERT ADVICE

Small employer wellness: little budget, big impact

Worksite wellness is no longer just a buzzword used by employers to entice a young, motivated workforce, but has become a critical component of benefit packages for mid-to-large employers. Comprehensive worksite wellness programs not only help manage the cost of sick or absent employees, but also improve employee engagement, leading to more productive employees and a healthier bottom line for employers.

However, even given these benefits, few small businesses offer wellness as part of their benefit offerings. The barriers are obvious: no dedicated wellness manager to lead the efforts, too few employees to generate meaningful reporting of ROI and often little to no budget.

Small employers can reap many of the benefits of a wellness program with little investment. Even in small doses, wellness efforts can have a big impact on employee morale, engagement and productivity. For example:

- Offer an Employee Assistance Program. This is a low-cost, important benefit that gives employees and their families resources for life's challenges that affect all dimensions of health.
- Allow employees to take short physical activity breaks throughout the day.

- Offer employees "Wellness Time" to take care of preventive health needs, such as annual physicals, screenings, etc.
- Replace vending machines with water coolers and fresh fruit in the break room.
- Encourage team participation in community events (walk/run, bike ride, etc.).

As an expert in small-business needs, Focus OneSource has learned that many small employers are ready for more comprehensive wellness programming, but need the time and expertise to make it a successful reality. Focus OneWellness was created to bring large-company wellness programming to the small employer with health risk assessments, employee surveys, health coaching, online tracking, onsite programs and custom campaigns. The program includes a dedicated wellness professional to manage the program, allowing small-business owners to focus on their business.

Attracting and retaining the best possible employees is more challenging than ever, and every employer is looking for an edge that sets them apart. What better way than an employer showing they care about the health and well-being of their employees by investing in a worksite wellness program. You don't have to have a big company to have a big impact. ■



**Lynn Kooker  
 MS, CHES**

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◀ EVENT REWIND

# IIPAC Endorsement of Gov. Kim Reynolds

AUG. 30 | ABI OFFICE | DES MOINES

Gov. Kim Reynolds received the Friend of Iowa Business Endorsement from IIPAC, ABI's political action committee, on Aug. 30. Several ABI and IIPAC board members were on hand for the announcement at the ABI office, where Reynolds was praised for her support of policies that make Iowa a better place to do business.



# Executive Open

AUG. 27 | DES MOINES GOLF AND COUNTRY CLUB | DES MOINES



Conditions were sunny and windy with a 100 percent chance of networking on Aug. 27 as 118 golfers enjoyed the Executive Open at the Des Moines Golf and Country Club. And even more members attended the post-golf reception. Thanks to a terrific turnout and engaged sponsors, the Executive Open continues to be one of ABI's most popular events.



# A PATH TO AN INFORMED ELECTORATE:

## Employers and associations work together to educate employees and voters

BY LUKE MANDERFELD

For Dave Kluesner, it was a simple question and the answer came easily.

Kluesner, the regional government relations manager with the International Paper Co., was asked why it's important for employers to educate employees on political candidates and policies at the local, state and federal level.

His answer was matter-of-fact. The employer's role is essential, he said.

"If the communities and the states where we have operations don't value us, they can shut us down," Kluesner said. "We understand that we operate with a social license. We understand that comes with the responsibility of being active members of the community."

Kluesner and the rest of International Paper, which has operations around Iowa, realize the importance of motivating their employees to vote. It can help spur community engagement and advance the company's goals.

But they aren't the only ones. As the midterm elections quickly approach on Nov. 6, Kluesner and other business leaders are encouraging employers to place a focus on educating their employees. Employers often play an important role in creating a well-informed electorate.

Associations, like the Iowa Association of Business and Industry, want to ensure members have the information they need to educate others about the importance of voting. ABI provides non-partisan election resources to businesses and employees on everything from voting deadlines to candidate comparisons to share with others. ABI does all of this in conjunction with the Business and Industry Political Action Committee, BIPAC.

"Employees care about their jobs and care about their company's success, and if the employers offer good, objective information, employees can act as a voter or advocate," said Jim Gerlach, president and chief executive officer of the Business-Industry Political Action Committee (BIPAC).

"It's especially important for employers to provide information because they have a unique and positive relationship with their employees to get them motivated as voters."

At ABI, the scope is not nearly as large as at International Paper, but it's just as important. ABI tends to focus on more local and statewide elections rather than federal races. Last year, during city elections, ABI sent out a reminder email to all of its members reminding them to



Dave Kluesner, Regional Government Relations Manager at International Paper and Nicole Crain, Senior Vice President, Public Policy at ABI.

PHOTO BY DUANE TINKEY

vote and providing information about voting hours and polling locations.

When asked about whether it is more difficult to motivate people to vote during a mid-term election year, Nicole Crain, ABI's senior vice president of public policy said, "Every election cycle is important to us since we focus our efforts statewide. We want to make sure it's front-of-mind for our members. People are busy. They have work and busy lives, and if they are on their way home from work, they may not think the polls are open. It's just doing things like reminding people that they have plenty of time to vote after work."

ABI operates a website, IAVotes.com, which offers candidate profiles for races throughout the state. The organization also sends out weekly legislative race updates via email, which started in September.

Many YouTube videos, hashtags

and election posters have ABI's hands in them as well, like the #40DaysOfVoting campaign during 2016's election cycle.

"We want to make sure ABI is a one-stop shop for election education for ABI members," Crain said. "In Iowa, we have a 2.6 percent unemployment rate, and we want to make sure that doesn't increase. We want to make sure people understand that some of the policies implemented over the years have been supportive to businesses and the hundreds of thousands of individuals they employ."

As the midterm election nears in less than a month, Crain wants to remind voters about some key dates and times to keep in mind. Absentee voting started on Monday, Oct. 8, 29 days before the election. On the Nov. 6 election day, polls are open from 7 a.m. to 9 p.m. You can find all voting information for the state of Iowa at the aforementioned IAVotes.com.

"For us, it's keeping our members updated and letting them know that their vote does matter," Crain said. "Especially in statewide races; that's where we place our focus. It's educating people throughout Iowa to help them understand what businesses do for our communities, the impact those jobs have on our economy and the importance of knowing where candidates stand on those issues prior to voting in the 2018 election."

### Employers are an important piece of the puzzle

BIPAC's mission is to help member companies, organizations and partners engage employees in the workplace. To do this, BIPAC offers a variety of tools. Its member companies as well as business and industry organizations, including ABI, can use these tools in their education efforts.

"We have a set of technological tools and staff support services that help our members with whatever their employee engagement goals are," Gerlach said. "All of it revolves around three areas: voter education, grassroots advocacy and [Political Action Committee] participation."

Gerlach said the relationship between an employer and employee is one of the most important avenues for increasing voter turnout. And the numbers back him up.

According to the BIPAC post-election survey in 2016, 52 percent of respondents said information from their employer led them to vote. About 65 percent of those surveyed said they were more likely to vote based on the information received from their employers. And 83 percent of respondents found the infor-

## A GO-TO ELECTION RESOURCE: IAVOTES.COM

During each election cycle, candidates for local, state and federal office establish platforms and advocate for policy changes. Those platforms and their potential impact are critical to making informed decisions at the ballot box.

The Iowa Association of Business and Industry has partnered with BIPAC to provide an important resource, [IAVotes.com](http://IAVotes.com), where Iowa voters can research and learn more about where candidates and elected officials stand on issues important to Iowa employees, industry sectors and consumers.

This nonpartisan, unbiased information can help voters learn about issues, take action, spread the word and help more Iowans make educated decisions in November.

### VOTER EDUCATION RESOURCES

The [IAVotes.com](http://IAVotes.com) website offers a variety of resources,

including voting records for incumbent candidates in the Iowa Legislature. Voters can see how Iowa lawmakers voted on issues important to Iowa businesses. There's even a tool for Iowans to identify their specific candidates. The website also offers side-by-side comparisons of candidates running for the U.S. House of Representatives and statewide offices.

### HELPING VOTERS TAKE ACTION

Once voters feel confident about their decisions, [IAVotes.com](http://IAVotes.com) has the tools to help them check their voter registration, register to vote and request an absentee ballot. Those interested in voting on Election Day can find information to help them locate their polling places.

Don't be silent this Election Day, especially when ABI and [IAVotes.com](http://IAVotes.com) have all the resources needed to help make participation easy.

## A CUSTOM PUBLICATION FOR ABI

mation received from employers helpful in deciding how to vote.

"If the employers understand the importance of talking to their employees and giving them good, solid information about the candidates, then those employees are going to be better informed and more active in the process," Gerlach said.

But with that influence comes great responsibility.

Gerlach said it's important for employers not to sway their employees' vote one way or another. While employees see information from their employers as most credible — 34 percent of survey-takers rated their employer as the most credible source of political information — having a clear bias can turn employees off to the process.

"That's very important," Gerlach said. "It has to be clear, good, objective and solid information about the candidates or the issues. Employees can't feel like they are being told what to do."

These numbers are even more important when considering the buzz — or lack thereof — that accompanies a midterm election. Midterm elections routinely see smaller turnout numbers than presidential election years. It's especially concerning considering midterm elections may have a larger impact closer to home in local and state governments.

After the 2014 midterm elections, the United States Elections Project recorded the lowest voter turnout in more than 70 years at 36.7

percent. That registered more than 20 percentage points lower than the turnout in the 2016 presidential election and almost 5 percentage points below 2010 midterm numbers.

The stark difference between presidential and midterm election years has been evident for many years, but BIPAC and other political organizations are striving to close that gap little by little through the nation's employers.

"They are all important," Gerlach said. "If you care about public policy at the state and federal level, you have to care about who the policymakers are. Each of the election cycles are really important."

### Large and small

In late October 2016, U.S. Sens. Chuck Grassley and Joni Ernst of Iowa visited International Paper's Cedar River Mill in Cedar Rapids within a week of each other. They toured the facilities, talked with employees and held a town hall with lunch, among other activities.

While those visits were more high-profile, they're just one aspect of International Paper's wide range of political activities aimed toward encouraging voter turnout and educating its employee base.

International Paper is the largest pulp-and-paper company in the world, generating more than \$21 billion in revenue in 2017. Based in Memphis, Tenn., International Paper primarily produces three lines of products: packaging; pulp used in hygiene products, like diapers; and

## 3 WEEKS, 3 WAYS TO ENGAGE YOUR EMPLOYEES

It's hard to believe Election Day is less than a month away. Many Iowans have already cast ballots in this important election, but there is still plenty of time to reach employees and voters who are on the fence about voting.

A national survey conducted by Moore Information in 2016 found that more than half of employees (52 percent) who got information from their employer said it led them to register to vote. Most importantly, 65 percent said the information from their employer made them more likely to vote. Encouraging employees to register to vote can ensure prosperity and economic growth not only in our state, but also nationwide.

### HERE'S WHAT YOU CAN DO:

- 1 Help employees register. Provide employees with the resources they need to register to vote. Share a link to the online voter registration form at [www.iavotes.com](http://www.iavotes.com). Print paper voter registration forms for employees to fill out and provide information on where to return them.
- 2 Remind employees of important local races. Presidential elections often generate the most excitement, but even though the president isn't on the ballot, there are many down-ballot races that matter to Iowa companies and their employees and families. Those include federal lawmakers, state lawmakers, county officers and judges. Some communities will also vote on important local initiatives. Oftentimes, it is these local decision-makers who have the greatest impact on our day-to-day lives.
- 3 Share early voting and polling place information. Iowans have many opportunities to vote, beginning 29 days before Election Day. Provide links to absentee ballot information (available at [www.iavotes.com](http://www.iavotes.com)) and information about your local auditor's office, which can provide polling place information on Election Day.

CONTINUED ON PAGE 8 >>



## Reserve your Space by November 28th

### REACH STATEWIDE DECISION MAKERS WITH THE POWER OF THE PURSE STRINGS

The Iowa Association of Business and Industry's Annual Resource Guide promises to be one of ABI members' most used reference tools!

#### FEATURED TOOLS

Legislative Handbook

Planning Calendar

Membership Directory



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<< CONTINUED FROM PAGE 7

uncoated paper, like the kind you use in your printer. The company has operations all over the world.

In Iowa, International Paper has four facilities, the biggest being the Cedar River Mill in Cedar Rapids, which is the largest recycled paper mill in North America and employs about 250 people.

International Paper has a strong focus on political activities, with government relations employees at the federal level in Washington D.C., and at the state level, where Kluesner operates. Kluesner oversees much of the Midwest and Northeast out of his office in Madison, Wis.

"Most of my work is at the state level," Kluesner said. "And we place a high premium on getting our elected officials into our facilities. I also help with grassroots efforts to get our employees more engaged and impact state and federal issues."

Among the activities International Paper conducts is a quarterly newsletter highlighting key federal and state issues. The newsletter also gives a rundown of recent political headlines from around the nation relating to the company's industry. For example, Kluesner said he recently wrote a piece on the state of New York discussing a carbon tax.

Also every quarter, International Paper holds a town hall meeting at its corporate headquarters in Memphis. At the event, a handful of the company's federal and state government relations employees walk through key political issues in front of staff attending in person or via teleconference.

The International Paper Political Action Committee (IP-PAC) has been a huge point of pride for the company as well. Eight years ago, the company started recruiting "PAC Champions" within branches throughout the United States. These people recruited other employees to join IP-PAC. Since then IP-PAC has doubled in size.

These activities and information avenues, in addition to the large stream of information International Paper places on its IPVotes.com website, are just some of the programs the company has incorporated over the years.

"There is both a high monetary investment and an intangible investment in government relations at International Paper," Kluesner said. "It starts with our CEO — he invests his own time going to Washington, D.C., and state capitols — and it's shared throughout the company." ■



Ingenuity

Groundbreaking technology and scientific development in Iowa's Cultivation Corridor are improving the ways in which the world grows, eats, and produces energy and materials. Our region's longstanding commitment to continuing the development of creative innovations in agricultural is central to our economy – and an essential ingredient for a more sustainable global future.



[cultivationcorridor.org](http://cultivationcorridor.org)

# Leadership Iowa Announces Class of 2018-19

Forty leaders from across Iowa have been selected as members of the 2018-19 class of Leadership Iowa, the premier statewide issues-awareness program of the ABI Foundation.

They will travel to communities throughout the state for a series of two-day sessions from October through June. Each session provides participants with an in-depth, firsthand look at an important issue facing our state by way of discussions with subject-matter experts, interactive experiences and industry tours.

This year's class will visit Moravia, Clarinda/Shenandoah, Oskaloosa, Des Moines, Cedar Rapids, Cedar Falls/Waterloo, Carroll and Ames. Topics of discussion will include agriculture/renewable energy, workforce, government, public safety/security, education and economic development. For more information about the program or to nominate a future participant, please visit [www.LeadershipIowa.com](http://www.LeadershipIowa.com).

## LEADERSHIP IOWA 2018-19 CLASS

Emily Abbas	Bankers Trust	Glenda Kohout	Shive Hattery
Ajith Anand	DuPont Pioneer	Katie Mason	City of Coon Rapids
Brian Aust	LBS Inc.	Jacqueline Matsen	Iowa Economic Development Authority
Tina Bakehouse	Golden Hills RC&D	Ryan Peterson	RDG Planning & Design
Stephanie Bredman	Kirkwood Community College	Mark Phillips	Bank Iowa
Brett Burkhardt	Shift Interactive	Adam Plagge	City of Johnston
Mark Chidley	Iowa Air National Guard	Brandon Pratt	LWBJ
Jeff Dentlinger	Farm Bureau	Matt Rebro	Russell Construction
Chad Ellsworth	Iowa Bankers Insurance & Services	Anthony Reynolds	CoreTegic Capital LLC
David Farnsworth	McGowen, Hurst, Clark & Smith PC	Justin Schultz	Pottawattamie County
Chad Feenstra	Trans Ova Genetics	Jodi Schweiger	The Iowa Clinic
Sara Frerichs	Northwest Bank	Kama Small	Grinnell Mutual
Jami Haberl	Iowa Healthiest State Initiative	Pat Townsend	Iowa Dept. of Public Safety Division of Criminal Investigation
Sarah Heggen	Central Iowa Power Cooperative	Charity Tyler	Cedar Rapids Public Library Foundation
Kim Hinkhouse	Model Farm	Todd Van Thomme	Nyemaster Goode PC
Afton Holt	Corner Post Marketing	Aaron Warner	ProCircular
Dan Huitink	Vermeer Corp.	Angela Weekley	Veridian Credit Union
Jenae Jenison	Central College	Emily Westergaard	I Have a Dream Foundation
Adriana Johnson	Rockwell Collins	Andrea Woodard	Greater Des Moines Partnership
Dennis Jordan	Mortenson		
Jacqueline Kiple	John Deere ISG		



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- Rail Access



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- 5.2 Acre Site
- New in 2018



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## ABI PAC endorses Friends of Iowa Business

Each election cycle, the Iowa Association of Business and Industry's nonpartisan political action committee, IIPAC, evaluates candidates for state office. Those candidates who support a competitive business climate and focus on a regulatory climate conducive to job creation are endorsed as Friends of Iowa Business.

In 2018, the following four statewide candidates, 13 Iowa Senate candidates and 54 Iowa House candidates have been endorsed by IIPAC as Friends of Iowa Business. They are listed by district. "I" indicates the candidate is an incumbent, "C" indicates the candidate is a challenger, and "O" indicates the candidate is running for an open seat.

### STATEWIDE CANDIDATES

Governor – Kim Reynolds  
Secretary of State – Paul Pate  
Auditor – Mary Mosiman  
Secretary of Agriculture – Mike Naig

### IOWA SENATE

District 3: Jim Carlin, I	District 19: Jack Whitver, I
District 5: Tim Kraayenbrink, I	District 25: Annette Sweeney, I
District 7: Rick Bertrand, I	District 27: Shannon Latham, C
District 9: Jason Schultz, I	District 41: Mariannette Miller-Meeks, O
District 11: Tom Shipley, I	District 47: Roby Smith, I
District 13: Julian Garrett, I	District 49: Chris Cournoyer, O
District 15: Zach Nunn, O	

### IOWA HOUSE

District 1: John Wills, I	District 44: Anna Bergman, O
District 2: Megan Jones, I	District 48: Rob Bacon, I
District 3: Dan Huseman, I	District 49: Dave Deyoe, I
District 4: Skyler Wheeler, I	District 50: Pat Grassley, I
District 5: Tom Jeneary, O	District 51: Jane Bloomingdale, I
District 6: Jacob Bossman, I	District 54: Linda Upmeyer, I
District 7: Tedd Gassman, I	District 55: Michael Bergan, I
District 8: Terry Baxter, I	District 57: Shannon Lundgren, I
District 10: Mike Sexton, I	District 58: Andy McKean, I
District 11: Gary Worthan, I	District 60: Walt Rogers, I
District 12: Brian Best, I	District 63: Sandy Salmon, I
District 16: Mary Ann Hanusa, I	District 67: Ashley Hinson, I
District 17: Matt Windschitl, I	District 68: Randy Ray, O
District 18: Steve Holt, I	District 72: Dean Fisher, I
District 19: Chris Hagenow, (incumbent running in an open seat)	District 73: Bobby Kaufmann, I
District 20: Ray Bubba Sorenson, O	District 76: Dave Maxwell, I
District 21: Tom Moore, I	District 78: Jarad Klein, I
District 22: Jon Jacobsen, I	District 79: Dustin Hite, O
District 23: David Sieck, I	District 80: Holly Brink, O
District 24: Cecil Dolecheck, I	District 84: Joe Mitchell, O
District 25: Stan Gustafson, I	District 88: David Kerr, I
District 27: Joel Fry, I	District 91: Gary Carlson, I
District 37: John Landon, I	District 92: Ross Paustian, I
District 38: Kevin Koester, I	District 94: Gary Mohr, I
District 39: Jake Highfill, I	District 95: Louis Zumbach, I
District 42: Peter Cownie, I	District 96: Lee Hein, I
District 43: Michael Boal, O	District 97: Norlin Mommsen, I





## CALENDAR OF EVENTS



### OCTOBER 26

**Election Briefing** (ABI PAC Investors only)

### NOVEMBER 1-2

**Leadership Iowa**

Clarinda/Shenandoah | Topic: Agriculture & Renewable Energy

### DECEMBER 6

**Connecting Statewide Leaders**

Oskaloosa

### DECEMBER 6-7

**Leadership Iowa**

Oskaloosa | Topic: Business & Industry/Workforce

### JANUARY 16

**Legislative Briefing and Reception**

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

### JANUARY 16-18

**Leadership Iowa**

Des Moines | Topic: Government

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:

Denovo | [www.teamdenovo.com](http://www.teamdenovo.com)

Developers Realty Group | [www.developersrealtygroup.com](http://www.developersrealtygroup.com)

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SUCCESSION PLANNING

# Getting started on family business succession

For many owners of closely held businesses, passing their business on to their children is a popular succession plan. However, many business owners have delayed succession planning and created problems that might have been avoided with earlier attention. While succession planning is easy to defer, it is extremely important to avoid that delay. As a starting point, owners can begin by considering the following issues:

1. Which heirs will be involved in the business operations?
2. What can be done for heirs who are not involved in the business?
3. Should some ownership be transferred to heirs before they are ready to lead?

Succession can be separated into two components, management and ownership, which can be transferred separately. Some owners prefer to transfer management of the business to one child but transfer ownership to all children. Alternatively, some owners prefer to only transfer ownership to heirs that are active in the business.

Regardless of which option is chosen, communication and transparency throughout the process are important. When some heirs are involved in the business and others are not, they may have different views

about the business and what should be done with its cash flows. Guidance throughout the process from the older generation can go a long way in easing tensions that may flare up later. It is important to note that heirs can't always be treated equally.

Even if the younger generation isn't ready to lead the company, there may still be a desire to start transferring some ownership to the next generation. This develops the commitment of the next generation to the business and facilitates estate planning. Through the use of voting and nonvoting stock, it is possible to transfer interests in the business without the older generation sacrificing control of the business. The older generation retains control until the younger generation has proved its ability to manage the business. Such transfers can be done as sales or gifts.

Many business owners delay succession planning because the entirety of the project seems overwhelming. It is important to get started by breaking the project into smaller pieces, which can include separate transitioning of ownership and management of the company. Inattention to succession planning is a substantial problem for many family businesses, so get the ball rolling today to increase the likelihood of a successful succession. ■



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## TOP TIPS

### 3 TIPS for surviving a panic attack

Your heart races. Your chest tightens up and breathing becomes difficult. You feel dizzy and lightheaded. And an impending sense of doom comes over you.

Something's wrong, but you don't know what. You just know you need help ASAP.

Help is closer than you think because you're having a panic attack. As scary as your physical symptoms are, you are in no real danger and your health is fine.

The major stresses of life in the business world can cause panic attacks. They are more common if you're sensitive to stress and negative emotions. And they have triggers. The places, people and things you associate with stress and negative emotions can cause future panic attacks.

That can make your work life difficult if you can't get your triggers under control. But you can stop a panic attack if you feel an episode coming on.

**1 Remind yourself it's only temporary.**  
Awareness of your triggers, your body and your symptoms can help you remind yourself that you're feeling panicky — and not in real

danger. Early recognition helps you strip the fear away, reducing your physical symptoms.

**2 Take a deep breath.**  
The scariest part of a panic attack might be that you can't breathe. But there's nothing physically preventing you from doing so. Breathe deeply and slowly to keep from hyperventilating, and keep it up until your breathing is back to normal.

**3 Steer clear of your triggers.**  
Go to another place — even if it's just in your mind. Blocking out your triggers helps you remove yourself from the situation that's causing your panic and allows you to concentrate on stopping it.

The quicker you can identify a panic attack and take steps to stop it, the easier it is to return to normal. The fear will subside, and with it, the other symptoms. If you can't get it under control, seek medical attention right away. The signs of a panic attack are similar to those of a heart attack or stroke. Get help to calm your fears and assure that what you're experiencing isn't something worse. ■

