



BUILDING BOSSSES:

*Iowa companies drive workforce
development, advocacy*

David Zrostlik, *President/CEO, Stellar Industries*

Fred Buie, *President, Keystone Electrical Manufacturing Co.*

Mark Hanawalt, *President, United Equipment Accessories, Inc.*



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

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A VIEW FROM THE TOP



David Bywater
*ABI Chair
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ABI and Its Members: Working Hard on Workforce Development

Next Wednesday, ABI will lead Iowa Business Day on the Hill 2019. We thank our partners—the Iowa Chamber Alliance, the Iowa Chapter of the National Federation of Independent Business and the National Association of Women Business Owners—for their participation. We also thank you, in advance, for your participation in this important event. Legislators want to hear about what is important to you. ABI works to be sure your voice as a business leader is heard.

This edition of Business Record Iowa carries a great cover story about workforce, with a focus on developing leaders and mentors. In that regard, the ABI Foundation's Leadership Iowa program has been developing Iowa leaders for almost 40 years. All Iowans (not just ABI members) are eligible for this terrific program, which has helped build communities and companies all across our state. After you

read the article, tell us about your role models and mentors.

On another note, I can share with you that there is great excitement in Ames about ABI coming to town in June. Count on the folks there to roll out the red carpet to help make your 2019 Taking Care of Business Conference experience the best ever. I continue to be excited about the hospitality, speakers, venues and networking that you will see at ABI's 116th annual meeting. If you have not already done so, finalize your plans now to join your ABI colleagues in Ames June 4-6. You do not want to miss it! Registration is open at www.ABITakingCareOfBusiness.com.

ABI will continue its work on behalf of Iowa businesses through the remainder of the legislative session. Please provide feedback on what is important to you. ■

EXPERT ADVICE

Leaders: How to Deal with Dissonance



Deborah Rinner
*Chief Learning
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International
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How can you deal with the dissonance?

- **Identify the issue.** Is the dissonance between how you want to be perceived and how you'll be perceived due to a lack of skill? Is it the tension of knowing you're viewed as a capable leader but you don't know how to capably affect a particular situation?
- **Address the issue by finding support in the form of effective leadership tools.** The experienced woodworker has more sophisticated tools than the novice. Leaders need more advanced tools than those they lead.

Inability to be effective is a legitimate fear for leaders who have the development of others entrusted to them. Yet abilities can be developed and future dissonance can be prevented if we acquire and use an effective set of leadership tools. ■

Not everyone loves a clown. Many people fear them. Charles Dickens identified what is feared in the image of a clown. He said, "What causes fear is not the exaggerated painted face, or the dull face of a person underneath. It is the tension between the two. The dissonance between what is and what appears to be."

Leadership situations can also cause a gap between what is and what appears to be.

Here are a few examples:

- You are now a leader to what were your peers
- You must get buy-in for a change that others and you yourself do not believe in
- You give a board presentation and your presentation skills are not as good as people expect





EVENT REWIND

Leadership Iowa Alumni Dinner & Celebration

January 16 | Hilton Des Moines Downtown

Leadership Iowa held an all-alumni dinner and celebration with over 100 attendees following ABI's annual Legislative Briefing and Reception on Jan. 16. In the hope of strengthening relationships and promoting collaboration, this is the first in a series of events this year to connect innovators of this network across the state. Pictured on the left is a top contender for "best class ever!"



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Wall Street Journal columnist Peggy Noonan to headline ABI's annual conference in Ames



Pulitzer Prize-winning Wall Street Journal columnist Peggy Noonan will headline the Iowa Association of Business and Industry's (ABI's) 2019 Taking Care of Business Conference, June 4-6, in Ames. The conference is expected to draw 1,000 business leaders to venues including Hilton Coliseum and the Sukup End Zone Club at Jack Trice Stadium.

"This year's conference will be bigger and better than ever," said ABI President Mike Ralston. "This conference has it all—Iowa's best business networking; exciting venues, especially for Iowa State and sports fans; and popular speakers."

The Taking Care of Business Conference is Iowa's premiere statewide business conference. It brings together the state's most influential industry leaders to learn, network and share ideas on growing Iowa's business climate.

The keynote speaker will be Peggy Noonan, a Pulitzer Prize-winning columnist for the Wall Street Journal, where her weekly column, Declarations, has run since 2000. She

is also the bestselling author of nine books on American politics, history and culture.

Additional speakers include Paul Shirley, author and former NBA and Iowa State University basketball player, and Rowena Crosbie, author and top-rated speaker and trainer.

Iowa business experts will also lead workshops on topics including opportunities to grow your workforce and how tax reform impacts your business.

"We're proud to bring the Taking Care of Business Conference to the Ames area," said ABI Board Chair David Bywater, president of Bankers Advertising/Tru Art in Iowa City. "The Cultivation Corridor is a stellar showcase



Peggy Noonan
Pulitzer Prize-winning
Wall Street Journal columnist



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“This conference has it all—Iowa’s best business networking; exciting venues, especially for Iowa State and sports fans; and popular speakers.”

Mike Ralston
President, ABI

for innovation and growth in agbioscience, biorenewables, biotech and advanced manufacturing industries.”

Attendees will enjoy regional gems, including the gorgeous Ames Golf & Country Club, the magical Hilton Coliseum and the hallowed home of Iowa State football, Jack Trice Stadium. They will also have a chance to participate in exclusive, one-of-a-kind tours, including Danfoss/Martin Marietta, Kreg Tool/Bayer Crop Science, the ISU Research Park (Boehringer Ingelheim, Vermeer, Workiva), the Iowa State University Industry Labs with CIRAS, and the USDA National Centers for Animal Health and ISU College of Veterinary Medicine.

Companies of all sizes are encouraged to bring their leadership teams to take advantage of the strategic, high-quality programming. Learn more and register by visiting www.ABITakingCareOfBusiness.com. ■



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BUILDING BOSSES:

Iowa companies drive workforce development, advocacy

Leadership development is the cornerstone of a strong and well-trained workforce. Having a robust leadership pipeline can boost an organization's effectiveness and efficiency, and help ensure quality management for years to come.

Through high school programs, community colleges and mentorship, Iowa companies have made leadership development a primary focus in their business plans. And their reason isn't just for the good for their organizations — it's also for the good of Iowa.

"Having quality leadership development programs creates a pipeline for our state's future leaders," said Dave Zrostlik, president and CEO of Stellar Industries. "That's not just a benefit to our communities, but also for businesses. It helps retain people in Iowa, and it's critical to do that at a time when workforce is an important issue."

The next manufacturing leaders

Mark Hanawalt wants to break a misconception about manufacturing — that companies don't give their employees a chance to grow. The reality is quite the opposite. Many manufacturers, especially those in Iowa, are willing to invest in their people. Whether the investment be through new training, mentorship or formalized leadership classes, Hanawalt said you'd be hard pressed to find a company not willing to develop its employees.

"That's sometimes not very well stipulated or espoused in the media," said Hanawalt, president at United Equipment Accessories Inc. in Waverly. "Manufacturers are wholeheartedly willing to invest in people, especially those who are willing to work. I think that's critical because a lot of manufacturers today offer a lot of upward mobility."

"I don't know of anyone who won't allow their employees to get into training to

allow them to grow. That's an overall philosophy here at United Equipment, and most manufacturers share that philosophy."

On Oct. 30, 2018, United Equipment Accessories and two other manufacturing companies in Waverly — GMT Corp. and TDS Automation Inc. — organized the first-ever Manufacturing Night event to inform local students about the industry. Staff from the three companies gave informational talks to Waverly-Shell Rock High School students, highlighting processes, products and cultures. Debi Durham, the director of the Iowa Economic Development Authority, was also in attendance to welcome students. After the lecture, students attended half-hour tours of each company's facility.

In the weeks after the event, Hanawalt, who planned the event, said feedback was overwhelmingly positive. Not only did the night buck some stereotypes about manufacturing — that it's dirty and monotonous — but it also helped open up the many possibilities for upward mobility.

"Our representatives were very, very good managers who are in their late 20s, 30s and early 40s," Hanawalt said. "I wanted to get across to these students that this is a younger field, and there are people who are coming into this field on a regular basis. I also wanted to get across that we are willing to invest in you if you come to work for this company. We can get you the level of training to get you where you want to go."

In its hometown of Garner, Stellar Industries has taken its own steps to make an impression on school-aged children. Every year for the past decade, the company has sent one or two local high school students to ABI's Business Horizons program, which helps educate and inform future business leaders at the high school level. Business Horizons is a weeklong professional development course that helps students explore career opportunities and immerse themselves in a hands-on working environment.



A CUSTOM PUBLICATION FOR ABI

"These programs give younger people especially strong reasons why a career in the state of Iowa is the thing to do," Zrostlik said. "When we talk to the students who come back from the Business Horizons program, they said they had had no idea the opportunities that existed for them coming out of high school and how broad their future is. That's critical to plant the seed for their career path and what they need to do to get there."

Beyond the high school level, community and technical colleges around Iowa are integral to training and developing the future workforce. Fred Buie, president of Keystone Electrical Manufacturing Co. in Des Moines, sits on Des Moines Area Community College's board of trustees. His role is to bring a real-world manufacturing perspective to the college's fiscal and academic planning.

Iowa operates 15 community colleges, and each has become a valuable resource for companies in the area. Getting more high school students into technical training at community colleges can help them develop real-world management skills and mold them into future leaders. These institutions can also help current managers pick up new perspectives.

"The importance of these leadership development programs is to create a pipeline for the next generation of business leaders," Buie said. "These programs also keep people abreast, and it's a tool that develops new leaders and helps fine-tune the leadership skills of existing leaders."

Mentoring women in STEM

Leadership development, particularly mentorship, can go a long way for women in science, technology, engineering and math (STEM) fields. That's where Million Women Mentors fills a need. According to the organization's statistics, about 1 in 4 workers in STEM fields is female. And just 3 percent of women who receive a STEM education stay in their career, said Jana Rieker, who co-chairs Million Women Mentors Iowa.

The organization's goal is to connect mentors with girls and young women to create excitement and confidence around STEM. Since starting in 2015 with the backing of now-Gov. Kim Reynolds, Million Women Mentors Iowa has nearly 7,500 volunteer mentors on board. Its goal is to

reach 10,000 by October 2020.

"Million Women Mentors is not trying to create anything new," said Rieker, senior account manager at Trilix in Des Moines. "We just want to encourage women to apply for leadership jobs, welding jobs, financial advisory positions. We want to make sure the conversations around women in STEM are being had and that women have the support they need."

Million Women Mentors Iowa primarily focuses on mentorship for elementary, college and professional girls and women. The organization has partnered with the Girl Scouts, the National High School Coaches Association, all four Division I women's basketball teams in Iowa and community colleges to advocate for and educate women in STEM-related industries.

Just two years ago, Million Women Mentors Iowa and DMACC coordinated with local businesses and rolled out technology classes for women. Women in these fields were having trouble advancing upward because of family commitments, which held them back from night classes and certifications.

In addition to the crucial training women received in the courses, they also connected with women from other organizations who were in similar situations.

"Sometimes it's just a matter of identifying other people like them in these roles," said Teri Vos, who also co-chairs Million Women Mentors Iowa and is the community relations manager with Vermeer. "It makes it an easier conversation and helps those women pursue their passions because they know there are other people like them out there."

With mentorship and leadership development a primary focus for the organization, Million Women Mentors Iowa hopes to close the gap between men and women in STEM-related fields — and perhaps see more women in leadership roles.

"People feel like they are being fulfilled by that leadership, that growth, being leaders in their own right," said Teri Vos, the other co-chair of Million Women Mentors Iowa. "Many young girls need that confidence, and that helps them stay in STEM and go for leadership positions."

Companies focus on internal development

Manufacturing leaders throughout the state look at internal leadership development as crucial.

With an unemployment rate just less than 2.5 percent in Iowa, manufacturing companies are feeling the squeeze. In order to retain as many employees as possible, companies have focused on creating opportunities and developing their current workers.

"Training should be nonstop," Zrostlik said. "It's very important to identify those leaders early on, get them the training they need, and you'll see those benefits, whether it be in our communities or within our companies."

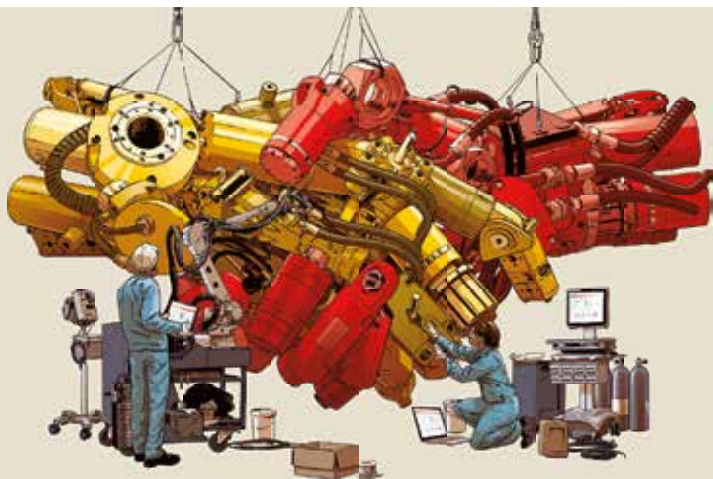
United Equipment Accessories uses the "80 percent rule." This requires each manager within the organization to have someone in their direct reporting that is 80 percent comfortable with doing the manager's job. The company leverages an internal mentoring system to ensure they have the people required in the case of an employee leaving.

This rule extends from the top all the way to the bottom — from the director level to the supervisory level.

"That way we aren't in a bad way or positioned poorly because of it," Hanawalt said. "I wanted to make sure it wasn't just at the management level, and that it got down to the supervisory level and even the lead person of the floor. It goes all the way down to make sure we have the stock we need to continue operating."

Stellar Industries uses an internal schooling program that teaches factory workers crucial skills to become better employees. The company's weeklong welding school educates new welding hires and interested employees on the basics of the craft.

The course, taught by five full-time specialists, keys in on the science of welding. Participants spend three days in the classroom and two days in the lab. At the end, they receive a welding certification. While there are obvious benefits to the course, like a well-trained employee base, another plus has been the opportunity for new workers to learn more about the



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GET TO KNOW

company culture and process.

"The class has proven very beneficial for us," Zrostlik said. "In the process of doing that, we've found that the interaction with a new employee has allowed them to get more involved with how our company operates."

Keystone Electrical Manufacturing Co. turns to one-on-one mentoring and formalized training to help some of its future leaders grow. While Buie admits it can be tough to promote because of low turnover in his management ranks, he usually guides his company's brightest employees to DMACC. In those formalized classroom settings, individuals can network and connect with other people in similar situations. Keystone Electrical Manufacturing has also brought in DMACC instructors to the factory for supervisory skills training.

"There are those people who you see in day-to-day operations where you say there's something different about this person," Buie said. "For those who do get selected and make that move, we want to do formalized training. We also do a lot personal coaching."

However a company approaches its workforce development, it's clear that many of them feel an obligation to their employees. Leadership training goes beyond initiative from an employee — it's a mutually responsible process.

"If we have employees who are willing to do an honest day's job, we will train them in whatever job skill they have or whatever position they want to learn," Hanawalt said. "If an employee is doing this job today, but they'd really like to do this other job, it's our job to help them get there." ■

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Promote Important Issues at Iowa Business Day on the Hill

Today marks the first funnel of the legislative session. A funnel is a self-imposed deadline where a bill must be out of one policy committee in a chamber to stay “alive” for the remainder of the session. There are exceptions to the rule, including tax and budget issues. In addition to ABI’s priorities advancing, many anti-jobs proposals advanced, and Iowa legislators need to hear from business leaders as they weigh these pieces of legislation.

Iowa Business Day on the Hill offers a perfect opportunity to communicate with your legislators as to the impact the legislation will have on your business and employees at the Statehouse next week.

Once again this year, ABI is partnering with other business organizations, including the National Federation of Independent Business of Iowa (NFIB), the National Association of Women Business Owners (NAWBO) and the Iowa Chamber Alliance, to host this event to provide both business leaders and lawmakers with even greater awareness of the issues affecting Iowa businesses.

Those who attended last year’s event heard from legislative leaders about significant tax legislation that was being debated. Attendees also had the opportunity to advocate to their legislators about the need for a skilled workforce, which ultimately resulted in Future Ready Iowa legislation passing the Iowa House and Senate and being signed by Gov. Reynolds.

In addition to advocating for policies that promote more jobs and economic growth in Iowa, the day is an opportunity to celebrate and share the important role Iowa businesses play in their communities and the state.

On Wednesday, March 13, participants will receive an update on activity at the Legislature before heading to the Capitol to meet with lawmakers.

Legislators need to hear firsthand from employers and employees in their districts about how decisions being made at the Statehouse are affecting everyday Iowans. Join us March 13 to help educate Iowa’s elected officials on the issues important to Iowa businesses. ■



Nicole Crain

Senior Vice President,
Public Policy, ABI
ncrain@iowaabi.org

What: Iowa Business Day on the Hill

When: March 13, 2019

Where: ABI Office, 400 E. Court Ave.,
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Drew Larson
*Attorney, BrownWinick
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Mentoring as a Competitive Advantage

If you ask a person what helped them succeed, they almost always mention a mentor who helped them in their career. Mentors often fill in the gaps in formal written policies and help mentees build the soft skills that every employer desires. Many companies are building formal mentoring programs to position their employees for success.

While each program is different, the best mentoring programs are designed around the following concepts:

- Built on Trust. Ultimately, successful mentoring relationships are built on trust between the mentor and mentee.
- Time Builds Trust. To have trust, a mentor and mentee must actually spend enough time together to get past the pleasantries and build a meaningful relationship. Often this means meeting and getting out of the office on a regular basis.
- Trust Allows Honesty. Once built, trust allows for honest questions and feedback between mentor and mentee. Whether it is about work product, compensation or other challenging conversations, a trusted mentor can help the mentee work through these matters in a productive manner.
- Mentoring is a Skill. Being a good mentor is a different skill than being the boss or a co-worker in the same department. The mentor must have the right personality and knowledge to build trust and to be able to provide useful advice to the mentee. Not everyone will be the right fit, and selecting a mentor is a decision that should be made thoughtfully.

In my experience, companies that have strong mentoring programs tend to have the strongest culture, the most loyal employees, and they achieve the most financial success. A little investment in this area can have big returns. ■



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CALENDAR OF EVENTS



MARCH 13
Iowa Business Day on the Hill
ABI Office | Des Moines | 8:30 AM

MARCH 15
Legislative Conference Call – ABI Members Only
Teleconference | 8 AM

MARCH 27
Workers’ Compensation Seminar
ABI Office | Des Moines | 8:30 AM – 3 PM

APRIL 4
Connecting Statewide Leaders
Cedar Falls/Waterloo | 10:30 AM – 1 PM

APRIL 4
Building Business Value
Cedar Falls/Waterloo | 1 – 3 PM

APRIL 4-5
Leadership Iowa
Cedar Falls/Waterloo | Topic: Education

APRIL 5
Legislative Conference Call – ABI Members Only
Teleconference | 8 AM

MAY 2-3
Leadership Iowa
Carroll | Topic: Economic Development/Community Vitality

JUNE 4-6
Taking Care of Business Conference
Ames

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

EMBARRASSED EXECUTIVE



Brett Burkhardt

Partner,
Shift Interactive

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Promote People to Leadership Roles for the Right Reasons

Q: How is developing leaders and mentors in technology roles different than any other role?

A: Just because an employee is the best coder or technician in the company does not necessarily mean he or she should be your next choice to be a mentor or leader. In some ways developing technical leaders can be the same as any other role, but in other ways it can be quite different.

How developing technical leaders can be the SAME as other roles

As with any other role, the person you choose to elevate to the level of leading others needs to have qualities such as warmth, approachability, understanding and calm, and also an ability to be direct at the same time. A leader or mentor needs to have a genuine interest in seeing others on the team get better and contribute more to the mission. They need to know that their success is no longer judged by their personal output alone, and that the team's success is also their success and their responsibility.

How developing technical leaders can be DIFFERENT than other roles

Technical roles such as software engineers, user experience designers, business analysts and app developers benefit from being led by someone who has an understanding of what their work is like, and who can help them brainstorm and solution through problems. The leader does not necessarily need to be able to design or code or write the specifications themselves, but an understanding and appreciation for how the work is done allows the leader or mentor to recognize when the person they're leading is stuck, to encourage them, and to question the potential options in a healthy brainstorm to assist them in coming up with their own solutions.

Elevate people in your company to leadership roles not because of tenure, but because they have the skills and interest to lead others for the right reasons.



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Planning for the future of your organization involves developing a culture that builds future leaders. In our experience, success comes most easily to organizations who understand why this kind of culture matters, who have a solid plan, and who have the ability to trust their employees.

Most people already view organizations with next-generation leadership plans as being more valuable. Part of what makes these organizations valuable is that they can leverage their growth culture as a competitive hiring advantage to prospective employees.

Once you have a good understanding of why growth culture brings your organization value, it's time to begin implementing a plan. For starters, don't leave planning to the last minute—waiting until a week before the current owner leaves is not a good strategy. It is also critical that you have conversations with those in your pool of future leaders to avoid grooming someone with no desire to sit in the chair. Once you have some prospects, develop a plan to enhance their organization, industry, and financial knowledge. It is also mission critical that you invite them to gain hands-on experience by observing your work.

The final piece involves helping the future leaders build trust with the current leadership. One way that you can do this over time is by giving them the authority to make decisions. They will make mistakes and do things differently than you, but as Steve Jobs once said, "It does not make sense to hire smart people and tell them what to do."

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AHEAD OF THE CURVE

Doing the Math of Volunteering

We as Iowans are fortunate to have tremendous opportunities to get involved in our communities, and the impact is often compounded far greater than the time and effort of the good deed done. However, when so much of our day is driven by the bottom line, allocating the time and resources to these opportunities doesn't always seem feasible.

At the ABI Foundation, we know that time is valuable. It adds value to the lives of our program participants in incalculable ways, and the return on investment for Iowa results in more well-prepared leaders and exponential growth for the state.

While the feel-good response of donating your time to a cause you care about is an input that cannot be computed, it is exactly these emotion-driven interactions that fuel the collaboration between our program participants and volunteers.

"Leadership Iowa University (LIU) introduced me to companies, business owners, community leaders and college students I would have never met but for my participation in the program. My current professional role working with rural communities and their community foundations throughout Iowa comes as a direct result of my participation in LIU as a student, and my continued connection to the ABI Foundation as a board member and mentor allows me to reciprocate and grow these relationships. LIU showcases some of the best Iowa has to offer to the type of young people we want to keep here in our communities."
Joe Sorenson, Community Foundation of Greater Des Moines
Leadership Iowa University Alum, Board Member and Mentor

"Business Horizons is such a valuable and rejuvenating program for participants and volunteers alike. The opportunity to see such energetic students engage in a team project that requires collaboration and personal growth, all over the span of just one week, is enjoyable and really puts the real-world work life into a different perspective. I enjoy working with these students to help develop them professionally, and the overall experience enhances my excitement for what the future of Iowa has in store once these young professionals spread their wings."

Mandy Johnson, Collins Aerospace
Business Horizons Alum, Volunteer and Program Sponsor Representative

If you're looking for an opportunity for you or your organization to partner with a mission-driven organization, here are three simple ways you can get involved with the ABI Foundation:

SPREAD THE WORD

Visit our program websites to nominate high school students, college students and adult professionals to participate in our programs, or invite them to learn more about these special opportunities. Stay up-to-date by following Business Horizons, Leadership Iowa University and Leadership Iowa on Facebook and Twitter!

SHARE YOUR TIME

There are many ways to be involved in ABI Foundation programs. Volunteer commitments range from an hour or two to multiple days. We have endless opportunities to connect work that fulfills you to our expansive programming.

SPONSOR SUCCESS

Become a program sponsor and create a legacy alongside us as we strive to create life-changing experiences. Having a positive connection with a business can result in becoming a lifelong advocate, knowing your investment is made for the future success of our state.

To learn more about the ABI Foundation programs, please visit www.IowaABIFoundation.org and contact us.



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