

Business Record

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A portrait of Brian Jones, CEO of UnityPoint at Work, smiling. He is wearing a dark suit jacket over a light-colored button-down shirt. The background shows a modern building interior with large windows and a wooden railing.

BRINGING HEALTH CARE *to* EMPLOYEES

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LOWERING COSTS, IMPROVING HEALTH

BRIAN JONES
CEO, UnityPoint at Work



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For retailers, it can be a circus out there

BY KENT DARR

A couple of weeks ago, when it was little more than a rumor that Younkers and all of the other brands under the house of Bon-Ton would be reborn out of liquidation, retail specialist Laura Rowley did some speculating on what form that retail operation might take.

Online retail was a possibility — though she was quick to point out that retail at street level has strong vital signs. What caught my attention was her suggestion that many of the large spaces left vacant by bankrupt retailers, such as Younkers, could be replaced by online operations that could have a brick-and-mortar store with room left over for storage or warehouse space.

Such a setup would allow them to close the last mile in the delivery chain. Rowley and other retail specialists — Greater Des Moines developer Richard Hurd comes immediately to mind — point out that the delivery of goods ordered online is an inefficient process. A big reason Amazon bought Whole Foods was to close that gap, she said.

A few days later, news broke that an Indiana company planned to buy the Bon-Ton operations, with most sales occurring online. Under that scenario, a brick-and-mortar presence could be a possibility.

Rowley also talked a lot during an interview prior to speaking at an event sponsored by the Greater Des Moines Partnership about experiential retail. It is important to millennials, she said, who spend so much time with their smartphones that they need to add some excitement to their lives, even if they're just shopping for a T-shirt.

The local example that stands out is Mainframe Studios, the nonprofit operation that provides inexpensive studio space to a range of artists.

Mainframe has an open house every month that involves a community event — Rowley attended a yoga class — that leaves time for browsing the studios.

"It was really smart," she said. "You have fitness activities and social activities and entertainment, and then you mix retail in with that."

We expect a lot, maybe too much, out of retailers, Rowley said.

"I think it's a big ask of retailers because retail is incredibly hard," she said. "You have to work your supply chain just right to have your product in the right place, and now you have to be like Ringling Brothers Barnum and Bailey Circus."

Some gems still need connecting

BY KENT DARR



Recently, the Business Record ran an article, "Connecting the Gems," about many of the surprise projects that filled many gaps — and a vacant parking lot or two — in downtown Des Moines after the Great Recession.

Back in May 2008 when the recession officially began, most of the projects weren't even a "twinkle in the eye," Des Moines Economic Development Director Erin Olson-Douglas said.

Olson-Douglas was part of a group that put together a document in spring 2008 called "What's Next Downtown." Filling the gaps of development and improving movement around downtown were its focus.

At the time, Olson-Douglas carried the title of urban planner. She had worked for the city for two years. As our story points out, Des Moines has been a big achiever over the last 10 years.

We also asked Olson-Douglas what gaps had not been filled between 2008 and 2018.

The city could use more infill development around the convention center, Principal Park and the Riverwalk, she said.

"Walnut Street [a focus of "What's Next Downtown"] has come a long way in the last 10 years, but we still haven't figured out how to come in and out of the skywalk system," Olson-Douglas said.

There remains a need for downtown parks and open spaces, "those surrogate backyards," she said.

Creation of downtown office parks is nonexistent. Medical office buildings could go up around the hospitals and Gray's Landing, where office development has long been promised, Olson-Douglas said.

"There is a hybrid model that we don't offer in the metro," she said. "There are places for that to evolve."

If one thing has been certain over the last decade, downtown housing has come a long way. Still, there is a need for housing at different price points with different amenities.

"There is still more evolution to happen along those lines," Olson-Douglas said.

Landscape architect and urban planner Dennis Reynolds also was quoted in the Business Record article. As with Olson-Douglas, he was encouraged by the pace and form of development downtown, with one exception.

The transition of Ingersoll Avenue, which many people view as an extension of downtown, has taken great strides, with an "except for": "Traffic speeds and volume remain high."

In case you missed it...

A brief look back at news from the past week on BusinessRecord.com

Stocks rise

Three Iowa-based companies saw double-digit stock price increases in August.

<https://bit.ly/2NWcZRf>

SBA loan guarantees

The U.S. Small Business Administration backed \$5.5 million in private loans for Central Iowa businesses in August.

<https://bit.ly/2NZdtpP>

Mortgage assistance

Wells Fargo & Co., along with a local and a national housing organization, unveiled a \$4.7 million mortgage assistance program

<https://bit.ly/2Nw2wiw>

Midwest economy rises

Creighton University's Mid-America Business Conditions report for August found improving economic conditions.

<https://bit.ly/2CrZpDP>

Transload trouble

The Des Moines Metropolitan Area Planning Organization terminated a contract with an indicted transload facility developer.

<https://bit.ly/2M8d5mX>

Read more notebook items anytime at
businessrecord.com/notebook

Simulated patients have starring roles in UnityPoint Health nurse interviews

BY JOE GARDYASZ



When nurses and patient care technicians interview for positions with UnityPoint Health hospitals, they also physically demonstrate how they would handle real-world patient care situations as part of the hiring process.

"It's a unique concept, I think," said David Stark, UnityPoint Health's new president and CEO, whose office is just down the hallway from where the simulations are conducted.

"We use that simulation center to interview folks in a different way than sitting at a table and asking questions," he said. "We actually go through patient care scenarios and use that simulation lab, and then we make a decision to hire someone based on that. That's been a very innovative thing that's paid off."

UnityPoint Health — which in Greater Des Moines operates Iowa Methodist Medical Center, Blank Children's Hospital, Iowa Lutheran Hospital and Methodist West — has used a simulation center for nurse training since 2009. In 2014, UnityPoint Health opened the Dorner-Villeneuve Simulation Education Center in its Education and Research Center at Iowa Methodist. It began incorporating the simulation lab into the hiring process just over two years ago.

The simulation lab features mock-ups of three medical/surgical rooms, an intensive care unit room, an exam room and an operating suite. The rooms are equipped with lifelike mannequins ranging from a premature baby to a pregnant woman and various ages of children and adults. The center is outfitted with the latest audiovisual system and recording to capture trainees' handling of common patient procedures on the mannequins, which "breathe" as well as talk.

UnityPoint began piloting the lab-based interviews in May 2016 with emergency department nurses, using a program called the Interview Simulation Circuit. By the end of 2016, all experienced nurses interviewing for positions for medical-surgical, telemetry, ICU and emergency departments interviewed using the simulation circuit, said Wanda Goranson, director of the simulation lab. In February, all experienced acute care RNs and all patient care technician candidates were added to the circuits.

So far this year, nearly 350 job candidates have been interviewed using the simulation lab as part of the process.

Lego Mary swims with the 'sharks' and your business should, too

BY CHRIS CONTEZKEY

Jackie Norris, CEO of Goodwill of Central Iowa, invited me to be a "shark" judge recently for their "Shark Tank"-style company idea-generation event. The organization leveraged its staff and board members for a half-day event led by the talented team at Baton Global (see Q and A: <https://bit.ly/2MZd2iA>) in an effort to generate business strategies to diversify their revenue streams. Five or six teams then presented their business ideas, and I can't tell you how impressive their ideas were.

Norris could barely contain her excitement at the number of ideas generated and the excitement it generated for her team. Ask her about it the next time you see her. As a shark, I served alongside Principal employee and recent emerging Woman of Influence recipient Mandi McReynolds, and Mary Sellers, the U.S. president of United Way Worldwide. Sellers, of course, was previously president of United Way of Central Iowa, and while still living here in the area, is now spending much of her time traveling around the country for her new role.

While on a recent trip to visit the United way of Central Florida (fun fact, it's also located in Polk County ... Florida), the leaders of Legoland theme park provided Sellers with a gift — her very own Lego character.

But back to sharks. At the Business Record we actually did our own version of "Shark Tank" a few years back, and I can personally vouch for the effectiveness of engaging your staff in this way. We pulled away at least two concrete ideas that resulted in new revenue sources for us, and a variety of other ideas that were the early seeds for what later sprouted.



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Iowa employers still foot majority of health premium costs

BY JOE GARDYASZ

Iowa employers continue to pay higher health insurance premiums to provide that benefit to their workers, according to the latest statewide survey by David P. Lind Benchmark. And if your employer is like mine and the majority of companies in Iowa, they're paying the lion's share of those premiums and doing a lot to keep health insurance as affordable as possible.

Compared with 2017, the total cost of employer-based health insurance premiums rose 8.4 percent in 2018, Lind's survey found. That increase is an average that factors in employers whose rates went down or stayed the same along with those that increased. Also, the average increase represents the additional cost prior to design changes employers made to their medical plans, such as increasing cost-sharing arrangements with employees.

The survey, which included responses from 1,001 organizations around the state, found that the total cost of health premiums averaged \$6,874 for employee-only coverage in 2018, and the cost of family coverage increased to an average of \$17,450 in combined costs for the employer and employee. Those figures were up 5.7 percent and 10.8 percent, respectively, from the last survey conducted in 2016.

Notably, Iowa employers on average pay about 80 percent of the total cost of health premiums for employee-only coverage, and foot about 70 percent of the cost of family coverage for their employees, which Lind found to be similar to figures in his last two surveys.

Although the majority of companies — 77 percent — said their premiums increased for 2018, none of the companies that responded to the survey said they stopped offering insurance because of the increases. And while 60 percent of employers said they passed some or all of the premium increases along to their workers, 22 percent of the companies said they absorbed the entire increase. (See chart.)

Nearly 1 in 5 employer health plans increased their deductibles in response to higher costs in 2018, the survey found. The average deductible that Iowa employees are required to pay in 2018 for single coverage (\$1,900) is \$273 higher when compared with the 2016 average (\$1,627), representing a 17 percent increase. The 2018 family deductible (\$3,899) is \$517 higher — a 15 percent increase — when compared with the 2016 deductible.

EMPLOYER RESPONSES TO HEALTH INSURANCE RATE INCREASES

Passed some or all of the increased costs to employees	60
Organization absorbed the entire cost increase	22.1
Raised deductibles	19.7
Raised out-of-pocket maximum	11.6
Increased office co-payments	9.8
Offered consumer-driven health plans	6.2
Increased prescription drug co-payments	5.7
Reduced pay raises or bonuses	2.5
Began wellness/disease management initiatives	2.3
Hired fewer new employees	0.9
Stopped providing health insurance coverage	0

Source: David P. Lind Benchmark

Heard recently in the Business Record newsroom

BY JOE GARDYASZ

Twice daily, Business Record Editor Suzanne Behnke hears a familiar refrain — “The Daily is ready” — from Kurt Helland, our copy editor, who reviews the contents of the Business Daily newsletters before sending it over to Behnke for a final review. Occasionally Behnke will ask Helland: “Is this the best Daily ever?”

One day Helland paused thoughtfully for a moment, then replied, “This may be the one they turn into a movie.”



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JEN CROSS

Take a closer look at Catch Des Moines’ director of development and partnerships

BY PERRY BEEMAN

Jen Cross had every intention of leaving Des Moines, and she did — for a year.

But the pull of family, Cyclone football and basketball, and a city that was fast becoming a darling of national “best of” ratings pulled her back. Now she is moving up the ladder at Catch Des Moines, which works to bring conventions, sports events and visitors to Des Moines.

She’s definitely sold on this place. We asked her about her path through knee-wrecking basketball games to a communications career that veered into fundraising (thanks to Tiffany Tauscheck, we hear. More on that later).

Did you plan to stay in Des Moines all along?

I did not. I could not wait to get out of Des Moines, because it was not the Des Moines it is now. I was set to go to Chicago. I was there for a year, and realized I was coming home more often than I was staying. It seemed better to move back. My family is really close. I saw Des Moines’ growth and saw what it was on the verge of becoming, and I wanted to be part of that.

You went to West Des Moines’ Dowling Catholic High School. Did you go to St. Ambrose University to stay in the Catholic system?

It was the need to play a sport. I had a scholarship to play basketball. I played post in high school, and shooting guard at Ambrose because I was no longer the tall girl. I retired my senior year because I had had three knee surgeries.

How are the knees now?

If you ask my doctor, it probably needs to be fixed, but I’m good. When I was in high school, I had a cartilage surgery. But when they were in there, they saw my ACL was partially torn. After my [first year of college], I had my ACL repaired. Then after

my junior year, I needed another knee surgery to repair my meniscus. So cortisone shots are keeping me from another surgery. Which is a laugh because I did a half marathon last year and Dam to Dam this year. I probably shouldn’t be doing that.

What attracted you to this position? This was a promotion for you at Catch Des Moines, right?

I’ve been here for four years. I was development partnership manager. Now my position is more a strategic focus on the private sector revenue. I raised that from about 6 percent of our budget to about 10 percent of our budget. I didn’t know what I was getting myself into. Tiffany Tauscheck [former vice president of marketing and development at Catch Des Moines, now chief strategy officer at the Greater Des Moines Partnership] hired me and I thought it was more of a marketing role because that is what my past positions had been. But they also had some sort of sales focus. When I came here it was more sales and trying to gain partners. I developed a passion for the fundraising aspect and more of the relationship-building. You don’t get far on development and fundraising without that. I have really developed a passion for people, and for raising the funds for our organization to make sure we can do what we need to do.

What is the financial goal?

Our fiscal year begins July 1, so we are really going to be cranking up the gears with some new promotional stories to tell the story of what we do and why people should invest in us. Our goal is to show the cities and counties that we are raising money to supplement the [hotel-motel taxes] they are already giving us. We want to show that private businesses are willing to invest and that we are able to do more with additional funds. That brings more people to town, which helps those businesses that invest. I’m responsible for raising 27 percent of our nontax revenue.



SUBMITTED PHOTO

EDUCATION: Bachelor’s degrees in public relations and strategic communications, and in radio and television production, St. Ambrose University, Davenport.

HOMETOWN: Des Moines

LIVES IN: Ankeny

AGE: 29

FAMILY: Husband Kye, dog Sadie

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A CLOSER LOOK: A local leader you should know

<< CONTINUED FROM PAGE 7

Was part of the need for that the arrival of events such as March Madness?

Definitely. To support these larger events, it is not only dollars but also it's volunteers.

As I understand it, you run around town and ask for money. What is that like?

I was scared at first. But my dad will tell you I've been [asking for money] my whole life. I'm not afraid now, because if you give me a "no" it gives me a chance to negotiate with you and try to make something work. What makes me love it is the relationships. It's been fun.

How are you wired?

I played basketball at St. Ambrose for three of the four years. As a player, you really get a sense of hard work and patience. I couldn't just show up. I really had to work. My dad always taught me to work hard, and my mom taught me to be open-hearted and care about people. Those lessons have served me well.

What is your best day on the job?

When I get a "yes" for a nice big dollar amount [laughs]. I would say if I am not at my desk [it's a good day], because that means I am out there doing things. I am a happier person when I'm around people. It's a rare occasion that I don't have a smile on my face. I don't like silence. I like music. I can go into a room full of people and find someone to talk to. I always try really hard to make sure people have my full attention.

What do you do when things go wrong? Have you kicked a trash can?

Oh, yeah, I've kicked some things. It's not all sunshine and butterflies. My mom always taught me that nothing is ever as bad as it seems. As hard as it is some days, I try to take every bad moment as a learning opportunity. How can you learn from it? How can you grow? I'm not perfect. Sometimes I get very angry and frustrated. If I have a really bad day, I sit on my patio and drink a hefty glass of wine. ■

Closer Look suggestion?

Do you know a leader who's new or of growing interest in Des Moines' business community? Send an email to the editor with the name, position and reason you think your nominee should be interviewed by our reporters. Send suggestions to suzannebehnke@bpcdm.com



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COVER STORY



PHOTO BY DUANE TINKEY

BRINGING HEALTH CARE *to* EMPLOYEES

ON-SITE AND NEAR-SITE CLINICS FOCUS ON
LOWERING COSTS, IMPROVING HEALTH

BY JOE GARDYASZ

"Convenient and accessible" may not be the first words that come to mind when contemplating a visit to a health clinic, particularly during the workday. But one of UnityPoint Health's newer initiatives seeks to change that viewpoint by making access to health services an integral part of the workplace.

The Des Moines-based regional health system three years ago launched UnityPoint at Work, a wholly owned subsidiary that works with companies to create and operate on-site health clinics that exclusively serve their employees. To date, UnityPoint at Work has established nearly 40 on-site clinics for employers across its three-state region that includes Iowa, Illinois and Wisconsin.

"I think the main focus here is to help employers begin to understand how we can improve the health of their employee populations, and do it in a way that's convenient for the employees by being on the corporate worksite," said Brian Jones, vice president of payor innovation with UnityPoint Health and CEO of UnityPoint at Work.

In addition to hospital systems, non-hospital vendors are also seeking to expand the number of on-site and near-site health clinics in Iowa. Activate Healthcare, an Indiana-based company that has expanded into 10 states over the past decade, is currently lining up health care providers and client companies for a planned 2019 entry in the Iowa marketplace.

The National Association of Worksite Health Centers defines a workplace on-site clinic as "a setting where an employer offers one or more medical and wellness services, delivered

by licensed physicians to all or a designated portion of its active population and other eligible individuals."

"Cost savings is one of the primary reasons that employers are deciding to do it, since it allows workers to efficiently get care without having to leave the office, often for several hours, for a medical appointment," said Larry Boress, NAWHC's executive director.

Employee satisfaction is also a consideration in establishing an on-site clinic. "These centers often become the biggest benefit an employer offers," he said. About 60 percent of companies that offer on-site clinics don't charge their employees any fee for using the clinic.

Based in Chicago, the 7-year-old trade organization represents more than 80 member companies, which Boress said range across multiple industries and are varying sizes. It does not yet have any Iowa-based companies as members.

Among Iowa companies that offer on-site clinics are manufacturers such as Vermeer Corp. in Pella and Sukup Manufacturing in Sheffield, which announced in November 2017 it had opened an on-site clinic.

In Greater Des Moines, Meredith Corp. offers an on-site clinic to its employees, as does FBL Financial Group, Nationwide and Corteva Agriscience.

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I think the main focus here is to help employers begin to understand how we can improve the health of their employee populations, and do it in a way that's convenient for the employees by being on the corporate worksite.

BRIAN JONES, CEO, UNITYPOINT AT WORK

Please join us in welcoming Cyril to the firm.

Cyril Mandelbaum's career spans more than 45 years of service to her clients and community. She is a recognized leader in the accounting profession. And she has long been an advocate for small business and women business owners.

The partners and staff of LWBJ are pleased to announce that Cyril has joined the firm as part of her succession plan.

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Cyril Mandelbaum
CPA/ABV/CFF, ASA

COVER STORY

<< CONTINUED FROM PAGE 11

MEREDITH TAKES HYBRID APPROACH

Meredith may well have the oldest on-site employee health clinic in Greater Des Moines, and its preventive services have become a key part of the media company's wellness program, said Tim O'Neil, Meredith's executive director of employee benefits and wellness.

The on-site employee clinic at its Des Moines headquarters dates back at least 100 years, to the days when its magazines were being shipped out by rail, he noted. "That transitioned to a lot of preventive health and physical exams," he said. "Certainly to things like flu vaccines, travel advisories."

About 40 percent of Meredith's Des Moines employees have used the on-site clinic over the past three years; last year nearly 450 physicals and an equal number of flu shots were provided at the clinic.

"It doesn't replace having a primary health care provider," said Marci Cordaro, manager of employee health and wellness. "We're just a more convenient setting for basic services like a blood draw or basic first aid."

O'Neil said Meredith takes a hybrid approach in how it provides the services, with a registered nurse on staff, augmented by physicians from the Iowa Clinic who visit two mornings each week to conduct physical exams.

The savings generated by its on-site clinic more than covers its costs, O'Neil said.

"We track the number of services and the relative value if employees had to leave the office for those services and get reimbursed through the health plan," he said. "Just strictly the value of the services provided versus the operating cost — not counting the time saved — we're doing about twice as many services as the cost. That keeps those costs from hitting the medical plan, so that benefits everybody since the company shares the cost of the medical plan with the employees."

While most on-site clinics are located in close proximity to the workplace, a growing number are "near-site" or shared clinic locations, serving populations not working in a single location or from multiple employers, according to the NAWHC. That model is also making it possible for employers with smaller worker populations to offer the benefit.

"We are estimating about 1,500 employers in the United States have on-site or near-site clinics," Boress said. "Because they're not regulated, they tend to fly under the radar." There are also about 30 vendor organizations that offer services in organizing and operating on-site and near-site clinics.



"Just strictly the value of the services provided versus the operating cost — not counting the time saved — we're doing about twice as many services as the cost. That keeps those costs from hitting the medical plan, so that benefits everybody since the company shares the cost of the medical plan with the employees."

TIM O'NEIL, EXECUTIVE DIRECTOR OF EMPLOYEE BENEFITS & WELLNESS, MEREDITH CORP.

ON-SITE HEALTH CARE BY THE NUMBERS

40

NUMBER OF ON-SITE CLINICS THAT UNITYPOINT AT WORK OPERATES FOR EMPLOYERS ACROSS ITS THREE-STATE REGION

40%

PERCENTAGE OF MEREDITH'S DES MOINES EMPLOYEES THAT HAVE USED MEREDITH'S ON-SITE CLINIC OVER THE PAST 3 YEARS

130,000

NUMBER OF CORPORATE EMPLOYEES THAT ACTIVATE HEALTHCARE NOW PROVIDES CARE FOR IN ITS CLINICS ACROSS 10 STATES

The majority of employers that offer on-site or near-site clinics are using third-party vendors to operate them, while about 20 percent are doing it all themselves, he said. The remaining 20 percent are doing it through health care systems or other provider groups.

SCHOOL SYSTEMS, LOCAL GOVERNMENTS ON ACTIVATE'S RADAR

On-site health clinics are "a great way for people to get individualized care, and there's no lack of need," said Debra Geihlsler, co-founder and principal of Activate Healthcare, which is based in Indianapolis.

Before co-founding Activate Healthcare with former Steak & Shake CEO Peter Dunn, Geihlsler was president and CEO of Harvard Vanguard Medical Group and Atrius Health System, a 750,000-patient health system in Boston. Their goal was to start a company that would take a more patient-centered approach to offering on-site clinics, she said.

Activate, which is in the midst of a national expansion, has been in discussions with several Iowa companies that are seeking to establish on-site clinics, Geihlsler said.

In Iowa, the industries with the greatest potential for offering on-site clinics include school systems and local governments, along with manufacturers and trucking companies, she said. Generally, large organizations with a concentration of employees at one facility, or the ability to easily get to a shared near-site facility, would benefit the most.

"A lot of our clinics are shared," Geihlsler said, noting that Activate's first clinic in Indiana serves county employees along with employees of three or four other organizations. Each clinic is staffed with a physician and physician assistant or nurse practitioner, and each offers schedules that rotate between opening early and staying open past normal work hours. "We don't do 8-5," she said.

Activate also provides reciprocity for all of its members, so that employees who are traveling can access an on-site clinic in another part of the country. "So we tend to have a little bit of a mini network," she said.

Because of the convenience and the individual attention they offer, on-site clinics tend to generate a high level of employee usage, both Activate and UnityPoint have found.

Geihlsler said that Activate's on-site clinics range from 65 to 100 percent utilization rates, which is achieved by "providers that relate to the employees, getting the hours right, [and doing it] all at no cost to the members."

CONTINUED ON PAGE 14 >>



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On-site health clinics are “a great way for people to get individualized care, and there’s no lack of need.”

DEBRA GEIHSLER, CO-FOUNDER & PRINCIPAL, ACTIVATE HEALTHCARE

MAJORITY OF LARGEST EMPLOYERS TO OFFER ON-SITE CLINICS BY 2020

ACCORDING TO A RECENT SURVEY BY THE NATIONAL BUSINESS GROUP ON HEALTH, CLOSE TO 50 PERCENT OF LARGE U.S. EMPLOYERS, THOSE WITH OVER 5,000 WORKERS, HAVE ON-SITE OR NEAR-SITE CLINICS, AND BY 2020, TWO-THIRDS WILL HAVE SUCH FACILITIES. THE NATIONAL ASSOCIATION OF WORKSITE HEALTH CENTERS HAS FOUND THAT 30 PERCENT OF EMPLOYERS OF ALL SIZES CURRENTLY OFFER SOME FORM OF HEALTH CARE SERVICES AT THE WORKSITE. TODAY, THE SERVICES PROVIDED AT THE WORKSITE RUN THE ENTIRE SPECTRUM OF HEALTH CARE, INCLUDING NOT JUST MEDICAL, BUT DENTAL, VISION, PHYSICAL THERAPY, CHIROPRACTIC, LAB AND PHARMACY SERVICES.

A SEPARATE ANNUAL SURVEY CONDUCTED BY MERCER, THE NATIONAL SURVEY OF EMPLOYER SPONSORED HEALTH PLANS, ASKED ABOUT 1,600 EMPLOYERS OF ALL SIZES WHETHER THEY OFFER ON-SITE CLINICS. THE SURVEY FOUND THAT 20 PERCENT OF EMPLOYERS OFFERED OCCUPATIONAL HEALTH SERVICES, WHILE 18 PERCENT OFFERED PRIMARY CARE SERVICES. AN ADDITIONAL 7 PERCENT OF COMPANIES SAID THEY ARE CONSIDERING ADDING OCCUPATIONAL HEALTH SERVICES BY 2019, WHILE 8 PERCENT SAID THEY MAY BEGIN OFFERING PRIMARY CARE SERVICES BY 2019.

<< CONTINUED FROM PAGE 13

‘KIND OF A GAME CHANGER’

“Employees find them to be very convenient,” said UnityPoint Health’s Jones, who declined to name any of the companies for which it operates on-site clinics. “Because of the proximity to the worksite, it allows for a level of engagement that the employer is looking for to drive programs to lower costs and improve health.”

Because UnityPoint Health makes fixed payments to its on-site care providers rather than on a fee-for-service basis, it takes away the pressure for them to see 25 to 30 patients a day, which is typical of most traditional clinics. “So they can focus in-depth with concerns that employees have,” he said. “That’s a big driver.” Thirty-minute visits are not uncommon for on-site clinics, he said.

Jones said he believes that the growing use of accountable care organizations (ACOs) will ultimately drive further growth in on-site health clinics by employers. ACOs enable health care organizations to share risks and savings with insured populations, depending on whether the population’s overall health increases and meets targeted goals.

“So it’s kind of a game changer,” he said. “We didn’t have that [incentive] five years ago. Now, the ACO and value-based care model has really opened it up to work with employers, because we’re now all on the same side of the equation.”

Consequently, UnityPoint Health is expecting to see continued growth in adoption of on-site clinics, Jones said. “I think a big piece is real-





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ly educating employers on the opportunities. ... We've tried a lot of strategies [to lower costs], but I think many employers are realizing they have to improve the health of their employees ultimately to lower costs."

Jones said it's too early to assess the level of cost savings that UnityPoint on-site clinics have generated.

Activate, which has a 10-year track record, claims that its client companies get an average return of \$1.50 on every dollar spent on their on-site clinic, because total health care costs typically go down between 10 percent and 25 percent. Employees, in turn, save more than \$350 in co-pays and other avoided costs annually, the company estimates.

Overall, on-site clinic vendors are competing in a "noisy market" with a host of competitors, Geihlsler said.

"What I would say is happening in the marketplace is that more and more people are becoming aware of this option. I see the marketplace heating up a little more as people move to make a decision."

As an example, after opening its first clinic in Nevada one year ago, Activate opened four more and has three or four more under development in that state, she said. The company now operates on-site clinics for more than 100 companies, and by the end of this year it will be providing care for about 130,000 corporate employees, Geihlsler said.

Companies that are interested in exploring on-site clinics as a benefit option need to first understand their employee population and their health needs, Boress said. For instance, an employer may determine that a lot of its workers are taking time during work for chiropractic appointments, so that company may decide to bring in an on-site chiropractor.

"It's also important to find out from employees what services they would be willing to use if they were offered on-site, and how much demand there is for offering services to dependents," he said. ■

"It's also important to find out from employees what services they would be willing to use if they were offered on-site, and how much demand there is for offering services to dependents."

LARRY BORESS, EXECUTIVE DIRECTOR, NATIONAL ASSOCIATION OF WORKSITE HEALTH CENTERS

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THE TIMES KEEP A-CHANGING:

Newer technologies continue
to affect how business is done

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CHIEF TECHNICAL OFFICER
PRATUM

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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 offers even more opportunities to network, grow your business

ABI members place a premium on education and learning. That's why, at the direction of the ABI board of directors, the association significantly stepped up the number of programs and events it holds each year. The goal with these added programs is to give ABI members increased opportunities to interact with each other and to ensure that ABI members have the latest information about issues that could help them grow their businesses.

In any given month, somewhere around Iowa, you will see ABI programs being produced. Public policy events, Foundation programs, technical seminars, peer groups and the Connecting Statewide Leaders series are all examples of these programs. I hope you and your employees go often to the ABI website at www.iowaabi.org and click on the Events tab to find the latest event being held near you.

ABI members value the opportunity to share best practices and learn from each other. One topic that is often discussed at ABI events is the latest in technology, and that topic (new technologies and changes in

the way business is conducted) is the focus of this month's cover story.

As a final note, last month's annual policy committee meetings were well attended and substantive. They are a key part of the policy development process, which ensures that ABI members set an aggressive policy agenda for our organization each year. That kind of participation, which involves hundreds of members, is a chief reason for ABI's decades-long public policy success. On behalf of the board, thank you to you and your employees for your participation in the policy process in particular and for the association in general. Your support and participation make all the difference in ABI's success.

Let me close by saying on behalf of ABI members and all Iowans who have benefited from the programs of the ABI Foundation, thank you, Kay Neumann-Thomas! Kay is retiring after a wonderful career spanning 20 years and many, many Leadership Iowa sessions, Business Horizons camps and other Foundation events. I know all Iowans join me in wishing the best to Kay and her family. ■

EXPERT ADVICE

Streamline order processing with custom software

People are often surprised to hear that custom Under Armour uniforms are manufactured right here in Iowa. In Waterloo, to be exact.

Powers Manufacturing, which has been around since 1902, creates and manufactures athletic uniforms. They have their own line of uniforms, and they also manufacture and sell Under Armour's custom team uniforms as the North American licensee.

As anyone involved in manufacturing something custom knows, ordering, manufacturing and other processes can get pretty complex pretty quickly.

Powers Manufacturing got really good at taking custom uniform orders from coaches and reps via fax, mocking up the designs, revising over phone and email until approved, and producing the final product. But the entire process was manual, and each order required days of work by customer service representatives (CSRs).

The leadership team at Powers Manufacturing saw an opportunity to streamline the ordering process, allow coaches and reps to mock up their own uniforms, and reduce CSR time on each order.

They approached Far Reach, a custom software development company, to design and develop a custom software solution that would help them make their proven manual process

more efficient. That solution took the form of a custom interactive uniform builder.

Coaches and dealers can now create their uniform design online; input team rosters to pick names, numbers and sizes; submit orders; and review and confirm mock-ups. And the Powers Customer Service Reps manage the ordering process through this same system.

"The amount of time CSRs spend on each order has drastically decreased since we launched the uniform builder application," said Grant Weidner, president of Powers Manufacturing.

In addition to the customer-facing builder, Far Reach helped connect the uniform builder to the back-of-house manufacturing operations system. Doing so reduced manual entry, which reduced human errors and saved time.

We see this situation a lot — an organization has a manual process in place that works really well. But it doesn't scale, and it's not as efficient as it could be. Some organizations take the step to find or build a technology solution that automates the manual process, while others continue with the status quo.

If you have your manual processes nailed down but are hindered because they don't scale, or if you see benefit in automating them, look into technology as a possible solution. ■



Kelly Kimmich

*Business Strategist,
Far Reach*

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◀ EVENT REWIND

Business Horizons 2018

JULY 15-19 | CENTRAL COLLEGE

Business Horizons 2018 was a successful week for the ABI Foundation and all who took part in the program. The program was host to students representing more than 40 high schools and 75+ volunteers for the action-packed week. Students worked in teams to create a mock business, took part in fun competitions, developed their leadership skills and much more.

This year debuted the new Business Horizons Technology Track, in addition to the Media Track, and provided a workshop opportunity for Iowa educators to experience the program firsthand. After the five days of fun and learning, it's clear that these students are ready to take on the year ahead! Learn more about Business Horizons and opportunities to get involved at BusinessHorizonsIowa.com.



Photo credits: Sydney Peterson (Waukee High School) and Eric Scrivner (Silver Shutter Productions)

Join us in congratulating Wendy on her recent partner promotion.

Congratulations Wendy!

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We look forward to Wendy being part of the MHC&S leadership for many years."

- Dan Schwarz, CPA/ABV, Co-Managing Partner



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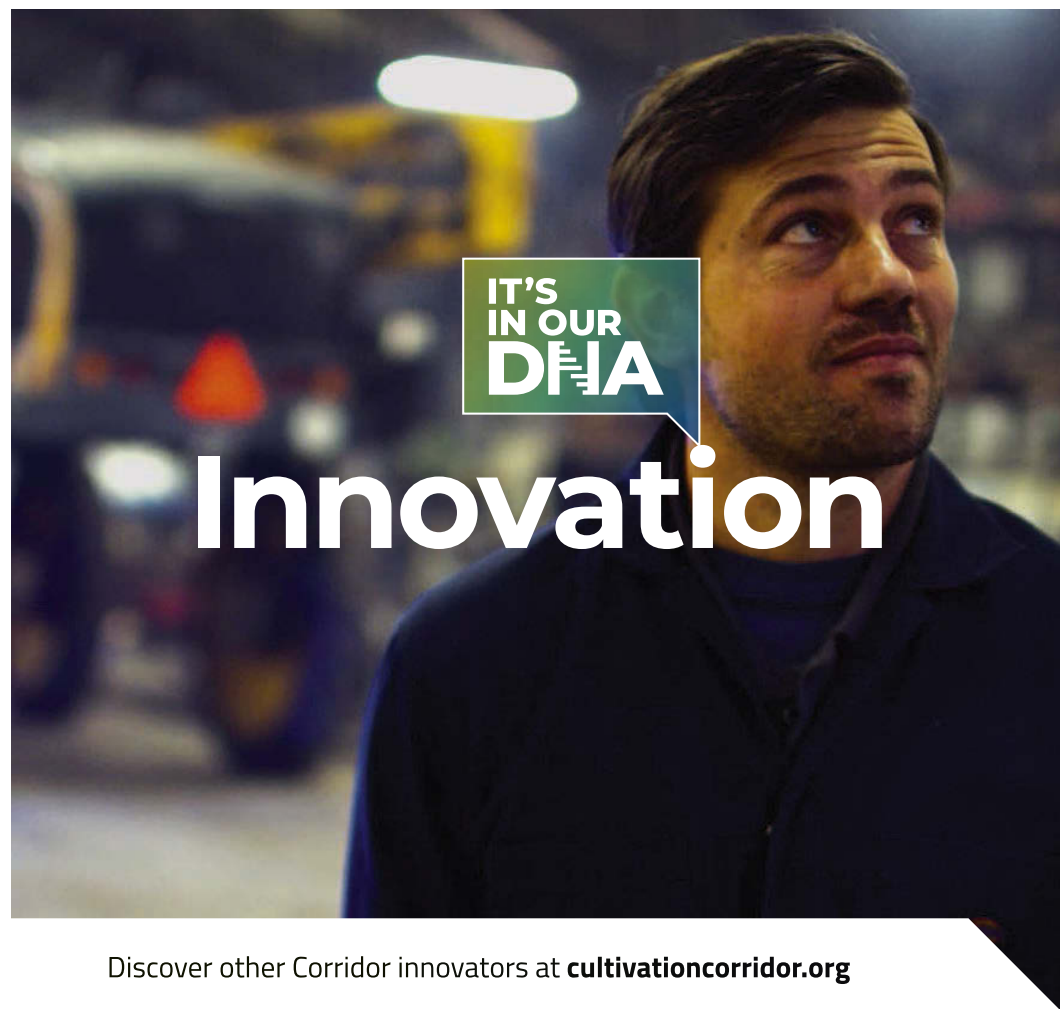
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◀ EVENT REWIND

Leadership Iowa University 2018

AUGUST 5-9 | DES MOINES METRO

If this year's Leadership Iowa University group is any indication of the future workforce in our state, then we are in for an exciting future. The ABI Foundation's college program, Leadership Iowa University, took place Aug. 5-9 in Des Moines and nearby communities. Participants included 20 students representing eight colleges and 13 companies and internship programs. The students visited 16 different businesses and organizations to learn about the variety of great opportunities here in Iowa. More than 100 Iowa professionals interacted with the group as keynote speakers, roundtable discussion participants, networking event attendees and more. Learn more about the students and how to get involved at LeadershiplowaUniversity.com.



Discover other Corridor innovators at cultivationcorridor.org

Do you know Berni?

Dr. Berni del Campo arrived in Iowa's Cultivation Corridor in 2006 after landing an internship at DuPont Pioneer. While pursuing a PhD at Iowa State University, he found access to tools, resources, friends, collaborators and experts that helped him launch Advanced Renewable Technology International (ARTi), an innovative manufacturer of biochar, a biomass-based soil additive and water filtration medium.





THE TIMES KEEP A-CHANGING:

Newer technologies continue to affect how business is done

It's no secret that technology in the last few decades has had a profound effect on various businesses and industries. Computers changed the workplace in the 1970s and '80s, and the internet made waves in communication and trade in the 1990s and into the 21st century.

Innovation chugs along and doesn't seem to be slowing down as we move from the information age to artificial intelligence and machine learning. From manufacturing and modern offices to cybersecurity and education, newer products and technologies continue to change the face of businesses and industries everywhere.

Manufacturing technology fills a dire need

As a workforce shortage continues to be a problem for manufacturing companies in Iowa and throughout the nation, organizations continue to push technology to slim down processes and make product lines less labor-intensive.

Iowa's unemployment rate fell to 2.6 percent in August, giving the state the second-lowest rate in the nation. And the current workforce is an aging one, leading to even more concerns down the road. One in every four Iowans is a baby boomer — about 750,000 people — and will presumably retire soon, if they haven't already.

In rural counties, where many of Iowa's more than 5,000 manufacturing companies are located, young people are leaving in droves. The so-called "urban sprawl" has created a steady population decline in rural counties and the rise of people in metro and suburban counties throughout the state.

The smaller workforce has forced manufacturers to rely on technology, particularly automation, to keep up with production.

"People aren't moving here, and it's not going to change," said Ron Cox, director of Iowa State University's Center for Industrial Research and Service (CIRAS). "We have to admit that, and automation, robots and software-assisted machinery are becoming more prevalent. That's something Iowa manufacturing companies are going to have to embrace if they haven't yet."

"If you want to keep growing with less people, you've got two options: Be a better company than the company next door and steal employees, or automate."

The CIRAS program at Iowa State assists companies in the manufacturing industry through a variety of avenues: consulting work, educational events, access to equipment and much more.

Chris Hill, director of CIRAS' technology assistance program, also mentioned the worker shortage forcing many Iowa companies to invest in newer machinery. In addition, as manufacturers strive to make their processes more cost- and time-effective, rapid prototyping has become a necessity in the industry.

Manufacturers have always attempted to innovate newer and better products, so creating prototypes — a preliminary model of a product — is a large part of their business. Rapid prototyping is a catchall term referring to a group of techniques used to create a prototype faster and at a lower cost.

Before rapid prototyping, manufacturers spent six or more months creating a new product with many different variations to test what worked best. With rapid prototyping, that timeline has been shortened to days and weeks, allowing companies to put less time and money into the process.

"So now you don't have to develop four different options over those six months to evaluate them," Hill said. "Now you see which [prototype] is the most likely candidate to excel in a couple of weeks and then focus all of your efforts on that one product."

One process in rapid prototyping is 3D printing, which creates products much faster and cheaper than traditional molds. 3D printers, controlled by a computer program, also offer versatility since they can build more than one type of product.

"3D printing is probably the most utilized tool in rapid prototyping," Hill said. "It's been so successful over time that it's now become a common process."

While the manufacturing industry continues to evolve and improve its processes through technology, many manufacturers, especially those who are averse to risk, may be skeptical to take the leap. But Cox said it's important to take little steps.

Since most of the automation technology has been on the market for a few years, prices have become much more competitive and affordable.



PHOTO BY DUANE TINKEY

From left: Steve Healey, chief technical officer, Pratum, Ron Cox, director, CIRAS, Kim Augsperger, president & owner, Saxton, Inc.

"It's constantly looking at the crucial gaps and not trying to invest in everything at once," Cox said. "They should be investing in the pieces most pertinent to today that will keep them going in a positive direction."

Delivering education in new ways

The newest members of the workforce have a much different education experience than most current workers, and that's in part because of how technology is changing the way learning is delivered.

Purdue University Global, a public university operated by the Purdue University system, has been at the forefront, teaching classes online to a wide range of students. The organization has a robust presence in Iowa, with 1,013 graduates, mostly working adults, during the 2016-17 school year.

The trend in education in the last few years has been personalization and easy access, which is aided primarily by technology.

"When I went to school, it was a very one-size-fits-all method of teaching and learning," said David Starnes, chief academic officer at Purdue University Global. "With technology, we're now able to make education available at any time, anywhere. It's on demand today."

Online learning is nothing new — the Babson Survey Research Group has reported growth in students taking online courses for 14 straight years — but the way learning is delivered on the internet has been refined and improved.

Starnes said there's been a bigger emphasis on data analytics, with faculty having real-time access to assignments

and grades to make quicker decisions and aid struggling students. These programs can also help students stay on track if they've strayed from the desired path.

The real-time updates help the institution, faculty and students have the best experiences possible, ensuring better learning and results.

Today's students have learned more ways to collaborate through technology, which is one of the areas in which incoming employees are lacking, Starnes said. Students work in groups online, which better prepares them for a more technologically equipped workplace.

"I think students are more prepared to work in a virtual workplace," Starnes said. "They've been exposed to an environment where most or maybe even all of their work has been accomplished through technology. I think employees are better prepared to access tools, solve problems and are more creative."

Perhaps biggest of all, technology continues to give educational access to people who may not have had the same opportunity 10 or more years ago.

"I was watching this parade of graduates go by and it really hit me," Starnes said. "Without the technology that we offered today, many of those people wouldn't get a degree."

"I think students have a lot more opportunities to demonstrate prior learning and save time and money with the technologies we have today."

Flexibility in the workplace

Much like education, technology has allowed for more flexibility in office

spaces and task completion.

Kim Augspurger, president and owner of Saxton Inc., a Des Moines-based company that helps companies design offices to maximize productivity and work performance, has seen a shift in work spaces toward collaboration and community. The change has come about in part because of technology.

"Technology is really a dual-edged sword," Augspurger said. "For years and decades, we had to come to work and sit in front of a computer, which was attached to technology by a wire. But wireless and mobile technology has really changed where you can work, so you have choice."

The flexibility has also fueled the rise of telecommuting. According to 2017 U.S. Census Bureau statistics, 3.7 million employees — about 2.8 percent of the workforce — worked from home for at least half the time. That may not seem like much, but the number of regular telecommuting employees has actually grown by 115 percent since 2005.

While remote work has grown because of technology, that doesn't mean the workplace isn't important. Augspurger said face-to-face communication "is the best way to create breakthrough concepts." In fact, she said more people prefer discussing important issues face-to-face.

"It's more productive, and it's the only way to create trust between people," she said. "Even though technology has allowed us to work from home, in cars and coffee shops, I think the demand for face-to-face interaction is still strong. It can't be replicated."

As for how employees work within the office, technology has changed that, too. Organizations have shifted to more shared spaces with interconnectivity to spur collaboration. Meeting rooms for groups of five to eight people — the most common size of work teams, Augspurger said — are becoming more the norm.

Some modern offices also have unowned spaces. Workers can sit and work on their devices anywhere. There are also private rooms for employees to work in a more secluded space, but for the most part, technology has done away with the office cubicle of the past.

"Technology is changing where we work and how we work," Augspurger said. "It's all about giving everyone choices."

More technology, more problems

With the rise of technology and interconnectivity across all industries comes the rise of those who wish to exploit it. That's why cybersecurity has been top of mind for many business owners around the state and nation.

By 2021, cybersecurity damage is expected to reach \$6 trillion, according to Cybersecurity Ventures, a leading cybercrime research publication. The same

organization found the cybersecurity threat has triggered a dramatic shift in spending as well, with businesses and organizations expected to invest \$1 trillion in cybersecurity from 2017 to 2021.

Steve Healey, the chief technology officer at Pratum, an Iowa-based cybersecurity consulting company, has seen spending increase anecdotally in his role as well.

"We've seen a year-over-year increase in security services," Healey said. "And with that, we've also seen an increase in attacks. We're doing more incident response cases or forensic investigations when companies are dealing with some type of breach and the fallout from that."

Healey said the biggest change in the cybersecurity industry has been the avenues that attackers take to gain access to networks. With highly automated security services blocking attackers from the back end, phishing attacks have become more prevalent.

Phishing is the practice of sending emails under false pretenses to persuade recipients to reveal personal information or grant access to their systems. An unknowing person may open a link or download a file that infects their computer. Then, since most devices within an organization are interconnected, the infection can spread throughout an entire system.

Wombat Security, a security awareness training company, reported 76 percent of information security professionals said their organization experienced phishing attacks in 2017.

"We're seeing an uptick in targeted attacks with intruders attempting to breach the entire network through the human element," Healey said. "They target employees because technology is growing and getting more advanced, so there's all sort of automated features blocking all of these incoming attacks."

Healey said training employees on the dangers of phishing will help mitigate attacks.

To keep up with the ever-changing cybersecurity industry, Healey recommends all business owners incorporate it into everyday business processes. The company's decision-makers should be in communication with technology departments. And new threats should be made known before they hit.

"Business leaders have to own their security," Healey said. "This is not a problem for the [information technology] teams solely. The business and the executive management teams need to engage with the IT teams to learn how to implement technology."

"They also need to own and really dive into how security is integrated into the culture, the people, the processes and the technology of the organization. Those things are more important and go far beyond the newest technologies or products." ■



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SUCCESSION PLANNING

Build business value through succession planning



Brian Crotty

Managing Director,
HDH Advisors

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Business owners seldom seek to exit their businesses without attaining financial security. They understand that one requirement of financial security is to increase business value, but many struggle to achieve this goal. Fortunately for these owners, using new technologies and succession planning can work hand in hand to directly address their need to build business value or serve as an unexpected solution for owners who want to increase their businesses' value, but don't know how.

One of the pillars of succession planning is a timeline that plots the value-building actions that owners should consider to position themselves to exit their businesses on their chosen exit date. Following the creation of the timeline, the next step is to assess the strength of the company's value drivers. That's because value drivers often create sustainable, recurring, scalable and ever-increasing cash flow.

Some of the value drivers you may install in your business are:

- 1** A stable, motivated management team that stays after you leave the business.
- 2** Operating systems that improve the sustainability of cash flows.
- 3** A solid, diversified customer base.
- 4** Recurring and sustainable revenue resistant to commoditization.
- 5** Good and improving cash flow.

In companies for which the priority is operational excellence (understood as quality and productivity of processes), the business value from information technology (IT), for example, will be measured in terms of key performance indicators at the process level. For example, IT will be seen as valuable if the systems helped to reduce the delay for processing an insurance claim or to ensure a no-error delivery of supplies to the production line.

A common mistake that business owners make when thinking about exit planning is that they focus more on "exit" than on "planning." They worry if they commit to succession planning, then they will have to aim all of their energy at leaving their businesses, whether they want to or not. However, succession planning and using technology to grow value drivers goes far beyond the concept of leaving the business in that the process addresses various issues that can positively affect the business's value, cash flow and overall operational performance. ■



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EMBARRASSED EXECUTIVE

Q: Can technology negatively impact the way we interact in business?



Rowena Crosbie

President,
Tero International

rcrosbie@tero.com

A: An employee engagement survey revealed a significant trust deficit between employees and their senior leaders. To analyze the situation, a consulting group was brought in.

Expecting to hear sordid details of breaches of trust in the final report, the CEO couldn't believe his ears when he discovered the focus of much of the feedback applied to him and the messages he was communicating daily — messages of being unapproachable and uninterested in his employees.

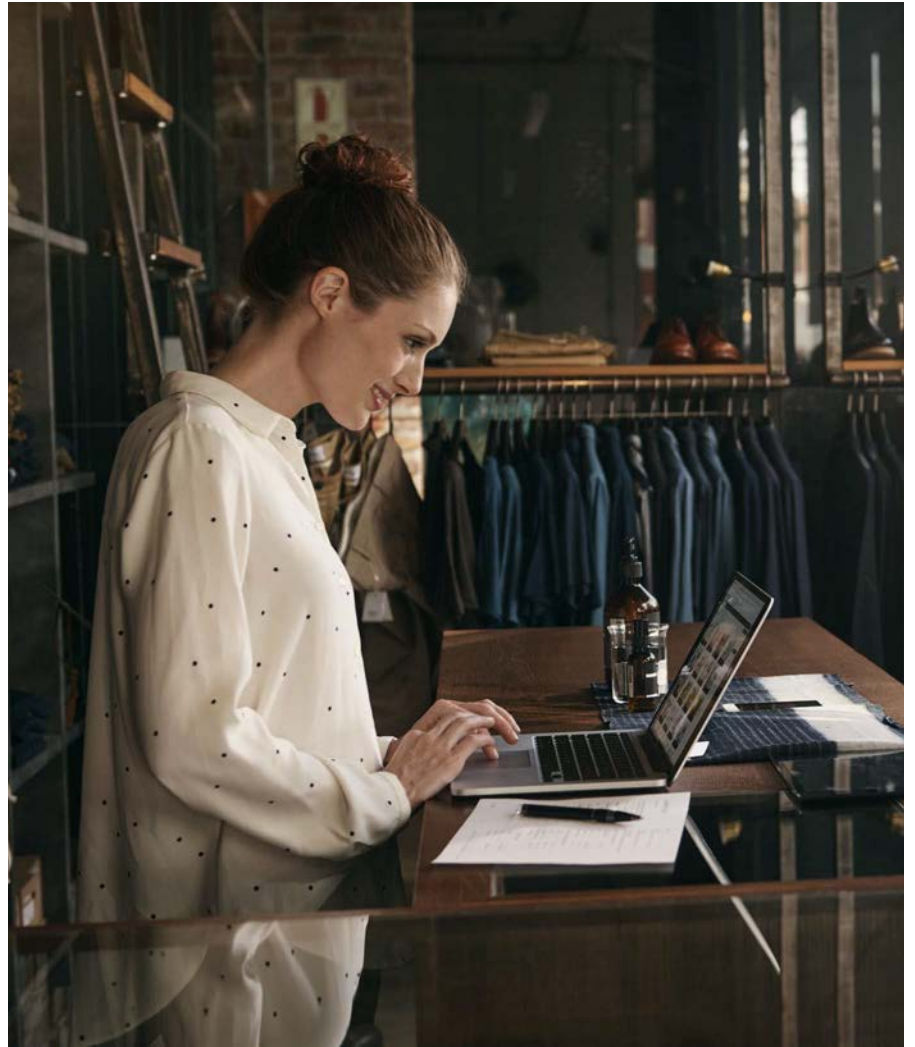
Needless to say, that was not his intention. He sincerely valued all the employees.

What did the report highlight as the crime he was guilty of perpetrating? His attention was frequently focused on his handheld device. The technology received the benefits of his eye contact rather than him using his eye contact to nonverbally greet employees as he passed them in the hallway or interacted with them in meetings. The message was surprising. The message was powerful.

In today's world, with today's technology, eye contact with devices is more prevalent than eye contact with people. The message this sends can be destructive: "I have more important things to attend to than you." By resisting the temptation to look at your device, you're communicating respect.

We can be confident that there are more technological advances on the horizon. This may be good news for organizational efficiencies and bad news for leaders who count on people to deliver competitive advantage. The new technologies that are changing the way we do business may also be leading to an increase in social awkwardness and a deficit of trust.

What percentage of your attention is engaged with technology instead of with the people around you? ■



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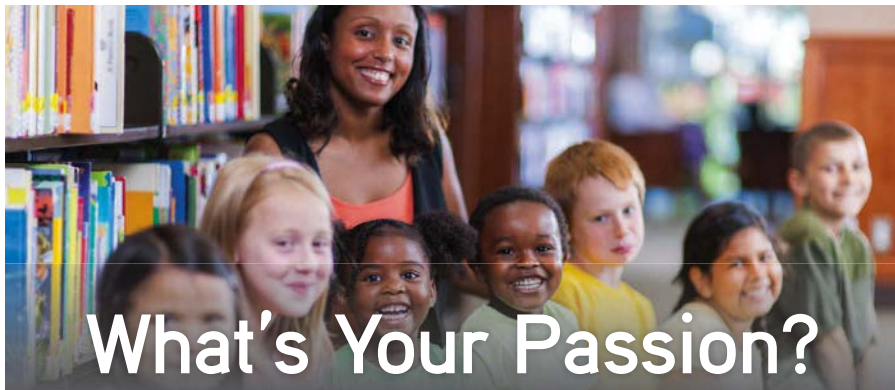
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CAPITOL BUSINESS

Best practices for encouraging employees to vote

**Kim Durcho**

Director, Voter
Engagement and
Advocacy Programs
BIPAC

durcho@bipac.org

Each even-numbered year (and sometimes in the odd ones), we're asked to head to the polls and cast our vote for the men and women who will decide policy at the local, state and federal levels. All considered, this can seem like a lofty ask, and with various dates, deadlines and guidelines for voting, our country's election system can be difficult to navigate. That's why



it's important that companies, trade associations and other business organizations make resources available to their employees, members or other stakeholders

so they can participate and become educated before going to the polls.

Whether someone needs to register to vote, update their registration, look up their polling place or find their candidates, it's crucial they have the tools at their fingertips to do so. Employees appreciate being provided this information and want to hear from their employer about issues and elections. According to the BIPAC 2016 Employer to Employee Engagement Study:

52%

of those who got information from their employer said it led them to register to vote.

65%

of employees are more likely to vote based on the information received from employers.

83%

found the information received from employers helpful in deciding how to vote.

When conducting voter registration and education activities, it's important to keep a few things in mind:

- Never tell an employee how to vote. Instead provide them educational resources.
- Every organization has a different culture, and what works for one might not work for another. Diversify your communications so every employee has an opportunity to receive information — whether it be on social media, via email or from a poster hanging on a bulletin board.
- Make the connection personal. If a voter understands the difference their

vote can make and how the election outcome can affect them, they will be more likely to cast their ballot.

- Participate in Employee Voter Registration Week!

In 2014, the Business-Industry Political Action Committee (BIPAC) started Employee Voter Registration Week, an effort to make a dent in the number of unregistered citizens across the country. This year, the campaign is celebrating its fifth anniversary and will be held Sept. 24-28.

During this week, companies, associations and other organizations will join together to encourage voter registration and participation among private sector citizens. The initiative will not tell employees how to vote or whom to vote for, but instead aims to serve as a resource to help employers educate their employees about key issues and the importance of participating in the electoral process. If you're interested in joining this important effort, please visit EmployeesVote.com to download messaging and graphics and sign up to be a partner.

Let's get out the vote for the midterm elections! ■

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Manufacturing Best Practices Road Show
Iowa | Illinois

SEPTEMBER 24-28

Employee Voter Registration Week
Statewide

OCTOBER 2

Legends in Manufacturing Awards Dinner
Prairie Meadows Events and Conference Center | Altoona | 4:30 PM

OCTOBER 3

Advanced Manufacturing Conference
Prairie Meadows Events and Conference Center | Altoona | 8 AM

JANUARY 16, 2019

Legislative Briefing and Reception
Community Choice Credit Union Convention Center | Des Moines | 3:30 PM

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AHEAD OF THE CURVE

A CUSTOM PUBLICATION FOR ABI

Kay Neumann-Thomas leaves behind legacy of kindness, positivity

Kay Neumann-Thomas is unabashedly a keeper of quotes. But one quote from her mother has stuck with her all these years. It has served as a direction on life: "Always act with kindness."

In many ways, Neumann-Thomas has lived up to that sentiment.

Neumann-Thomas' 20-year career with the Iowa Association of Business and Industry is coming to an end this month, but her kindness and heartfelt work ethic will stick around for many years to come. Neumann-Thomas has served as the ABI Foundation's vice president of programs, overseeing the Foundation and its programs geared toward developing Iowa's business and civic leaders, college students and high school students.

Before Neumann-Thomas start-

ed at ABI in 1998, she had a 25-year career in television, working at stations in the Des Moines area.



Her daughter, a high schooler at the time, finished the Business Horizons program, the ABI Foundation's weeklong personal and professional development program for Iowa high school students, and was buzzing.

"I was totally impressed with the program and staff," Neumann-

Thomas said. "When my daughter completed the program, she said it was the best week of her summer, which is a pretty high compliment."

A few months later, Neumann-Thomas heard from a friend about an opening as the director of that very same Business Horizons program. She was looking for a change in careers, and the spot felt like a perfect fit.

"I wanted something that would be meaningful and have a positive impact on individuals, our community and our state," Neumann-Thomas said.

Neumann-Thomas has been at ABI ever since, gradually adding more programs to her list of responsibilities. And she's seen success. Under her guidance, Leadership Iowa has seen a record number of applicants, Business Horizons has started additional career-focused tracks, and the Leadership Iowa University program for college students recently celebrated its 10th year of success.

As she transitions out of her role, Neumann-Thomas is hesitant to say she's retiring but is excited to have more time to spend with her family.

"The R-word [retirement] scares me a little bit because I don't feel quite ready to retire," she said with a laugh. "I'll spend more time with my family, and I still want to remain involved with ABI and the ABI Foundation." ■

TOP TIPS

Assessing AI for your business



Brett Burkhart

Partner, Shift Interactive

brett@interactiveshift.com

It seems like every business article you read today talks about artificial intelligence. Whether it's about how tech heavyweights like Amazon and Facebook are leveraging it or how new startups are disrupting industries through innovative uses of it, AI is playing a critical role in creating efficient, effective and responsive companies.

At Shift Interactive, we're building intelligent web and mobile solutions that leverage AI to make experiences that are more personalized, automated and meaningful, but it still seems that AI has yet to find its stride within many businesses today. Research from Forrester seems to support that viewpoint, stating that 58 percent of business and technology professionals are researching AI systems, yet only 12 percent are actively using them.

It's easy to think that AI is too expensive, too unclear, too bleeding-edge or something only for larger corporations, but I promise that's not the case. AI can be as simple or complex as you need it to be to help improve your business.

At its simplest, AI means a machine can think and learn based on data it is provided. I like to think of it as being able to absorb information, interpret it and then act in an intelligent way based on it. An everyday example of this would be Amazon's product recommendations it compiles based on your previous shopping searches and purchases, but AI can help deliver far more than just the perfect shirt to match my shoes. It can be

used at deep levels of a business that result in optimized operations, proactive issue detection, sales forecasting, smarter marketing, refined user experiences and more.

For all the fear about jobs being eliminated because of advancements in AI, Steve Lohr of the New York Times says "artificial intelligence is freeing workers from drudgery far more often than it is eliminating jobs." Thinking this way can help foster creative thinking about applications AI may have in your business today.

With how expansive its use cases are, it can be a bit overwhelming to strategize where to begin with AI. Here are a few questions to ask yourself to better evaluate where AI might be of the most benefit in your business:

- Where do we currently spend a great deal of manual effort in our business today?
- Which of the identified areas above affect our ability to meet our business's top objectives?
- What data do we currently have related to these identified areas, or what can we easily begin capturing?

By working through these questions, you can begin to develop potential areas of focus in your business that could benefit from implementations of AI. With these goals and knowledge of the data your business has in hand, you'll be ready to engage a technology firm to partner with you in creating AI that truly makes an impact for you and your business. ■

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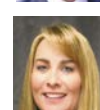
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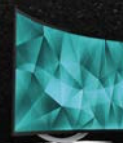
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SOARING AIR TRAFFIC

DES MOINES AIRPORT LOOKS FOR 24 PERCENT BUMP IN AVAILABLE SEATS



IMAGE BY HNTB

BY PERRY BEEMAN

There's a simple reason the Des Moines International Airport set a passenger record in June and followed it with a 12.3 percent year-over-year jump in traffic in July: more available seats.

But that appears to be only the beginning. A computer analysis the airport performed at the Business Record's request found that the airlines' plans for this year, if they hold, will mean 23.7 more plane seats will be available this December than in the same month last year.

Airport officials have said airport traffic needs to grow 3 percent annually to support a planned \$434 million terminal and related construction. A move to bigger planes and added flights helped the airport log 249,944 passengers in July, just short of June's all-time record of 251,265. August traffic was up 12.1 percent, at 250,046. For the year, traffic is up 6.3 percent.

When the airlines offer more seats, we buy them. If the past few years have shown anything, it's that if the airport managers can persuade airlines to offer a new flight, or an airline decides to on its own, Iowans will book seats in big enough numbers to make it profitable.

That in turn stresses the need for a new terminal, said Kevin Foley, airport general manager and executive director. The airport has charted construction and reorganization that is expected to cost as much as \$434 million even after some cost reductions.

"Continued growth underscores the need for a new terminal and improvements to our existing infrastructure to ensure we have modern facilities with adequate capacity to maintain a positive experience for travelers to and from Iowa," Foley said.

The gain in seats crosses several airlines. The largest Des Moines carrier, American Airlines, should be offering 40.8 percent more seats after a gain of 30.8 percent in flights, Foley said. American added flights to Philadelphia in May and is moving to larger aircraft on a number of routes.

Frontier Airlines, which has expanded its summer service to Orlando to year-round and added service to San Francisco three days a week, is expected to have added 33 percent more seats in that 12-month period. United Airlines should be up 29 percent; Southwest Airlines, 17.8 percent; and Delta Air Lines, 10.4 percent.

Southwest has been trading 140-passenger planes for models carrying

CONTINUED GROWTH UNDERSCORES THE NEED FOR A NEW TERMINAL AND IMPROVEMENTS TO OUR EXISTING INFRASTRUCTURE TO ENSURE WE HAVE MODERN FACILITIES WITH ADEQUATE CAPACITY TO MAINTAIN A POSITIVE EXPERIENCE FOR TRAVELERS TO AND FROM IOWA."

Kevin Foley, general manager and executive director, Des Moines International Airport

156 to 160 people. Delta and United also are moving to larger planes.

The trend to larger planes can mean more seats, but also can mean fewer flights and less choice, Foley said.

Foley said those data are based on his conversations with the airlines about their plans, which could change. "But this is as solid as it gets in this industry," he said. "They are flights that are already loaded in the system."

At times, airlines have traded routes to keep things fresh and profitable. Like the recent change in which Southwest Airlines took away flights to and from Chicago, but added St. Louis. United Airlines will stop its flights serving Newark, N.J., in October, but will use larger jets for service to Houston and may add more flights to the Texas city.

Southwest Airlines will fly daily to Phoenix from Nov. 4 to Dec. 15.

Flights serving the Des Moines airport generally are more than 80 percent full — making them profitable for the airlines, Foley said. Saturday afternoon and Sunday can be slow, but on weekdays there are few empty seats.

At the same time, fares are rising with fuel price increases, Foley said.

It's not just the airlines that are responding to strong demand in Des Moines. The TSA added overtime hours this summer after its own projections expected a bump of 11 percent in traffic at times this summer, Foley said. ■

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ON THE MOVE: Promotions, changes, appointments

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Kenny Murrell
NCMIC Group Inc.
Hired as merchant service representative
kmurrell@ncmic.com



Jim Bembenek
NCMIC Group Inc.
Hired as director of product development
jbembenek@ncmic.com



Valerie Fouts
NCMIC Group Inc.
Hired as merchant sales support
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Sylvia Koss
NCMIC Group Inc.
Hired as account representative I
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Jennifer Reiff
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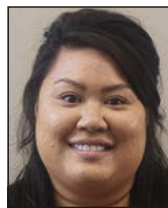
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Hired as programmer II
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Will Bates
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Hired as purchasing & inventory control agent
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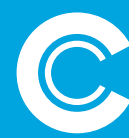


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ON THE MOVE: Promotions, changes, appointments



Kyleigh Seuferer
Deloitte & Touche
Promoted to audit senior
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Jeff Konrad
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Jessica Roach
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Lauren Grimmer
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Mary Pilkington
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Kristine Schmidt
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Brian Scott
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Ankeny Briarwood
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Sharon Squibb
Mercy Clinics
Midwifery
Hired as nurse midwife
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Greg Vose
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Eric Simon
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Ellen Broich
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Anthony Bannasch
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Angie Utterback
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Hired as brand representative
angie@hrtlnd.us



Ajay Kumar
Heartland
Hired as estimator
ajayk@hrtlnd.us



Rob Sieck
Heartland
Promoted to warehouse manager
robsieck@hrtlnd.us



Shea Mears
Gilbert & Cook Inc.
Hired as financial adviser
smears@gilbertcook.com



Chris Klemesrud
McClure
Hired as controller
cklemesrud@mcresults.com

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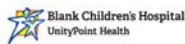
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Farmstasia

OCTOBER 5, 2018

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GUEST OPINION

LISA ROSSI

Lisa Rossi is an Iowa native who worked at the Des Moines Register as a reporter and editor. She spent the last year studying as part of the John S. Knight Journalism Fellowship at Stanford University. She resides in Des Moines with her husband and two sons.



Lead by listening: Lessons from Des Moines to Stanford

When I was 20, I earned my first leadership role. I was nervous. I was excited. And above all, I was ready to share everything I'd learned with my new team.

At the end of my first day as city editor at the college newspaper, I had dispelled so much wisdom to student journalists one or two years my junior that I lost my voice.

Fast-forward nearly 20 years and I'm sitting in the Stanford Graduate School of Business. I heard words that proved what I'd long suspected: that my approach to leadership initiated within the hallowed halls of the University of Iowa was completely wrong.

I think often about the lessons from Irv Grousbeck, Boston Celtics principal owner and Stanford Graduate School of Business adjunct professor.

He told us to follow these rules when persuading:

- Talk one-third of the time.
- Modulate your voice into a slower pace.
- Insert questions like: "Does anything I say resonate with you?"

"Listening," he said, "is a sign of respect."

Also: "Nobody buys when you are talking."

His words changed me. I now lead by listening. It sounds simple, but it's an intentional practice informed by this last year in Palo Alto, Calif., and one I want to continue in Des Moines, where I now reside with my husband and two boys.

Some background: I just completed a John S. Knight Journalism Fellowship at Stanford, after spending the first half of my career editing and reporting, but also in teaching and training, leading audience growth initiatives and new product launches. I grew up in Iowa, and though I've lived on both coasts, I've also spent a portion of my professional life here, most recently editing and developing growth strategies at the Des Moines Register.

I went to Stanford in search of answers to make local news more relevant. And I made listening the theme of my fellowship.

Here are some takeaways:

1. Listen to your customers.

I was attracted to Stanford because it's home to the academic engine that fuels Silicon Valley, the region of our country that has created much of the digital fabric that shapes our daily lives. While there, I interacted with designers and thinkers from Google and Facebook, and learned from investors, publishers, founders and, interestingly, ac-

tors and improvisation specialists about how to take ideas, products and processes, and design them to hold a visceral connection with the customer and viewer.

Part of the reason the products that flow from Silicon Valley are so widely used is that they are rooted in empathetic listening, part of a process called design thinking that is taught at Stanford and infiltrates its academic community.

One of my favorite anecdotes about design thinking comes from "Creative Confidence," by Tom and David Kelley. They write about how surprised one of the lead designers of the MRI machine was to learn that children were terrified by his device. He set to right his wrong by carefully observing and studying his target customer. He went on to redesign the medical scanner for children into fantastical experiences, like spaceships and pirate adventures. Among the results: Fewer children needed to be sedated and patients were much more satisfied.

"New opportunities for innovation open up when you start the creative problem-solving process with empathy toward your target audience," according to the book.

The design thinking training I received at Stanford has transformed my philosophy of work. I now seek projects rooted in this kind of empathy.

2. Listen to context and history.

The beautiful thing about a fellowship is space to think.

I used this time to explore my relationship with race through a book club for "Witnessing Whiteness," by Kelly Tochluk. The book challenged me to interrogate my own lack of historical knowledge. I realized for me to understand how to treat people of different backgrounds than my own, I need to understand our shared history. I now make reading history, particularly about race and particularly by writers of color, an ongoing commitment as a way to expand my understanding of how to be a better ally and collaborator.

3. Listen to yourself.

Stanford cracked open a world of possibili-

ties. Now, it's up to me — not anyone else — to choose what's next. My favorite tools to listen to myself are long bike rides with no phone. When I'm done, I write.

I also rate my energy after each exploratory conversation I have, a process I learned in "Designing your Life," by Bill Burnett and Dave Evans. When my energy is high, I push for more interactions with that person or about the topic we discussed. It was my goal this summer to complete 50 of these conversations as a way to help me find collaborators who are interested in working

with me on using what I learned from Stanford to make Des Moines a better place.

If you've read to the end, we should have coffee. I'm at lrossi18@stanford.edu. ■

“New opportunities for innovation open up when you start the creative problem-solving process with empathy toward your target audience.”

— from the book "Creative Confidence" by Tom and David Kelley

Have an opinion?

We're always on the lookout for community leaders who want to voice their opinion on the issues affecting Central Iowa business. If there's an issue or challenge in your industry that you think our readers should hear about, consider submitting a column for publication. For more information, contact the editor at suzannebehnke@bpcdm.com.

Business Record
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& continental breakfast

7:30 AM - 9:00 AM Program

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JENNIE BARANCZYK
Head Women's Basketball
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JAY BYERS
CEO, Greater Des Moines
Partnership



JESSICA CLARK
CEO and President,
GuideOne Insurance



JUDI EYLES
Director, Pappajohn Center
for Entrepreneurship



MICHAEL HOUSHOLDER
Senior Pastor, Lutheran
Church of Hope



JOSEPH JONES
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RAYNARD KINGTON
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CALENDAR

16-18

SUNDAY - TUESDAY

Iowa Bankers Association Convention

Host: Iowa Bankers Association
About: The Iowa Bankers Association Convention is the largest gathering of financial professionals and industry suppliers in the state. Attendees can enjoy networking opportunities, valuable educational sessions and insights from industry leaders. This year's convention features Iowa native and Comptroller of the Currency Joseph Otting, DuPont Pioneer Chief Economist Steve Elmore, and NFL Player Chad Greenway.
When: Various times
Where: Veterans Memorial Auditorium

18

TUESDAY

Chrysalis Inspired event featuring Tiffany Shlain

Host: Chrysalis Foundation
About: Inspired is the Chrysalis Foundation's annual fundraising event to convene as a community and amplify the mission of empowering girls and women: to ensure the safety, security, education and economic empowerment of girls and women in our community. One hundred percent of event proceeds support Chrysalis grant-funded after-school programs and nonprofit partners.
When: 11:30 a.m. to 1 p.m.
Where: Community Choice Credit Union Convention Center

20

THURSDAY

Woman of the Year Gala

Host: Arthritis Foundation
About: The community is invited to spend an evening at Embassy Suites raising awareness and research funding for arthritis for the Woman of the Year Gala. The Arthritis Foundation will honor Melissa Clarke-Wharff as the organization's Woman of the Year. Clarke-Wharff is the founder of Courage League Sports, an adaptive recreation facility serving kids and adults with special needs in Greater Des Moines.
When: 6-10 p.m.
Where: Embassy Suites Des Moines

20-21

THURSDAY - FRIDAY

AIA IOWA 2018 CONVENTION

Host: AIA Iowa
About: The Annual Convention is the largest architecture event in the state with five keynote speakers, over 24 workshops and over 160 exhibit booths. This two-day event brings together architects, intern architects, business leaders, products/supplies/service professionals and students and educators from across the state.
When: Various times
Where: Iowa Events Center

More calendar info
For more details on these events and to learn about even more events, please go to businessrecord.com/calendar. You can also find a form to submit your events at this site.

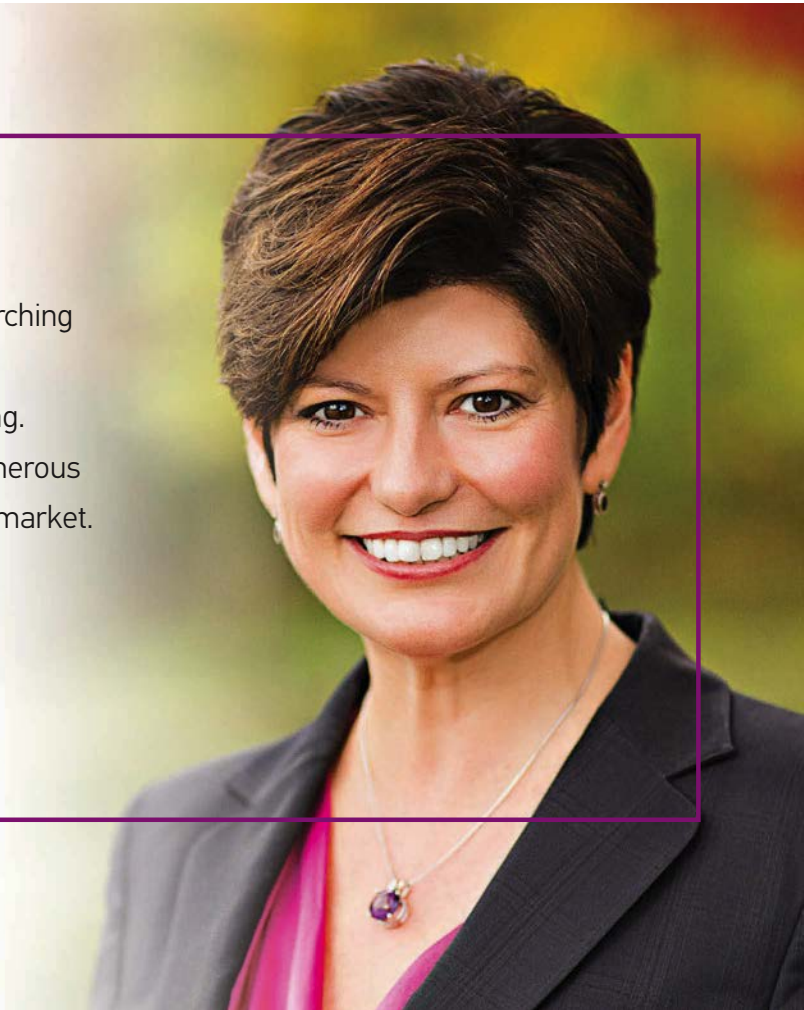
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Our immigration enigma

Last month, the Des Moines Sunday Register featured an analysis of immigrant labor in Iowa. It pretty much concluded that without undocumented foreign-born workers, northwest Iowa and many other parts of rural Iowa would not be doing as well economically as they are today.

Cattleman Kent Pruismann told Register reporters that without 2,000 foreign-born workers, Sioux County would “have a huge problem.” “We don’t have the people to replace them,” Pruismann said.

By one estimate there were about 40,000 undocumented workers in Iowa in 2014, out of a total of 84,000 immigrants.

Most economists will tell you that without foreign-born workers — both documented and undocumented — the economy of Iowa, along with much of the rest of the country, would soon falter. It’s not just the work that immigrants do. It’s that we depend on them to help shore up our Social Security system and other tax-supported programs.

The math is pretty simple.

When I began paying into Social Security in 1965, there were roughly four workers for every benefits recipient. When I began collecting Social Security in 2013, there were fewer than three workers per beneficiary. That’s expected to drop to two by 2030.

It will fall even faster if we get rid of immi-

grants, as northwest Iowa’s Congressman Steve King and others want to do.

What people like King either ignore or don’t understand is that foreign-born workers are shoring up Social Security, which is something that needs to be done because our native-born population is not keeping pace.

The U.S. birth rate has been declining for decades and hit a 30-year low in 2017.

I was born in 1947 and am part of the baby boom generation that exploded when soldiers returned from World War II and began having families. The increase in births lasted until 1964, which was when leading-edge baby boomers began having children of our own.

But instead of having three, four, five or more children as our parents’ generation did, most of us had two or one or none.

The U.S. birthrate peaked at about 25 births per 1,000 population in the mid-1950s and fell to around 20 in the mid-1960s. By the time my children were born in 1979 and 1980, it was more like 15 births per 1,000 people. Now it’s approaching 10.

That’s why we now have fewer than three workers per Social Security beneficiary and why we’re headed to two.

No matter how much you tax workers, or how much you cut benefits, at some point the system becomes unsustainable, and that’s what has experts worried. That is why having large

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numbers of foreign-born workers is good. Not only do they pay into the system, many have larger families, which helps keep our retirement system functioning.

Smart business leaders recognize this, which is why there was a headline in the New York Times over Labor Day weekend saying: “Companies say Trump is hurting business by limiting legal migration.”

It’s not just business leaders that see what’s happening. A new poll sponsored by Grinnell College shows that understanding of the problem is deeper than many realize.

The inaugural edition of the Grinnell College National Poll found only 16 percent of U.S. adults believe there are too many lawful immigrants, and only 13 percent say lawful immigrants are taking jobs from Americans, while 75 percent say lawful immigrants do not abuse government aid programs.

Nor do people believe that undocumented immigrants are a threat to our safety, as President Donald Trump, Rep. Steve King and others would have us believe. According to the Grinnell Poll, two out of three adults say the violent crime rate of undocumented immigrants is no higher than it is for native-born citizens. ■

“We don’t have the people to replace them.”

– Sioux County cattleman Kent Pruismann, commenting on undocumented immigrants in northwest Iowa

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MARKETING

Don't forget to check in

I am not a fan of the restaurant manager drop-in trend that seems to be the rage these days. I like the concept — a manager who is genuinely concerned with their customer's experience — but the execution leaves me wanting.

I think my reaction is negative because the gesture feels abrupt and insincere. There's no context to the conversation, no relationship between the parties, and, honestly, I don't think the manager actually cares if I'm having a good meal. It feels like they are checking a box on their to-do list as opposed to genuinely asking about my dining experience.

Last week I was out with some clients in their hometown and the manager of the restaurant swung by our table. Instead of just diving into the "how are your meals" question, she asked if we'd attended the local music festival that had just ended and when we said that we hadn't, she shared a few tidbits about the festival and then inquired about our meals. Even that little bit of conversation made her inquiry feel less contrived and I enjoyed the pride she took in telling us a little more about where the meats were sourced and how the food was prepared.

That's the difference. Most managers don't know their customers, and the one- or two-sen-

tence check-in feels rote. But when someone in an authority position actually invests a bit of themselves and some time into a check-in, they can be an effective marketing tool.

This is smart marketing for all of us, whether we work on the business-to-business side or serve retail customers. I'm all for more formal data gathering like satisfaction surveys, but there's something very personal and powerful from a simple check-in.

For this to be effective, it needs to be informal and personal. In today's tech-driven world, this is a person-to-person connection, and if you infuse technology into it, you'll destroy the impact.

This is you picking up the phone or approaching your customer in the store or when you see them out and about. There are some other key elements that need to be present for this tactic to be effective.

You can't be a stranger: The reason the drive-by restaurant check-ins feel insincere is that they are impersonal and have no context. You want to be able to connect first and then ask for their feedback.

The more specific the better: Don't use jargon or generic terms like "satisfaction." Ask how your product is solving a particular issue or if they prefer what they chose this

DREW McLELLAN

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time to what they usually buy. When you are specific, they will be in return and you'll learn a lot more.

Offer an enhancement or secret: During your check-in, be ready with some tip or trick that will make them enjoy what they've bought from you even more. Think of it as a superuser hack that most people might not know. Your goal is to make them feel like an insider. A residual benefit of this technique is that when someone mentions your business, they're going to talk about the secret. They'll love that they can look like they're in the know.

Don't combine purposes: This is not a check-in AND a sales call. The minute you try to sell something, it completely negates any goodwill you created by checking in. If you want them to feel like you actually care about their experience and opinion, stay focused there.

This marketing technique costs you nothing but a little bit of time. But it will give you incredible insight into your client's experience, spotlight areas of weakness or missed opportunities, and, when done well, increase your customer loyalty and satisfaction levels.

Not bad for free! ■



This week's QR code will take you to an Inc. article on how to ask your customers better questions.

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Small Business Manager, Google

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APEX INSULATION AND CONSTRUCTION	\$300.001		CCVI, LLC	\$451.001	
ARBOR WOODS APARTMENTS LLC	\$685.001		CENTENNIAL PLACE COOP HOUSING ASSOC	\$1,490.002	
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CHAPEL RIDGE WEST I LTD PARTNERSHIP	\$265.661		DES MOINES HEATING COOLING LLC	\$4,835.001	
CHICKERING, JOHN	\$451.001		DES MOINES STREET VILLAGE	\$381.001	
CHRISPROP II, L.L.P.	\$430.001		DES MOINES WATER WORKS	\$3,037.3514	
CITY OF ANKENY MUNICIPAL WATER DEPT	\$94.801		DIAMOND INVESTMENTS LLC	\$257.001	
CITY OF JOHNSTON	\$124.502		DM LEASED HOUSING ASSOC IX LP	\$533.001	
COLONIAL VILLAGE APTS	\$533.001		DM LEASED HOUSING ASSOCIATES VIII	\$533.001	
CONLIN PROPERTIES	\$533.001		DM/MEADOWS LLP	\$1,161.002	
CONNETT SERVICES	\$7,805.003		DOBBERTIN TWIN PINE LLC	\$362.001	
CW CONSTRUCTION	\$6,164.803		DYKSTRA, VIRGIL OR DOROTHY	\$430.001	
CYPRESS PROPERTIES, LLC	\$430.001		EARLS, JOSHUA & TRACI	\$371.001	
DEER RIDGE 6 APARTMENTS	\$890.002		EAST VILLAGE PARK APARTMENTS LLC	\$890.002	
DES MOINES HEATING COOLING LLC	\$4,835.001		EMM ASSOCIATES	\$225.501	
DES MOINES STREET VILLAGE	\$381.001		EPC LLC	\$533.001	
DES MOINES WATER WORKS	\$3,037.3514		FAMILY DISCOUNT	\$2,400.0011	
DIAMOND INVESTMENTS LLC	\$257.001		FEXSTEVE LIMITED COMPANY	\$2,800.001	
DM LEASED HOUSING ASSOC IX LP	\$533.001		FINE PROPERTIES LLC	\$533.001	
DM LEASED HOUSING ASSOCIATES VIII	\$533.001		FLATS AT VALLEY LLC	\$430.001	
DM/MEADOWS LLP	\$1,161.002		FORGET PROPERTIES LLC	\$430.001	
DOBBERTIN TWIN PINE LLC	\$362.001		G & L CLOTHING	\$255.623	
DYKSTRA, VIRGIL OR DOROTHY	\$430.001		GDM PROPERTIES LLC	\$465.001	
EARLS, JOSHUA & TRACI	\$371.001		GLACIER PROPERTIES L.C.	\$628.001	
EAST VILLAGE PARK APARTMENTS LLC	\$890.002		GNV INVESTMENTS LLC	\$250.001	
EMM ASSOCIATES	\$225.501		GRAND STRATFORD LLC	\$695.001	
EPC LLC	\$533.001		GRAY, IVAN	\$225.501	
FAMILY DISCOUNT	\$2,400.0011		GRAYS LAKE APARTMENTS	\$692.301	
FEXSTEVE LIMITED COMPANY	\$2,800.001		HAMILTON'S FUNERAL HOME INC.	\$2,325.003	
FINE PROPERTIES LLC	\$533.001		HAMLET RESIDENTIAL COOP	\$685.001	
FLATS AT VALLEY LLC	\$430.001		HARBOR OF HOPE MISSION	\$430.001	
FORGET PROPERTIES LLC	\$430.001		HARMON, DAVE	\$500.001	
G & L CLOTHING	\$255.623		HAWTHORN HILL	\$500.001	
GDM PROPERTIES LLC	\$465.001		HENDERSON-HIGHLAND PARK FUNERAL SVC LLC	\$1,550.002	
GLACIER PROPERTIES L.C.	\$628.001		HERITAGE MECHANICAL COMPANY	\$16,809.008	
GNV INVESTMENTS LLC	\$250.001		HINES, DEBRA	\$225.501	
GRAND STRATFORD LLC	\$695.001		HY-VEE FOOD STORE #1318	\$200.001	
GRAY, IVAN	\$225.501		HY-VEE FOOD STORE #01142	\$33.513	
GRAYS LAKE APARTMENTS	\$692.301		IOWA EASTVIEW LLC	\$225.501	
HAMILTON'S FUNERAL HOME INC.	\$2,325.003		IOWA SUNDANCE LLC	\$533.002	
HAMLET RESIDENTIAL COOP	\$685.001		JKLM REAL ESTATE, LLC	\$104.051	
HARBOR OF HOPE MISSION	\$430.001		JRTT PROPERTIES LLC	\$533.001	
HARMON, DAVE	\$500.001		KADING PROPERTIES LLC	\$533.001	
HAWTHORN HILL	\$500.001		KOSHY HOLDINGS LLC	\$685.001	
HENDERSON-HIGHLAND PARK FUNERAL SVC LLC	\$1,550.002		KROMER FLATS, L.P.	\$451.001	
HERITAGE MECHANICAL COMPANY	\$16,809.008		LAKE COUNTRY DEVELOPMENT	\$860.002	
HINES, DEBRA	\$225.501		LE PORTE, DONALD C.	\$425.001	
HY-VEE FOOD STORE #1318	\$200.001		LEGACY PARK LLLP	\$533.001	
HY-VEE FOOD STORE #01142	\$33.513		LEHS, KENT	\$1,395.002	
IOWA EASTVIEW LLC	\$225.501		LI HOLDINGS LLC	\$451.001	
IOWA SUNDANCE LLC	\$533.002		LOGAN PARK ASSOCIATES L.P.	\$375.001	
JKLM REAL ESTATE, LLC	\$104.051		LOPEZ, GUSTAVO	\$5,570.004	
JRTT PROPERTIES LLC	\$533.001		MAGNOLIA MANOR L.P.	\$200.001	
KADING PROPERTIES LLC	\$533.001		MARKET PLACE LOFTS	\$364.141	
KOSHY HOLDINGS LLC	\$685.001		MAZAL TOV HOLDINGS LLC	\$533.001	
KROMER FLATS, L.P.	\$451.001		MC CLISH, MIKE	\$685.503	
LAKE COUNTRY DEVELOPMENT	\$860.002		MCKINLEY CREST LLLP	\$628.002	
LE PORTE, DONALD C.	\$425.001		MEADOWLARK PLACE 1 LLP	\$158.001	
LEGACY PARK LLLP	\$533.001		MFR PARTNERS V LLC	\$430.001	
LEHS, KENT	\$1,395.002		MIDAMERICAN ENERGY (GAS ONLY)	\$10,745.2938	
LI HOLDINGS LLC	\$451.001		MIDWEST FUTURES INC	\$430.001	
LOGAN PARK ASSOCIATES L.P.	\$375.001		MITCHELLVILLE PARK APTS	\$220.001	
LOPEZ, GUSTAVO	\$5,570.004		MR FREEZE HTG & A/C	\$860.001	
MAGNOLIA MANOR L.P.	\$200.001		NUVISION HOSPITALITY MANAGEMENT INC	\$398.683	
MARKET PLACE LOFTS	\$364.141		OAKVIEW TERRACE LP	\$331.001	
MAZAL TOV HOLDINGS LLC	\$533.001		OLD MAIN APARTMENTS	\$430.001	
MC CLISH, MIKE	\$685.503		OPTIMAE LIFE SERVICES	\$380.211	
MCKINLEY CREST LLLP	\$628.002		PLAZA VIEW APTS	\$430.001	
MEADOWLARK PLACE 1 LLP	\$158.001		POCHOP, JOHN	\$900.001	
MFR PARTNERS V LLC	\$430.001		POLK COUNTY TREASURER (PV'S)	\$2,351.001	
MIDAMERICAN ENERGY (GAS ONLY)	\$10,745.2938		PREFERRED PROPERTY ENT	\$685.001	
MIDWEST FUTURES INC	\$430.001		QUALITY CARPENTRY	\$7,149.871	
MITCHELLVILLE PARK APTS	\$220.001		ROYAL OAKS APTS, L.L.P.	\$430.001	
MR FREEZE HTG & A/C	\$860.001		S4 PROPERTIES LLC	\$1,800.002	
NUVISION HOSPITALITY MANAGEMENT INC	\$398.683		SA METRO LOFTS LP	\$533.001	
OAKVIEW TERRACE LP	\$331.001		SAMPSON, KELLI	\$430.001	
OLD MAIN APARTMENTS	\$430.001		SEA BASS INVESTMENT LC	\$650.001	
OPTIMAE LIFE SERVICES	\$380.211		SETERUS INC	\$1,361.082	
PLAZA VIEW APTS	\$430.001		SHORT, ROBERT	\$265.301	
POCHOP, JOHN	\$900.001		SIDDENS, BOB	\$451.001	
POLK COUNTY TREASURER (PV'S)	\$2,351.001		SILVER D MEADOW CT LLC	\$533.001	
PREFERRED PROPERTY ENT	\$685.001		SOMERSET RESIDENTIAL COOPERATIVE	\$963.002	
QUALITY CARPENTRY	\$7,149.871		SOUTHBROOK GREEN APTS II LP	\$430.001	
ROYAL OAKS APTS, L.L.P.	\$430.001		SPRINGER PEST SOLUTIONS INC	\$2,350.002	
S4 PROPERTIES LLC	\$1,800.002		ST. VINCENT DE PAUL	\$1,520.008	
SA METRO LOFTS LP	\$533.001		STACEYS NEW BEGINNINGS	\$430.001	
SAMPSON, KELLI	\$430.001		SUMMERPLACE APTS	\$1,028.001	
SEA BASS INVESTMENT LC	\$650.001		SUN PRAIRIE OF WEST DES MOINES LLC	\$860.001	
SETERUS INC	\$1,361.082		SUNNYBROOK MOBILE HOME PARK	\$350.001	
SHORT, ROBERT	\$265.301		TAHER, INC.	\$33,520.562	
SIDDENS, BOB	\$451.001		TIMBERLAND PARTNERS XVII	\$685.001	
SILVER D MEADOW CT LLC	\$533.001		TLP XII AVONDALE LLC	\$533.001	
SOMERSET RESIDENTIAL COOPERATIVE	\$963.002		TRANS IOWA, L.C.	\$956.801	
SOUTHBROOK GREEN APTS II LP	\$430.001		UNIVERSITY PARK LTD PARTNERSHIP	\$430.001	
SPRINGER PEST SOLUTIONS INC	\$2,350.002		US BANK HOME MORTGAGE	\$1,301.883	
ST. VINCENT DE PAUL	\$1,520.008		VALVISTA/HILLOCK LLC	\$423.481	
STACEYS NEW BEGINNINGS	\$430.001		VARIABLE MEASURES LLC	\$997.001	
SUMMERPLACE APTS	\$1,028.001		VERIDIAN CREDIT UNION	\$616.521	
SUN PRAIRIE OF WEST DES MOINES LLC	\$860.001		VILLAGE AT WESTCHESTER	\$284.181	
SUNNYBROOK MOBILE HOME PARK	\$350.001		WELDON, ALEXANDREA	\$945.001	
TAHER, INC.	\$33,520.562		WELLS FARGO BANK (CREDIT CARD)	\$1,433.861	
TIMBERLAND PARTNERS XVII	\$685.001		WELLS FARGO MORTGAGE	\$430.001	
TLP XII AVONDALE LLC	\$533.001		WILLOW BEND I LP	\$1,115.002	
TRANS IOWA, L.C.	\$956.801		WILLOW PARK PARTNERS, LLC	\$902.002	
UNIVERSITY PARK LTD PARTNERSHIP	\$430.001		WOODLAND PLACE APT LLC	\$740.001	
US BANK HOME MORTGAGE	\$1,301.883		REASON: LICENSES AND PERMITS		
VALVISTA/HILLOCK LLC	\$423.481		ALL SAINTS CHURCH	\$295.001	
VARIABLE MEASURES LLC	\$997.001		CENTRAL IOWA MECHANICAL	\$90.001	
VERIDIAN CREDIT UNION	\$616.521		PRESTON, MATTHEW</		

POLK COUNTY NOTICES

SOIL-TEK	\$60.001
US FOODS	\$4,780.253
VAN METER INDUSTRIAL INC	\$195.233
WAL-MART COMMUNITY BRC	\$212.942
WASTE MANAGEMENT OF IOWA	\$185.651
WELLS FARGO BANK (CREDIT CARD)	\$12,975.921
Z WIRELESS ANKENY	\$49.991
ZIEGLER INC	\$282.482
IOWA EVENTS CENTER	
REASON: MISCELLANEOUS	
OVATIONS	\$19,389.48
REASON: OTHER SERVICES & CHARGES	
ATLANTIC BOTTLING COMPANY	\$2,442.44
ADP INC.	\$17.15
ADVANCE SERVICES, INC.	\$3,475.54
AMERIPRIDE SERVICES, INC.	\$2,747.68
AQUAVERVE, LLC	\$1,788.41
LEAH BEERY	\$162.18
CARRIE JACKSON	\$417.01
C. H. MCGUINNESS CO	\$2,580.00
CINTAS CORPORATION #762	\$135.42
CONTEMPORARY SERVICES CORP	\$22,003.57
ELECTRONIC ENGINEERING	\$1,058.50
FEDEX	\$92.97
FLACK ADAM L.	\$142.50
FORREST & ASSOCIATE INC.	\$353,015.63
GARRATT-CALLAHAN CO.	\$2,770.00
HERC-U-LIFT	\$453.60
INTERNATIONAL PAPER	\$99.27
JOHNSON CONTROLS	\$1,746.92
KONE, INC.	\$934.43
MICHAEL LOGAN	\$864.79
CYNDI LORENZEN	\$2,301.70
MARCO, INC. NW 7128	\$6,529.20
MID-STATE DISTRIBUTING CO.	\$402.59
MIDAMERICAN ENERGY CO	\$3,254.53
NATIONWIDE OFFICE CARE LLC	\$7,630.20
OHC OF OKLAHOMA LLC	\$61.50
PERFICUT COMPANIES, INC.	\$947.21
ROCHESTER ARMORED CAR CO, INC.	\$604.39
SHRED-IT USA	\$373.08
JOHNSON CONTROLS	\$2,156.92
JASON SMITH	\$335.91
TPC TRAINING	\$1,100.00
THE WALDINGER CORPORATION	\$4,687.00
ZIEGLER INC.	\$641.24
SPECTRA VENUE MANAGEMENT	\$2,532.33
REASON: SUPPLIES	
BULBGUY LIGHTING, LLC	\$24.60
CRYSTAL CLEAR WATER CO.	\$78.00
GRAYBAR	\$347.16
MENARDS-DES MOINES	\$389.68
STANDARD BEARINGS	\$86.05
POLK COUNTY EMPLOYEE INSURANCE	

TO BE PAID 9-4-2018
REASON: OTHER SERVICES & CHARGES
WELLMARK \$361,239.67
DELTA DENTAL \$22,762.91

OFFICIAL PUBLICATION
PROCEEDINGS OF THE POLK COUNTY
BOARD OF SUPERVISORS

The Polk County Board of Supervisors met in regular session Tuesday, August 28, 2018, at 9:30 a.m.

MEMBERS PRESENT: Steve Van Oort, Robert Brownell, John F. Mauro, Tom Hockensmith, Angela Connolly.

Moved by Hockensmith, Seconded by Mauro to dispense with the reading of the August 21, 2018, minutes and they stand approved as printed.

VOTE YEA: Van Oort, Brownell, Mauro, Hockensmith, Connolly.

The Bills as certified by the County Auditor were allowed or disallowed on each according to the certified list, claim numbers 201808280001 – 201808280879.

VOTE YEA: Van Oort, Brownell, Mauro, Hockensmith, Connolly.

PROCLAMATION: Supervisor Hockensmith read a proclamation "Recognition of the Grand View Little League players and coaches for their participation in the Little League World Series".

PUBLIC COMMENTS: Chris Connolly, General Manager, Iowa Events Center, appeared before the Board with the financial results of the last fiscal year, and presented them a check for \$1.7M.

PUBLIC HEARING: DISPOSAL OF COUNTY INTEREST IN REAL ESTATE

Proof of Publication is on file with the Clerk of the Board. No one appeared for or against. Public Hearing closed.

RESOLUTION: Resolution approving a Quit Claim Deed for property located at 2100 Morton Avenue (A. Holt).

PUBLIC HEARING: DISPOSAL OF COUNTY INTEREST IN REAL ESTATE

Proof of Publication is on file with the Clerk of the Board. No one appeared for or against. Public Hearing closed.

RESOLUTION: Resolution approving a Quit Claim Deed for property located beside 1621 Francis Ave. (R. Paporello).

PERMITS: Renewal application for Class "C" Liquor License, Sunday Sales and Outdoor Service Area Permit for Scooter's on Broadway,

475 Broadway Avenue.

VOTE YEA: Van Oort, Brownell, Hockensmith, Connolly. PASS: Mauro.

RESOLUTIONS: Resolution approving Agreement Amendment with Taher, Inc. for the provision of meals at Polk County Community Centers and Congregate Meal sites.

Resolution approving release of mortgage on 1435 17th Street (A. Huerta).

Resolution approving release of mortgage on 1612 24th Place (Free/Meeter-Free).

Resolution approving release of mortgage on 1822 E. 14th Street (C. Comeaux).

Resolution approving agreement with Precision Builders to address lead hazard repairs at 1301 E. 9th Street (Reyes).

Resolution approving agreement with FexSteve Limited to address lead hazard repairs at 3310 5th Avenue (Wilbourn/Temple).

Resolution authorizing the Auditor's Office to publish Notice of Public Hearing for September 11, 2018, on Disposal of County Interest in Real Estate (located behind 432 and 438 Pioneer Road).

Resolution approving minor final subdivision plat of Houseman Place.

Resolution approving major preliminary subdivision plat of Rhoten Acres Plat 5.

Resolution approving sanitary sewer extension agreement with The Woods at Rock Creek, LLC (known as The Woods at Rock Creek) and approve sanitary sewer easement (on Sandra K. Ternus 2016 Revocable Trust property).

Resolution approving Release and Settlement Agreement with Morgan Contracting, Inc. and the City of Ankeny for the Rock Creek Trunk Sewer and Rock Creek Lateral Sewer Project.

Resolution approving agreement for Training Consultant with CSB Retail.

Resolution to sign Memorandum of Understanding with the City of West Des Moines and the City of Des Moines for the Edward Byrne Memorial Justice Assistance Grant.

Resolution approving Governor's Traffic Safety Bureau Methamphetamine Hot Spot/Interdiction grant award.

DEFERRED:

Resolution approving the recommendations of the Polk County Assessor for allowances and denials of the Business Property Tax Credits.

Resolution approving contract amendment between Spectra and the Iowa Barnstormers.

Resolution approving Community Development Grant to the Build Lincoln Higher

Booster Club, Inc.

Resolution approving Community Betterment Grant awards.

REFERRED TO PUBLIC WKS & CO ATTORNEY: City of Bondurant notice of meeting to consider voluntary annexation within urbanized area of the cities of Altoona and Mitchellville.

City of Altoona Notice of Consultation Meeting for Proposed Annexation of Unincorporated Territory into the City of Altoona.

APPOINTMENTS: Moved by Hockensmith, Seconded by Mauro that the following Resolution be adopted: BE IT FURTHER RESOLVED that the individuals named on this Memorandum be approved for personnel action:

Joseph Carpenter, Jail Services Aide, Sheriff, \$41,201 beginning September 4, 2018

Travis Dopheide, Youth Intake Spec, CFYS, \$60,108 beginning August 29, 2018

William Fors, Second Rds Superintendent, Pub Wks, \$83,696 beginning Aug 30, 2018

Marissa Greenleaf, Cash Mgmt Tech, Treasurer, \$49,385 beginning August 27, 2018

Ryan Lafrenz, Prop Desc Supervisor, Auditor, \$111,875 beginning August 16, 2018

Bridget McNehey, Air Quality Comp Tech, Pub Wks, \$54,122 beginning Sept 1, 2018

Patty Nordmeyer, Ofc Spec (Temp), Emergency Mgmt, \$44,307 beg August 27, 2018

Madison Noble, Deten Officer, Sheriff, \$44,041 beginning September 1, 2018

Joshua Raven, Youth Svcs Worker, CFYS, \$49,385 beginning August 29, 2018

Matthew Ringstad, Youth Svcs Worker, CFYS, \$49,385 beginning August 29, 2018

Carl Wiederaenders, Asst Co Auditor, Auditor, \$127,381 beginning August 27, 2018

VOTE YEA: Van Oort, Brownell, Mauro, Hockensmith, Connolly.

LET THE RECORD SHOW all resolutions, including Public Hearings, were approved unanimously, unless otherwise noted.

Moved by Hockensmith, Seconded by Mauro to adjourn until September 4, 2018, at 9:30 a.m.

The above resolutions are a summary. For the full text of resolutions, visit our website at: <https://www.polkcountyiowa.gov/auditor/administration/> or visit our office at The Polk County Auditor's Office, 111 Court Avenue, Room 230, Des Moines, Iowa, Monday-Friday 8:00 a.m. – 5:00 p.m., 286-3080

PUBLIC NOTICES

PUBLIC NOTICE
DEADLINES AND REQUIREMENTS

The deadline for public notices is 3 p.m. Wednesday, 7 business days prior to publication date. TO ENSURE ACCURACY, NO PUBLIC NOTICES WILL BE ACCEPTED BY FAX OR TELEPHONE. We must be notified of any changes to or cancellations of previously submitted notices no later than noon Thursday prior to publication. Notices should be typed (including all signatures, preferably double-spaced) and accompanied by a cover letter stating any publication requirements (such as the number of times the notice is to be published and whether it must be published by a certain date), whom to bill, and a phone number at which you can be reached should any question arise.

When submitting by mail, send all public notices to:
Business Record
Attn: Sami Schrader
The Depot at Fourth
100 Fourth St.
Des Moines, Iowa 50309
(515) 244-9491 ext. 217

By e-mail, send public notices to: publicnotices@bpcdm.com. E-mails should be sent either in a Microsoft Word or Excel document, Text, or PDF. Please direct all inquiries concerning billing and affidavits of publication to Becky Hotchkiss at (515) 288-3338 ext. 436.

NOTICE FOR PUBLICATION

NOTICE OF INTENT TO EXECUTE AND RECORD A MORTGAGE RELEASE CERTIFICATE

IOWA TITLE GUARANTY
TO: Wachovia Bank, National Association, as successor by merger to First Union National Bank and others to whom this may concern:
Iowa Title Guaranty has received an application to issue a Mortgage Release Certificate for

the mortgage described below, which has not been released.

MORTGAGOR(S): Elyse J. Weiss
MORTGAGEE: Knutson Mortgage Corporation
DATE OF MORTGAGE: 9/17/1987
DATE OF RECORDING: 9/17/1987
RECORDING INFORMATION: Book 5773, Page 414
COUNTY: POLK
LOAN NO.: 191945-3

YOU ARE HEREBY NOTIFIED THAT PURSUANT TO IOWA CODE §16.92 AND RULES ADOPTED THEREUNDER, IOWA TITLE GUARANTY (ITG) WILL EXECUTE AND RECORD A MORTGAGE RELEASE CERTIFICATE (MRC) FOR THE ABOVE-DESCRIBED MORTGAGE AFTER EXPIRATION OF THE BELOWMENTIONED THIRTY-DAY PERIOD IF ITG DOES NOT RECEIVE A SATISFACTORY REASON WHY THE MRC SHOULD NOT BE EXECUTED AND RECORDED.

YOU MUST NOTIFY ITG IN WMTING WITHIN THIRTY DAYS OF THE EFFECTIVE DATE OF THIS NOTICE OF ANY REASON WHY THE MRC SHOULD NOT BE EXECUTED AND RECORDED. THE NOTICE IS EFFECTIVE ON THE LAST DAY OF PUBLICATION. IF THE FINAL DAY OF THE THIRTY DAYS FALLS ON A SATURDAY, SUNDAY OR LEGAL HOLIDAY, THE TIME SHALL BE EXTENDED TO INCLUDE THE NEXT BUSINESS DAY.

Your notification should be sent to:
Iowa Title Guaranty
2015 Grand Avenue
Des Moines, Iowa 50312
Iowa Title Guaranty
By:
Name: Matthew S. Rousseau
Title: Deputy Director, Iowa Title Guaranty
Date of second publication: September 14, 2018.
Date of third publication: September 21, 2018.

NOTICE OF PROBATE OF WILL, OF APPOINTMENT OF EXECUTOR, AND NOTICE TO CREDITORS

The Iowa District Court
Polk County
Case No. ESPR073749

In the matter of the Estate of **Virginia L. Lyons**, Deceased.
To All Persons Interested in the Estate of Virginia L. Lyons, Deceased, who died on or about August 6, 2018:
You are hereby notified that on the August 24, 2018, the last will and testament of Virginia L. Lyons, deceased, bearing date of November 5, 1987, was admitted to probate in the above named court and that William Lyons was appointed executor of the estate. Any action to set aside the will must be brought in the district court of said county within the later to occur of four months from the date of the second publication of this notice or one month from the date of mailing of this notice to all heirs of the decedent and devisees under the will whose identities are reasonably ascertainable, or thereafter be forever barred.

Notice is further given that all persons indebted to the estate are requested to make immediate payment to the undersigned, and creditors having claims against the estate shall file them with the clerk of the above named district court, as provided by law, duly authenticated, for allowance, and unless so filed by the later to occur of four months from the second publication of this notice or one month from the date of mailing of this notice (unless otherwise allowed or paid) a claim is thereafter forever barred.

Dated August 27, 2018.

William Lyons
Executor of the Estate
6806 Maryland Drive
Urbandale, IA 50322
8230 Hickman
Des Moines, IA 50325

Date of second publication: September 14, 2018.

NOTICE OF PROBATE OF WILL, OF APPOINTMENT OF EXECUTOR, AND NOTICE TO CREDITORS

The Iowa District Court
Polk County
Case No. ESPR073586

In the matter of the Estate of **Marjorie Elizabeth Tingle**, Deceased.
To All Persons Interested in the Estate of Marjorie Elizabeth Tingle, Deceased, who died on or about April 17, 2018:
You are hereby notified that on the July 9, 2018, the last will and testament of Marjorie Elizabeth Tingle, deceased, bearing date of the December 6, 2011, was admitted to probate in the above named court and that Constance Elizabeth Hall and Sherry A. McClain were appointed executor of the estate. Any action to set aside the will must be brought in the district court of said county within the later to occur of four months from the date of the second publication of this notice or one month from the date of mailing of this notice to all heirs of the decedent and devisees under the will whose identities are reasonably ascertainable, or thereafter be forever barred.

Notice is further given that all persons indebted to the estate are requested to make immediate payment to the undersigned, and creditors having claims against the estate shall file them with the clerk of the above named district court, as provided by law, duly authenticated, for allowance, and unless so filed by the later to occur of four months from the second publication of this notice or one month from the date of mailing of this notice (unless otherwise allowed or paid) a claim is thereafter forever barred.

Dated July 10, 2018.

Constance Elizabeth Hall and Sherry

PUBLIC NOTICES

A. McClain
Executor of Estate
1800 36th Street, Apt. 128
West Des Moines, IA 50266
James M. Meade, ICIS PIN No: AT0005338
Attorney for Executor
James Meade Law Office
1200 Valley West Drive, Suite 206-02
West Des Moines, IA 50266
Date of second publication: September 21, 2018.

**Official Publication
Des Moines, Iowa**

The ESS Finance Subcommittee held a meeting via teleconference on Tuesday, August 7, 2018. Members Present: Deb Kupka, Amy Assink, Jolynn Goodchild, Sheri Jones, Stacie Herridge

and Jo Greiner
July 3, 2018 Meeting Summary: Motion was approved unanimously
Bills as specified in the August BOA Accounts Payable table were reviewed. Bills included: Enterprise Iowa, \$12,393.93; Imagetek, Inc, \$10,473.21; Conduent, \$5,375.66 and Advanced Systems, \$487.13.
Bills as specified in the August Fund 255 Accounts Payable table were reviewed. Bills included: Enterprise Iowa, \$11,525.00 & \$3,654.15; CSI, \$8,644.85; Lightedge, \$3,072.90; Iowa County Recorders, \$20,430.35.
August 2018 Accounts Payable Tables: Motion was approved unanimously
June 2018 Financial Reports, BOA CY 2018 2nd Quarter Reports and Fund 255 FY 2018 4th Quarter and YTD Report: Motion was approved

unanimously
The meeting was adjourned at 9:22 AM.
Complete meeting summaries are posted at www.iowalandrecords.org.
Published in the Business Record on September 14, 2018.

**OFFICIAL PUBLICATION
Des Moines, Iowa**

The Greater Des Moines Sister Cities Commission met on August 14, 2018 at 5:05 PM.
Members Present: Bain, Becker, Blake, Bowen, Lewis, Zhao-Mandelbaum, Nowadzky, Ortiz, Patrick, Renda, Sherman, Spaine, Whisenand.
Minutes for July 10, 2018: Bowen moved to approve. Seconded by Renda. Motion carried.
Financial Report: \$24.05 - printing June minutes

in the Business Record; \$1,000 - annual Sister Cities International membership dues. Bowen moved to approve. Seconded by Ortiz. Motion carried.
Blake moved to approve travel costs up to \$499 to Commissioner Zhao-Mandelbaum for incidental costs incurred during travel to Shijiazhuang, China, September 2-8, 2018. Seconded by Bowen. Motion carried.
Meeting adjourned at 6:21 PM.
Complete meeting summaries are posted at www.dmgov.org/government/boards/SisterCitiesCommission/Pages/default.aspx.
Published in the Business Record on September 14, 2018.

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who get it,
get it.

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