
THE LICA CONTRACTOR

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**LICA Leadership:
It All Starts with Membership**

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Contractors of America

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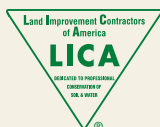
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A Message From the President



Hello fellow LICA members and friends!

I hope you are all safe and well. It's hard to believe that it's already August. It seems like just yesterday many of us were in Lincoln, Nebraska. Wow, what an exciting place! I had never seen so many options for dining and enjoying the hospitality of our Nebraska members. The countryside was beautiful, and the tours were amazing. Seeing the metal finishing process at Lincoln Industries reminded me of my younger days. I had a motorcycle and would have loved to get some things chrome plated. And the Museum of American Speed displayed a Corvette I wished for as a kid! Thanks again to National LICA and Nebraska LICA for all your hard work and the fun you provided for our members. I'd also like to express gratitude to our fantastic associates for their continued support.

I'm sure everyone is busy as a hive of bees making honey. It's remarkable how things can get done when a group works together. Don't be afraid to find ways to become more active in LICA. Volunteer for a committee. Go out and invite new contractors to LICA meetings and events. Show them our national network of like-minded professionals, and the benefits available to us all. With teamwork, the sky is the limit!

I hope all our members have enjoyed or will enjoy your summer outings and events with your state chapters. Please make time to attend them and share the fellowship with others. I'll be going to the tenth annual New York LICA golf outing in September. I have a special tee shot that I might share again. For that story, ask our National Chairperson, Chris Wagner; I'm sure he would be delighted to tell you.

If I don't see you at your events, I hope to see you at the winter convention in Virginia Beach in February. Remember to stay safe and watch out for your families and friends. God bless you all and thank you for being part of the LICA family!

David Gallahan, National LICA President



Tile installation on a beautiful fall day.

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LICA Leadership: It All Starts with Membership

By CAROLINE KRUG, Editor and Assistant to the CEO

What is a Leader?

Sometimes, the fear of becoming a leader comes from thinking that only certain kinds of people can lead. But that's not true! Leadership isn't limited to just one type of person or personality; it takes on diverse forms, each contributing uniquely to our association's growth and success. The Land Improvement Contractors of America (LICA) believe that the only prerequisite for a great leader in this organization is a passion for conservation and land improvement.

Let's explore how different types of personalities can step up and be leaders in LICA, making a positive impact. The visionary Dreamers inspire by painting a vivid picture of the future and fostering a culture of innovation. Analytical Thinkers bring clarity to complex situations, making well-informed decisions that steer LICA's path. Caring Communicators create an inclusive atmosphere, valuing every voice and ensuring unity in purpose. Adaptable Explorers thrive amidst change, turning challenges into steppingstones for progress. Energizers infuse enthusiasm into every endeavor, motivating the association towards remarkable achievements.

Becoming a leader doesn't mean you have to change who you are. In LICA, your unique personality is a big asset. LICA believes that dreamers, thinkers, communicators, explorers, and energizers all have something important to offer.

So, if you've ever been worried about being a leader, remember that your passion and personality are what make you special. Embrace your strengths, overcome your fears, and step into a leadership role in LICA. Your journey as a leader will be all about growing, making a difference, and achieving great things together.

Hear From Your Past Presidents

At the National Summer Meeting in Lincoln, NE a panel of National past presidents participated in a seminar sharing their unique journeys of moving through the ranks of LICA leadership. The panel, consisting of Steve Anderson (IL), Mike Cook (MI), Steve Gerten (OH), and Don Loken (MN), provided a sample of the many diverse personalities that have



Past Presidents Steve Gerten, Steve Anderson, Don Loken, and Mike Cook on a leadership panel moderated by Allison Hack

held office throughout the history of LICA. They shared why they joined, how and why they served in leadership roles, and how they benefitted from serving LICA. Perhaps one of their stories resonates with you and inspires you to pursue the path of leadership within this great association.



Steve Anderson
Marseilles, IL

Steve Anderson continues to run the company his father started back in 1958, alongside his brother Stewart. As a young child of seven or eight years old, he accompanied his father to LICA meetings and was exposed to the industry. Steve has fond memories of LICA events, such as attending a picnic in Pekin followed by a trip to Six Flags. He has been operating heavy equipment since the age of 15, and in 1976, his father purchased a bulldozer for him. In 2000, Steve expanded the services of his business to include field tiling and purchased the necessary equipment from a fellow LICA member.

Throughout more than 35 years as a LICA member, Steve's involvement has expanded steadily. He began by being elected as the director of his district when it was just his brother and him. He was then invited to take on the role of treasurer, which suited

“Becoming a leader doesn’t mean you have to change who you are. In LICA, your unique personality is a big asset.”

his background in finance. Steve thought he could hide in that position, but when Illinois needed a new first vice president, he stepped up and accepted the challenge. With the subsequent resignation of the vice president, Steve quickly moved up the ranks. Steve became the third member of his family to serve as state resident and, although it felt daunting, he found comfort in being surrounded by people he had known for years. Despite being introverted, Steve found his place within the group. One significant opportunity arising from his LICA experience was his attendance at a seminar on two-stage ditches at the Ohio State University. Steve attended in place of his president and gained valuable knowledge, which he later applied to selling two-stage ditches to his customers.

His first interaction with National LICA came when he represented Illinois at a meeting in Orlando. Steve thoroughly enjoyed attending national events and connecting with LICA members from all over the country. Considering there had been no National president from Illinois since 1973, Steve decided to run for regional vice president to begin his journey on that track. He appreciated the opportunity to visit state chapters, get to know the people in his region, and build relationships with the National board. As regional vice president, he expanded his reach by speaking in Nebraska, seizing an opportunity for growth and going beyond one’s current limitations. Steve recalls his father putting him on a bulldozer at a young age without specific instructions, simply telling him to “get it done.” which instilled a sense of initiative within him. This advice has been reinforced throughout his LICA journey, as he’s reminded himself time and again to “get up and do it because it needs to be done”.

One LICA member who particularly inspired Steve was Louis McFarland, who started as a “regular guy” and then rose to become vice president. He also credits Steve Miller for teaching him a lot through their conversations, extending beyond the scope of regional reports.

As National president, Steve made it a priority to attend as many events as possible, appreciating the camaraderie and the exchange of knowledge among LICA members, including the practice of trading jobs with competitors within the

LICA family. Balancing his responsibilities on the National board with his work life was manageable for Steve. The meetings were always scheduled with consideration for the industry, and his duties rarely interfered with his business. He only missed a dinner once when he had to return home to repair an engine on a combine.

Serving on the executive committee provided Steve with an eye-opening experience about the processes and projects going on at the National level. He learned valuable interpersonal skills, public speaking, and most importantly, listening skills.

Steve Anderson is grateful for the inspiration he has received from everyone at LICA and acknowledges that he has grown so much because of it.

Mike Cook’s family legacy in drainage dates back to the 1950s when his grandfather worked in the field, followed by his father in 1957. Mike pursued a degree in surveying and later joined Hancor, where he became an associate member of LICA. In 1987, he established his own business and has been grateful to hold both associate and contractor LICA memberships. He finds immense value in engaging with fellow contractors, and compares the membership to that of a church congregation. He finds it refreshing that even competitors share ideas with one another.



Mike Cook
Westphalia, MI

Within just two years of joining, Mike found himself on the state board. Subsequently, he assumed the role of executive director. Although initially pressured to join, he found the experience to be immensely rewarding. He has held every officer role in Michigan and was elected by his region to step into the position of regional vice president once his predecessor, Bob Clark, became National vice president. Subsequently serving as president was an honorable experience for him. He takes pride in revitalizing the kids’ program and contributing to the development of the MOU, as well as scouting a new office location in collaboration with National LICA, providing

more space for our headquarters. Mike also chaired the water table committee, a task that initially appeared daunting. He emphasizes the importance of listening to others' needs, learning to be flexible, and respecting differing opinions as valuable lessons reinforced during his tenure with LICA.

When it comes to his commitment to the executive committee, Mike naturally accepted the time demands and was recognized for his efforts. During his leadership journey, he had plenty of help along the way. His son Adam efficiently managed the workload in his absence; during one trip he accomplished two weeks' worth of work in just three days! Past President Nordis Estrem's advice to "dress right" proved valuable, and she even helped him iron his shirts.

As an officer, he sought to learn and grow from his team rather than boast about his own accomplishments. He is proud of his family and his role as a mentor. Throughout his journey, he has gained valuable experience, leaned on the guidance of individuals like Brad McArdle, and found a sense of family with CEO Jerry Biuso, Sr. who consistently emphasized the importance of prioritizing family over business.

Mike Cook draws inspiration from everyone he has encountered in LICA.



Steve Gerten
Leipsic, OH

Steve Gerten, a farm drainage professional from Ohio, has played an integral role in the LICA community. In 1981, he became a member of LICA after acquiring the business of Marion Inbody, a long-time LICA member and one of the founders of the Ohio Drainage Contractors Association, which later became LICA in 1967. Throughout his journey, Steve has been fortunate to have mentors like Cy Schwieterman and

Louis McFarland, both former National presidents, who have guided and inspired him.

Steve's journey within LICA began by serving on the board of directors, followed by his election as the president of the Ohio chapter in 2006. He continued his service on the board and was then invited to become the regional vice president for region 3, offering him the chance to learn from different states. This paved the way for his progression into the roles of National vice president and president, where he thoroughly enjoyed visiting various states, forming new friendships, and participating in discussions that resolved issues and fostered membership growth in Ohio. Thanks to his sons, who could cover for him in the business, Steve was able to dedicate significant time to National LICA as an officer. Steve deeply values LICA as an extended family and appreciates the nationwide network it provides.

Despite his initial fear of public speaking, Steve received valuable advice from a fellow contractor to overcome this challenge by focusing on the back of the room until he felt

more comfortable. While there was a learning curve in his early years as a regional vice president, Steve embraced it by asking questions and continually striving for improvement. He looked up to leaders like Bruce Barnhart, Harry Hauschild, and Dirk Riniker during his tenure, learning by their example. As a national officer, he considered taking care of the membership and assisting them in achieving success as his top priorities. Steve has taken pride in serving as the chairperson of field days for the past two decades and values the strong relationship between OH LICA and the Ohio State University.

Being part of LICA has benefitted Steve's business through collaboration with other contractors and has enhanced his reputation among his customers. Steve's involvement in LICA has taught him valuable lessons about the importance of teamwork, particularly within his business operations. He has also adopted the practice of meticulous planning before jobs to ensure effective teamwork in the field.

Throughout his journey, Steve Gerten has experienced personal and professional growth. He is grateful for the valuable relationships and experiences he has gained, acknowledging that he has learned the most by listening to and observing the remarkable individuals within the organization.

Don Loken opened his business nearly 49 years ago, providing a comprehensive range of year-round services like farm drainage, snow removal and septic services, as well as aggregate crushing, hauling, and grading. His company collaborates with approximately 10 different townships, maintaining a permanent staff of 10-12 employees. It was Don's cousin, a contractor member, who invited Don to join LICA, a commitment spanning nearly five decades that reflects his overwhelmingly positive impressions of the LICA family.

Don's involvement with LICA began at the regional level, where he served as a vice president and subsequently held every position leading up to chairman at the national level. As a regional vice president, Don dedicated himself to representing the interests of the states under his jurisdiction. He prioritized effective communication by regularly checking in with the states and relaying important information between the states and the national office. Don made it a priority never to miss a meeting, recognizing the significance of listening to the members and acting as their voice within the organization. He firmly believes that much can be learned simply by listening to people. While serving on the executive committee, Don received support from capable individuals who managed his business in his absence, teaching him the value of delegation. Learning Robert's Rules of Order has also left a lasting impression on Don.



Don Loken
Owatonna, MN

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Don highly values the camaraderie, support, and collaboration he's found in LICA. He recalls one remarkable example of teamwork when, during a challenging period, his wife, Jan, and fellow member, Nordis Estrem, jointly took on the role of executive director, working tirelessly without pay to stabilize the Minnesota LICA chapter.

Don takes immense pride in the successful execution of the Minnesota field days, his committee memberships, and his multiple terms as the national safety committee chair. He also finds satisfaction in his dedicated efforts to expand LICA's membership, adhering to mantras like "get involved and the problem is solved" and "if each one gets one, the problem is solved." As National LICA president, Don felt honored to contribute to the Farm Bill. His input on NRCS was considered and respected, providing him an opportunity to showcase his knowledge and expertise.

Don Loken expresses deep gratitude for the nurturing and support he has received throughout his journey with LICA.



Chris Wagner, National president, "passes the pin" to David Gallahan, incoming National president



National Officers Chris Wagner, chairperson; Jerry Biuso, Sr., CEO; David Gallahan, president; and Tony Cain, vice president

What Does it Take to Lead with LICA?

Based on a culmination of advice provided by the panel during the leadership seminar, any member considering a leadership role within LICA should bear the following in mind:

1. Time, Resources, and Business Backup: Serving as a National LICA Officer requires individuals to have the necessary time, resources, and a backup plan to ensure their business can continue operating in their absence.

2. Overcoming Initial Fears: It is common to experience fear, particularly when it comes to starting something new or speaking in public. However, officers are encouraged to speak from the heart, face their fears head-on, and remember that everyone in the LICA community shares common experiences. Seeking advice from past leaders who have gone through similar challenges can also be beneficial.

3. Embrace Collaboration: Being an officer is about working together and helping others. By collaborating and supporting fellow members, officers can also help themselves grow personally and professionally.

4. Support from the LICA Community: The LICA community is a close-knit network of individuals who genuinely support and want officers to succeed. Knowing that there is a network of support and guidance can provide officers with the confidence they need to take on their role.

At National LICA, we encourage you to explore leadership opportunities. Look to those who have held office before you for guidance and inspiration. Learn from and grow with your peers. Get involved in committees, practice using your unique voice and ideas to push this great association into the future. Being active in this community creates a natural progression into roles of mentorship and ultimately leadership. It all starts with membership. ■



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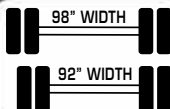
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Managing Insurance Costs Without Sacrificing Coverage

By JOHN TATUM, Managing Director, Ambac

Insurance costs represent a significant part of the expense ledger for most land improvement contractors, but securing the best coverage for the best price can be challenging.

Property and casualty insurance is an indispensable, and extremely important, expense. Insurance protects the viability of your organization in the event of an accident or claim. As a business owner, you have no control over the outcome of a claim against you; injuries or damages might be low or might run into millions of dollars. Without assets to assume such risk, you need insurance to protect your business.

Still, contractors need to be mindful of expense factors that go to their bottom line, including insurance coverage. The important thing to remember is that, while insurance companies are in the risk-taking business, they also compete with other insurance companies on premiums and services they offer to contractors. An agent experienced in construction can help you find the right coverage for the right cost.

How does an insurance company determine the premium for my business?

Most companies that offer coverage for insurance lines of business critical to so many LICA members—General Liability, Automobile, Property, Inland Marine/Contractors Equipment and Workers Compensation, for example—begin with loss costs for the class codes that represent your business. Insurance advisory organizations such as the Insurance Services Office and the National Council on Compensation Insurance collect and compile statistical data from member insurance companies and use that information to recommend loss costs by state and file those recommendations with the appropriate regulators.

Insurance companies begin with those industry loss costs when determining a rate adjusted for the limit being requested, that is then applied to a contractor exposure basis such as payroll.

If most insurance companies use industry loss costs, why do premiums vary by company?

There is a difference between loss costs and rate – and that difference is that insurance companies apply factors like a loss cost multiplier (LCM). Each insurer develops its own multiplier to factor their expenses and ultimate loss ratio potential not captured by loss costs. They also add a profit load



needed to maintain their viability, in the same way they protect yours, so they are in a position to pay claims that may not manifest until many years down the road.

Insurance companies then use objectively determined credits and debits to assess the quality of risk management controls that a particular contractor might have in place to protect third parties and employees. Examples include the use of telematics in Automobile, underground utility strike prevention for General Liability and personal protective equipment for Workers Compensation.

It's important that contractors consider whether the lowest premium might also regrettably translate into less support from one insurance company compared to another in important areas such as coverage for certain types of losses and services like claim containment and safety-related risk control.

This is where insurance agents and brokers provide an important consultative role. They seek the most competitive quote with the best services an insurance carrier can provide to assist your own risk management efforts.

What can a Land Improvement Contractor do to ensure best-in-class pricing?

Demonstrate controls are in place to:

- Identify and analyze risk exposure such as underground utility strikes or work zone safety.
- Select the best method when addressing that exposure.
- Avoid exposure entirely if not controllable with some degree of confidence.
- Monitor those controls.

How can an agent help control insurance costs?

Agents advise on risk retention. For example, they can help you determine the appropriate Property Damage deductible for your risk tolerance and budget. A deductible might enable you to retain the costs of small claims you feel are manageable and reduce premium. However, you should never risk too much for a reduced premium. That mistake can occur when taking too high a deductible or underestimating the number of claims that might be subject to your deductible. An agent can help ensure all projections are within your budget.

Agents also play an important role in contractual risk transfer. The indemnification and additional insured coverage you extend to General Contractors or require from your subcontractors, are considered within the premiums. These agreements require a contractor to hold another party harmless for losses experienced by a third party for work performed under the terms of the contract.

In the same way, contracts can pass along a much higher degree of liability by requiring that you be named as an additional insured.

Your attorneys should be your resource for the legal obligation incurred, but an agent can inform you on the costs associated with the additional insured coverage.

How should a contractor decide on an agent?

Do you need a single agent or broker or is the cost concern such that another firm should be extended the opportunity to solicit quotes? There are disadvantages to using too many; it can become a disruptive process that becomes counter-productive.

And there are advantages to having only one as your trusted advisor, such as a reduced time commitment for you so you can focus on your business.

The overarching message of this article is to outline some ways the insurance needs of any land improvement contractor can be best served. This happens when the insurance company is fully informed on the great risk management story your company represents, and you have a complete understanding of the costs and services you can expect from that company.

Your agent can ensure that sense of partnership is in place. ■



John Tatum has more than 25 years of experience in the insurance industry, primarily serving clients in the construction sector. He is building a construction-focused managing general agency for Ambac's insurance distribution division. Prior to joining Ambac, he worked for AXIS and CNA Financial Corporation. He can be reached at jtatum@ambac.com.

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Virginia is for LICA: Exploring the Historical and Vibrant Virginia Beach



Virginia Beach Boardwalk

By ALLISON HACK, Director of Communications

Virginia Beach holds a very important place in the history of this great country. A history that has been well-preserved for over 300 years. In April of 1607, ships of the London Company arrived at Chesapeake Bay carrying over 200 people. Captain Newport, commander of the ships, was ordered to find a site for a colony that was accessible by water, but safe from Spanish attack. Newport sailed up a river eventually establishing what is now known as Jamestown.

The site where Newport and his ships first hit land is today's First Landing State Park. It boasts 20 miles of trails and over a mile of beach along Chesapeake Bay. If you want to learn more about the history of First Landing, visit the Chesapeake Bay Center, which offers historic exhibits and aquariums to explore.

Near First Landing stands the Cape Henry Lighthouse, which guided boats to safety for almost 100 years. Cape Henry was the first federally funded public works project, authorized by George Washington and overseen by Alexander Hamilton. Cape Henry provided a 360-degree view and served as a place to watch for invasions. In 1896, Preservation Virginia members placed a tablet on the lighthouse, commemorating the site of the "First Landing."

Although no major battles took place in Virginia Beach, there is a consensus among historians that the Battle of Yorktown was strategically won right off the coast of Cape Henry.

Until August of 1781 the British controlled the waterways of Virginia. But that changed after a two-day sea battle, when the French fleet defeated the British. The Chesapeake was no longer controlled by the British and their army was left without reinforcements and supplies, ultimately forcing them to surrender on October 19, 1781.

Virginia Beach is only about an hour away from the Historic Triangle of Yorktown, Williamsburg and Jamestown, where the foundation of our country began. But you don't have to go that far to explore the story of the first colonists. There are multiple historic homes and museums throughout Virginia Beach.



Cape Henry Lighthouse



Williamsburg historic homes



Williamsburg colonist actors

The Thoroughgood House is one of the oldest surviving colonial homes in Virginia Beach, which remains standing where it was built in 1719. This residence provides insights about the Thoroughgood family and the history of Princess Anne County. Guided tours will bring you back in time to the lives of the wealthy Virginia colonists who lived there.

Built around 1725, the Lynnhaven House shows visitors what life was like leading up to the American Revolution. Through a tour of the house, you will find out about its original builder, Francis Thelaball, and his family.

Ferry Plantation House, dating back to 1642, went through many iterations before becoming the historic site you can visit today. It was the site of the second and third Princess Anne Courthouses until 1751. The Walke Family owned the property and built the Manor House, using the former courthouse as a kitchen. A fire in 1828 burned the Walke Manor house to the ground and two years later George and Elizabeth (Walke) Macintosh rebuilt it from the surviving bricks of the manor house, resulting in the house that stands today. Tour the Ferry Plantation House and learn about its long history.

While experiencing Virginia Beach's history is a "must", there is even more to explore in this vibrant coastal community. Beyond history, the city presents an array of attractions, from wildlife to mouth-watering food options, ensuring there's something to do for everyone.

The Virginia Aquarium & Marine Science Center is considered one of the top aquariums in the country. There are plenty of marine species to discover, interactive exhibits, and the National Geographic 3D Theater.

We all love good food, good drinks, and good times with friends; Beachside Social has all three in store for you. This unique establishment is right near the Boardwalk and serves up plenty of indoor fun: a full menu, cocktails, beer, bocce ball, shuffleboard and board games. Even on chilly nights, Beachside Social turns up the heat with its "beachy" vibes and amazing ocean views.

Speaking of drinks, Virginia Beach has an expanding craft beer scene, with brews and flavors for everyone. Virginia Beach Pilot House, Smartmouth Brewing Company's newest

location, is just three blocks from the oceanfront. The fully renovated facility is a former post office with a small-batch brewing system, tasting room and Bakehouse Pizza inside. If you are still thirsty – continue on to more breweries and follow The Virginia Beach Beer Trail. It includes more than twenty breweries, so download the guide and experience the flavorful journey all on your own.

If you are a "foodie" look no further! Virginia Beach has a variety of fresh cuisine, but the first stop has to be Catch 31 Fish House & Bar...located in the Hilton Virginia Beach Oceanfront. They offer breakfast, lunch, dinner and even late-night bites. Enjoy everything from oysters to a classic BLT, just steps from your hotel room. Not in the mood for seafood? Visit ZZAS for a slice of brick oven pizza, Murphy's Irish Pub for bangers and mash or Lolly's Creamery for a sweet treat.



Virginia Beach City Centre

Nature enthusiasts will be captivated by prime whale watching season off the coast of Virginia. From December until March you can see the magnificent humpback and fin whales making their annual journey north. Rudee's Sightseeing Tours offers an educational experience that will take your breath away.

Virginia Beach's allure spans all seasons, with its rich history, local cuisines and array of both indoor and outdoor attractions to experience. National LICA has exciting plans in store for the LICA Family this coming February, with detailed tour information and registration coming this fall. ■

An Innovative Technology to Improve Crop Production & Conservation in Sandy Soils

By STEVEN V. LAW, Vice President of Customer Development, Soil Water Retention Technologies (SWRT) Solutions, Inc.

Crop production in sandy soils is challenging due to high permeability and low water-holding capacity. SWRT Solutions, Inc. provides a practical and proven solution to this challenge: the mechanical installation of SWRT's specially engineered polymer membranes for soil water retention that require no maintenance. To achieve installation of these membranes for interested producers, SWRT Solutions wants to explore potential business arrangements with interested land improvement contractors given their expertise and demonstrated results in conservation practice installation over decades. LICA's members are ideally suited to install this new soil water optimization technology because of their equipment experience, unique technical skills, and the trusted relationship they maintain with America's producers.

SWRT Solutions' innovative thin polymer membranes are mechanically installed in the soil profile in a cascading arrangement and at design depths and curvature with a new patented mechanical installation machine (MIM) now offered for sale. The MIM technology has been developed over 7 years, with improvements periodically incorporated. The currently available MIM for commercial use has four chisels and installs four membranes concurrently at alternating soil depths of 18 and 24 inches, with a U-shaped membrane width to depth ratio of 2 to 1. This cascading arrangement of membranes also has consistent lateral gaps between them to allow for some deep-water percolation and root penetration further into the soil. The MIM, typically pulled behind a 240 hp tractor or tracked equipment, can install membranes on 3 to 4 acres per day with a GPS-guided driver and just one trained laborer to periodically assist the MIM's membrane feeding process between rolls.

Based on years of research and on-farm practical use, SWRT's membranes have multiple benefits for crop production and the environment, including:

- optimization of soil water during the crop growing season, plus greater fertilizer use efficiency,
- reduced use of irrigation water and associated energy for crop production,
- resilience to prolonged dry periods and droughts,
- suppression of soil salinity development in saline soils,
- greater crop production certainty and resulting income for producers, and



Two Membrane Installation Chisels (MIC's) at the SWRT Solutions shop awaiting field season

- improved water quality and reduced Greenhouse Gas (GHG) emissions.

The Return on Investment (ROI) from the mechanical installation of SWRT's membranes is between 2 to 9 years depending on the crops grown. Because the installation cost per acre is largely consistent, crops with higher value achieve the ROI in fewer years. Additionally, a field that is double cropped will have an even shorter time period to achieve the ROI.

To enhance awareness and understanding of SWRT Solutions' innovative and proven polymer membranes, which have been used in four states and eight countries to date, the following questions and answers are provided to LICA members for consideration:

1. What are the installation depths of most SWRT membranes?

SWRT membranes are typically installed into most sandy soils at depths ranging between 18 and 24 inches, below the tillage depth. However, membrane placement depth may vary based on the soil's textural coarseness and pore size distribution directly below and within crop root zone.



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Excavated water and nutrient saving membrane, installed at 20 in. soil depths, at the base of the membrane positioned into a U-shaped trough that is 12 in. wide and 6 in. deep.



MIC with deep chisels inserted to 24 inches can be drawn by a 240 horse power unit at a swift walking speed.

2. May polymer membranes other than those patented by SWRT Solutions be used?

No. SWRT's patented membranes have been developed through science and widely field tested for this specific purpose. They are designed for ease of handling during installation through the MIM, to achieve performance expectations, and to ensure durability and longevity. Dow Corporation has determined these impermeable membranes should last in the soil profile for at least 48 and up to 100 years. Only exposure to prolonged ultraviolet light "depolymerizes" and ages these patented membranes.

3. What are the installation costs per acre of SWRT's polymer membranes with a MIM?

SWRT membrane installation costs using a MIM depend on several variables including the depth of their installation, soil type and conditions, time taken to install the membranes, fuel prices, the costs of labor and equipment, membrane costs, and mobilization costs. SWRT Solutions is committed to working closely with land improvement contractors and producers to ensure all costs are transparent, reasonable, and reflective of current conditions. SWRT Solutions would be pleased to discuss costs with interested land improvement contractors.

4. How do SWRT's water-saving polymer membranes influence plant growth and yields?

SWRT membranes reduce deep leaching of water by up to 50 percent and nutrients by up to 30 percent, depending upon crop type, irrigation use, and rainfall amounts. The additional soil water in crop root zones retained by using SWRT's membranes continuously enhances plant metabolic performance and physiologic growth, and therefore crop yields in a positive manner.

5. Will SWRT's membranes cause flooding during excessive rainfall or over irrigation?

No. The engineered and field-proven configuration of SWRT's membranes enable the rapid drainage of soil water

when it reaches amounts damaging to crop growth. Typically, sandy soils with SWRT membranes installed will drain within 24 hours to avoid root flooding damage.

6. Can plants with tap roots be inhibited by SWRT's water saving membranes?

No. SWRT's water-retaining membranes are consistently installed laterally across a field with adequate space between membranes for dominant tap root growth between membranes. The lateral gaps between membranes allow plants with tap roots to go deeper into the soil. The integrity of the durable polymer membranes remains intact, and they continue to function properly while tap roots go around them through the intentional lateral gaps between the membranes.

7. Will SWRT's membranes increase or decrease the use of fertilizer?

SWRT membranes significantly reduce the leaching of fertilizers in sandy soils by 40 to 60 percent as compared to these same soils without membranes. Pesticides and crop growth regulators are also retained in the root zone of plants with SWRT membranes at similar high percentages. Scientists continue to research the possible need for increasing fertilizer as crop yield increases on SWRT's membranes. If rainfall and/or supplemental irrigation meet the growth and transpiration needs for greatly increased plant growth on SWRT membranes, especially as plant populations are increased, then additional nutrient inputs can be added without contaminating groundwater.

8. Can plant populations on sandy soils be increased when the water and nutrient concentrations in the root zone are improved by SWRT's membranes?

Yes. Field studies have demonstrated that SWRT's membranes retain highly available soil water and nutrients for crop growth, and they are not leached below root systems. The productive capacity of the field with membranes is increased and therefore plant populations also can be increased to improve crop yields and the production of above-ground biomass.

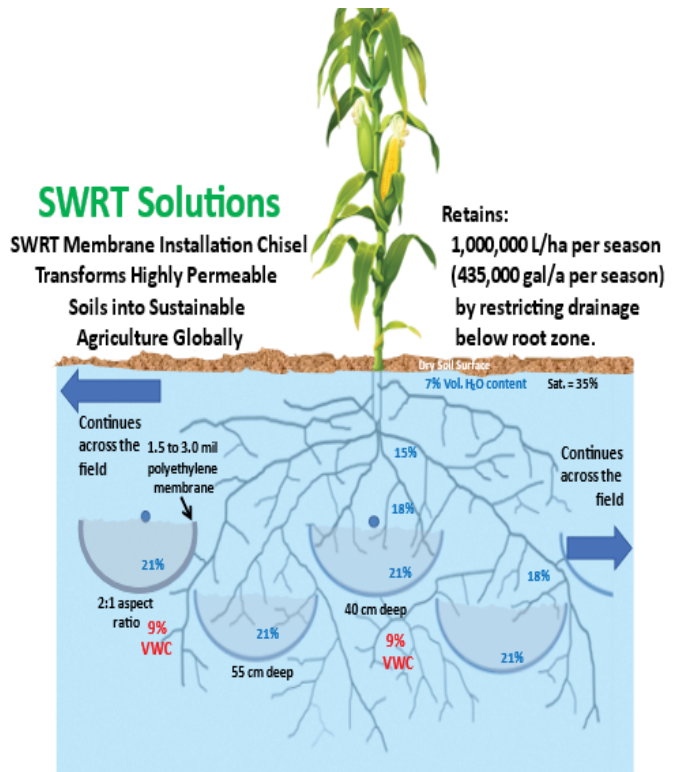
9. How does reduced soil drainage with use of SWRT’s membranes influence soil salinity?

SWRT membranes prohibit the upward movement of salts in saline soils into crop rhizospheres. On-farm studies have identified low-saline irrigation water, combined with crop uptake, dramatically reduces root zone salinity. Properly installed SWRT membranes will reduce the upward migration and surface evaporation of saline soil solutions originating from subsoils.

10. Can SWRT’s membranes be used to establish sustainable production in arid and semiarid regions?

Yes. For example, SWRT membranes installed in arid rain-fed regions of west Texas increased cotton production by over 500% in one study. In another international study, both irrigated and non-irrigated manually-installed SWRT membranes in arid equatorial Kenya increased corn yield 3- to 6-fold and vegetable yields 3-fold. ■

SWRT Solutions welcomes your phone call, text, or email to learn more about this exciting new technology that will transform crop production on sandy soils in the U.S. and internationally. With over 100 million acres of highly permeable sandy soils in the U.S. and over 2.4 billion acres internationally in agricultural production (either rain-fed, irrigated, or both), the opportunity for the installation of SWRT’s membranes using the efficient and proven MIM is enormous and untapped. We believe that land improvement contractors are key and essential to producers realizing the



many benefits from properly installed SWRT membranes. Steve Law can be reached at #517-919-0864 or via email at law@swrtsolutions.com

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Recap: The 2023 Midwest Construction Expo & Field Day at the Iowa LICA Farm



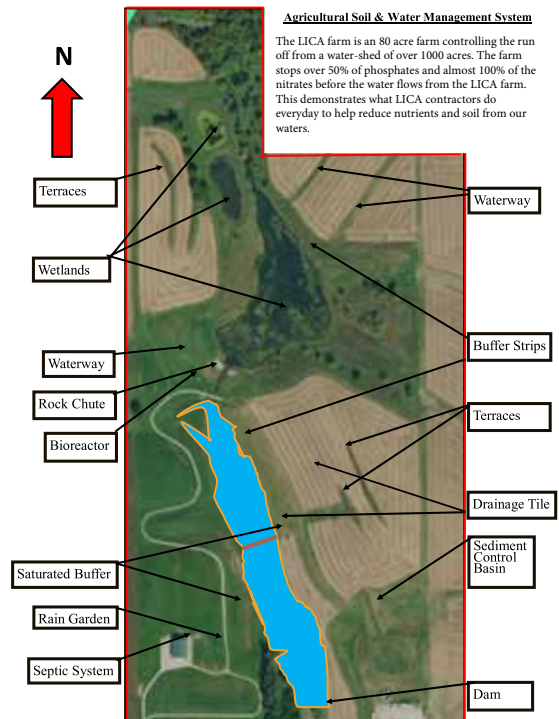
The Iowa LICA Farm in Melbourne, IA

By CAROLINE KRUG, Editor and Assistant to the CEO

Melbourne, Iowa was abuzz with excitement on June 26th and 27th, 2023 as the Iowa chapter of the Land Improvement Contractors of America (LICA) hosted the highly anticipated Midwest Construction Expo & Field Day at the Iowa LICA Farm. This biennial event has been a staple since 2005, drawing drainage contractors, industry professionals, and curious attendees from across the Midwest to witness the latest in land improvement practices and equipment.

The Iowa LICA Farm has a rich history and a distinct purpose. Acquired over two decades ago, this 80-acre farm serves as an educational hub for farmers and contractors, emphasizing resource management and conservation practices that enhance land and water quality.

The farm's journey began in 2003 with its purchase, followed by a series of developments throughout the years. With the dedication of LICA contractors and associate members, a range of projects has been undertaken, including terraces, drainage tile installations, ponds, grass waterways, buffers, saturated buffers, nutrient removal wetlands, and sediment control basins. The effectiveness of these projects in improving water quality has been closely monitored over the years.



Today, the farm controls runoff from a 1000-acre watershed, showcasing its transformative impact. As the deep water CREP reaches completion, the farm is projected to filter out over 50% of phosphates and nearly 100% of nitrates, significantly reducing the flow of these nutrients into surrounding waters.

The 2023 Midwest Construction Expo & Field Day was a dynamic showcase of activities, exhibits, and presentations. Attendees enjoyed two immersive days, exploring indoor exhibitor booths within the barn and outdoor equipment demonstrations and displays. The event's schedule was filled with engaging sessions, including:

- Tile installation project on the east hillside
- Grading and leveling project north of the main building
- Sheet Piling Installation Demo
- Mini Excavator Rodeo with a \$100 cash prize for top operators in each age category
- Antique tractor display by Mid-Iowa Case Antique Tractors
- Wolfe 450 Plow Demo by A&E Construction Supply
- Trench Rescue Davit System Demo
- Bron 2015 Versatile with Bron 750, and 2023 BRON 585 with DL850 Demos by RWF Bron
- Presentation on Saturated Buffer Installation and Batch & Builds Project
- Buckeye Trencher/ Plow Demo by Mid American Trenchers
- Inter-Drain 2050 Tile Plow Demo by Northland Trenching
- DOT Truck Inspection Demo
- Hydramaxx 2520 Demo by Port Industries



Bron 585 tiling demonstration

A notable addition to the event was the Equipment Operator Training (EOT) Simulator Trailer. This mobile simulator, owned by JB Holland Construction and accompanied by

Roger Solberg, provided an immersive experience of operating heavy construction equipment through virtual reality technology. The simulator aimed to introduce children to the world of construction careers while engaging attendees of all ages.

The Water Table Podcast, a Prinsco education initiative hosted by Jamie Duinick and Trey Allis, was also present, capturing live recordings on various industry-related topics. From water management and trench safety to engaging younger generations in the industry, the podcast shed light on crucial discussions shaping the field.

Iowa LICA held their summer membership meeting during lunch of Monday. Lively discussion ensued, with announcements about plans to grow membership and potentially enhance the barn structure on the farm with additional classroom space to host more educational programs.



Tiling project on the Iowa LICA Farm

With more than 30 exhibitors showcasing displays and field demonstrations, the 2023 Midwest Construction Expo & Field Day was undoubtedly a success. The event's organizers extended their heartfelt appreciation to all participants, particularly the dedicated associate members who contributed their time, expertise, and heavy equipment to make the event a memorable and impactful one. Special thanks also go to the Field Day Committee Members: Gene Blazek,

Mark Erpelding, Dave Flewelling, Reagan Gingerich, Kelsey Kiefer, Aaron Lyle, Russ Peters and Dan Vorwald without whose help this event would not have been possible.

As the 2023 Midwest Construction Expo & Field Day at the Iowa LICA Farm came to a close, attendees left with new insights, innovative ideas, and a renewed commitment to furthering the cause of land improvement and water conservation. The event not only celebrated the remarkable progress achieved over the years but also laid the foundation for a future where sustainable practices continue to shape the landscape. ■



The EEOC is Targeting Construction Companies

By CRAIG MARTIN, Construction Attorney with Lamson, Dugan and Murray

The U.S. Equal Employment Opportunity Commission (EEOC) recently issued a report that reveals that race, sex, and national origin discrimination and harassment remain widespread in the construction industry. The report, titled “Building for the Future: Advancing Equal Employment Opportunity in the Construction Industry,” concludes that the EEOC will focus on targeting construction companies to ensure compliance with anti-discrimination laws.

Key Findings

The EEOC found that discrimination and harassment within the construction industry are pervasive. The findings include:

- Discrimination based on sex, race, and national origin contributes to the underrepresentation of workers, forcing many to leave the industry.
- Racial and sexual harassment is pervasive on construction sites, hindering efforts to recruit and retain women and minority workers.



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- Racial harassment in construction has taken egregious forms, with nooses appearing at an alarming frequency across jobsites in the U.S., along with the use of ethnic slurs, racist graffiti, references to slavery, threats of violence, and physical assaults.
- Women and people of color are significantly underrepresented particularly in higher-paid jobs and skilled trades.

The EEOC’s Next Steps

EEOC states that it will take the following steps:

- Provide specialized training and develop coalitions for pre-apprentices, apprentices, and workers to help them understand their rights under the law and equip them with the knowledge to file a charge with the EEOC.
- Provide industry-specific training to employers and unions on best employment practices and harassment prevention, with a specific focus on small businesses.
- Meet with employers, unions, workers, and advocacy groups to understand their needs and to develop coalitions for action.
- Collaborate with other federal, state, and local anti-discrimination agencies to advance equal employment opportunities in the industry.

Best Practices for Employers

The EEOC recommends that employers should be proactive in addressing discrimination concerns and should consider implementing the following:

- Review your employee handbook to make sure that non-discrimination, anti-harassment, and Code of Conduct policies are up to date.
- Ensure that workers who believe they have experienced harassment or discrimination have multiple avenues to report alleged violations and take steps to ensure workers know to whom and how to file a complaint.
- Train management/leadership to effectively prevent, recognize, and respond to harassment and discrimination in the workplace.
- Use safety toolbox sessions to remind all workers of company policies and to ensure everyone knows how to report harassment and/or discrimination concerns. ■

Craig Martin is a construction attorney with Lamson Dugan & Murray, LLP law firm in Omaha, Nebraska, and a member of the collaborative Johnson Team. The Johnson Team consists of a group of specialists serving LICA members on matters of significance – planning, protection, and preservation of their businesses and families. If you have any questions, Craig’s e-mail is cmartin@ldmlaw.com.

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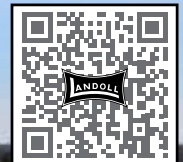


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Choosing the Right Auctioneer

By TIM KIPPER, Director of Equipment Sales

In the ever-evolving landscape of online auctions, the need for a reliable and efficient auction platform has become more crucial than ever before. For contractors looking to sell their equipment and assets with confidence, finding the right partner can be a daunting task. “Beginning in 2024, BigIron is partnering with Land Improvement Contractors of America (LICA) to put you on the path to success.” announces Jerry Biuso, Sr., National LICA CEO.

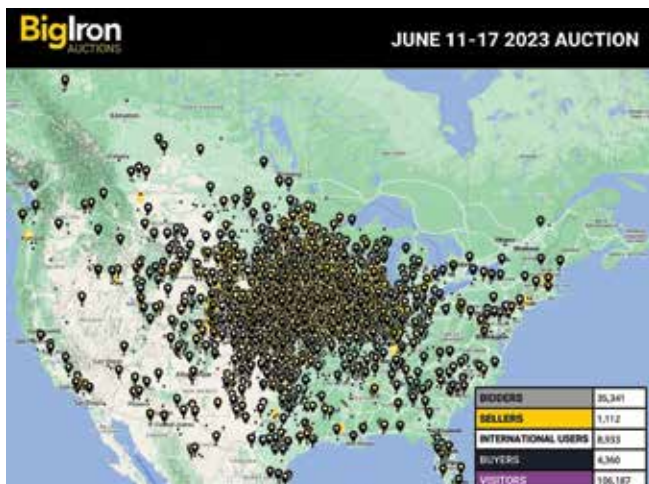
BigIron is more than just an online auction platform; the company is committed to providing a full-service selling experience characterized by unwavering honesty and integrity. From start to finish, BigIron takes care of everything, making the selling process seamless and hassle-free for contractors across various industries. Whether it’s construction, transportation, agriculture, or real estate, BigIron’s expertise covers it all.

Make-Ready Services

One of the key components of a successful auction is an emphasis on make-ready services. Preparing equipment and assets for auction is crucial to maximizing their value, and BigIron ensures that every item is presented in its best condition, allowing sellers to achieve top dollar for their offerings. This attention to detail and quality sets BigIron apart as the right auctioneer choice.

National Exposure

National exposure is another invaluable asset offered by a great auction company. With a vast network of bidders and buyers, the reach of BigIron’s auctions extends far beyond regional boundaries. Sellers can tap into a nationwide market, attracting a diverse range of potential buyers ensuring competitive bidding and excellent returns.



BigIron online auction activity for June 11-17, 2023

Targeted Marketing

Sellers can expect a comprehensive suite of targeted marketing services designed to maximize their selling potential and reach the most relevant buyers. With a deep understanding of the construction, transportation, agriculture, and real estate industries, BigIron uses advanced data analytics and market insights to identify potential buyers who are actively seeking the sellers’ specific equipment or machinery. Through personalized email campaigns, social media promotions, and strategically placed advertisements, BigIron ensures that sellers’ listings are prominently featured to their target audience, thereby increasing visibility, and driving higher bidding activity.

Auction Options

The flexibility of choosing between auction types allows sellers to tailor their selling strategy according to their needs and preferences. Weekly Wednesday auctions and Single Seller auctions are unique features that further demonstrate BigIron’s dedication to versatility and options. Wednesday auctions, with multiple sellers, create a dynamic marketplace with a wide array of offerings. On the other hand, Single Seller auctions provide a focused and exclusive platform for sellers, maximizing visibility and engagement for their assets.

Success Stories

BigIron takes pride in countless success stories that exemplify the efficacy of “Selling The BigIron Way”. One such story comes from T&M Cain, where the owner, Tony Cain, had an exceptional auction experience. Not only did he achieve a fantastic outcome for his equipment, but BigIron also gave back proceeds from the sale to the LICA Educational Foundation for Veterans, thereby supporting a noble cause.



BigIron presents donation check to the LICA Educational Foundation for Veterans. From left: Fred Lopez, National LICA VP Tony Cain and Tim Kipper



BigIron online auction activity for T&M Cain Auction on July 25, 2023

The statistics from T&M Cain’s sale speak volumes about the potential of selling with BigIron. High sales prices, broad interest, and a seamless process are the hallmarks of a successful auction with the auction company. The combination of comprehensive services and a charitable outlook demonstrates the values that BigIron embodies.

BigIron and LICA Partnership

As we move towards 2024, BigIron is thrilled to be partnering with LICA in a series of quarterly auctions. These auctions will not only provide an excellent platform for contractors to sell their assets but will also contribute to the greater good.

Jay Smith, BigIron’s Director of Integration, shares his excitement about the partnership, stating, “BigIron is thrilled to be partnering with LICA in 2024 through quarterly auctions with a percentage of the proceeds from each auction going to National LICA, supporting essential initiatives within the industry.”

With a commitment to full-service selling through make-ready expertise, national exposure, targeted marketing and options like Wednesday and Single Seller Day auctions, contractors can confidently choose BigIron as their auctioneer of choice. As Tony from T&M Cain experienced firsthand, “Selling The BigIron Way” delivers results that benefit both sellers and the greater community.

So, for contractors seeking the right auctioneer in 2024 and beyond, the path is clear – BigIron unlocks a world of opportunities for your assets and your mission. ■

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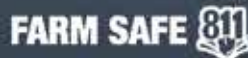
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GPS Interference Again Before Congress

By NICK YAKSICH, LICA Director of Government Relations

Farm bill reauthorization, infrastructure funding, and tax proposals are issues that typically grab the headlines out of Washington and capture the attention of land improvement contractors. While these big issues evolve and, hopefully, resolve there are countless legislative and regulatory issues impacting the land improvement industry that don't make the headlines. One of those issues, potential GPS interference, is simmering in the Federal Communication Commission (FCC) and Congress and may have a significant impact on air travel, construction and agricultural operations.

The Role of Government in GPS

Decades ago, the U.S. Government built the foundation for success of satellite operations by providing stable spectrum allocations, protecting allocated spectrum from harmful interference, and defending satellite interests around the globe. Today, through these efforts, the L-band includes three key satellite services: GPS,

the National Oceanic and Atmospheric Administration's Geostationary Operational Environmental Satellites, and satellite communications services provided by companies like Iridium.

Each of these services has operated in its respective frequency bands for years and considerable amounts of capital have been invested into each service. These investments have resulted in corresponding benefits to consumers, the United States, and the global economy. Such economic benefits would not have materialized if satellite operators had been unable to rely on stable spectrum allocations and operational rules that limit the potential for harmful interference to their operations.

Adding Capacity Upends Balance

LightSquared requested waivers in 2009 of the ATC technical rules to allow for deployment of a more expansive terrestrial service. The commercial GPS industry strongly objected due to the potential for harmful interference to their operations. The



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National Telecommunications and Information Administration (“NTIA”) raised similar concerns about Government GPS uses. Furthermore, construction and agricultural users of GPS voiced their concerns about potential interferences to their operations.

In January 2011, the FCC granted a waiver with the primary condition that LightSquared address the harmful interference concerns raised by Federal and non-Federal users of GPS devices, including NTIA. The FCC established a multi-stakeholder working group to study potential interference to GPS devices, mandated interference testing, and required LightSquared to obtain FCC approval of measures to counter harmful interference revealed by the testing before initiating commercial terrestrial services.

Later in 2011, the interference testing was conducted, and Congress became involved, holding three highly charged hearings to examine the interference threat LightSquared posed to GPS users. After the additional testing identified potential harmful interference, NTIA sent a letter to the FCC in February 2012 concluding that “there [was] no practical way to mitigate the potential interference” from LightSquared’s proposed ATC network. This effectively revoked the FCC’s prior approval. Later in 2012, LightSquared filed for bankruptcy protection.

In December 2015, LightSquared emerged from bankruptcy rebranded as Ligado and filed modified applications with the FCC for a terrestrial network with new technical parameters which Ligado claimed were intended to protect GPS operations from harmful interference. Ligado also entered into settlement agreements with GPS device space manufacturers Deere, Garmin, Trimble, NovAtel, Topcon, and Hexagon. In September 2016 and December 2016, Iridium filed in-depth technical analyses demonstrating the harmful interference Ligado’s proposed out-of-band emissions would cause to Iridium devices and aviation services.

Despite the recognized benefits of L-band satellite services, Ligado’s proposals have threatened to upend the delicate balance among these L-band services for years. Sharing between satellite and terrestrial services, both on an adjacent-band and co-frequency basis, is complex at the best of times, and even more so when the terrestrial operations are added after the satellite services are established. The current L-band neighborhood balances the interests of a variety of incumbent stakeholders, but opponents state Ligado’s proposed terrestrial network will destabilize this balance, cause harmful interference to existing satellite services, and create uncertainty for the future viability of satellite operations. For decades, the L-band,

in which Ligado proposes to deploy a disruptive terrestrial service, has been a satellite neighborhood. The L-band is critical to the members of the Satellite Safety Alliance and harmful interference from Ligado has the potential to upend the reliability of GPS, SATCOM, and weather data collection.

Potential Consequences of Interference

Despite Ligado’s claims and the FCC’s Order approving Ligado’s terrestrial operations, significant concerns remain over harmful interference from Ligado’s proposal. These concerns include:

- GPS will be heavily impacted by Ligado’s plans, creating safety issues for aviation, and interference to many other types of GPS systems.
- Ligado’s proposed network will have potentially millions of mobile devices transmitting just one megahertz away from critical SATCOM services, including cockpit communications.
- Real-time weather satellite data from NOAA will face interference if Ligado receives approval to operate in the 1675-1680 MHz band, degrading data relayed in real time via satellite from stream gauges for flooding, fire sensors for wild-fire management, and tide gauges for coastal evacuations in hurricanes.
- Ligado is planning 10,000+ sites that would interfere with certified aviation GPS when aircraft are operating in close proximity.

• “The concerns and safety issues of the industry have NOT been addressed, particularly when considering the lack of testing in key areas” - Letter from Eleven Aviation Organizations to FAA Acting Administrator Elwell, June 2018

- GPS interference is a safety of flight issue for low-level aircraft operators.
- Threat to medivac, state and local emergency aviation operations.

Although below the radar, National LICA joined over 90 industry groups to weigh in against the Ligado order, pending a clearer understanding of the impact it will have on equipment operations. It is our hope that one day the headline will announce an agreement has been reached and all parties can operate in a safe and functioning system that enhances construction and agricultural operations utilizing GPS. ■



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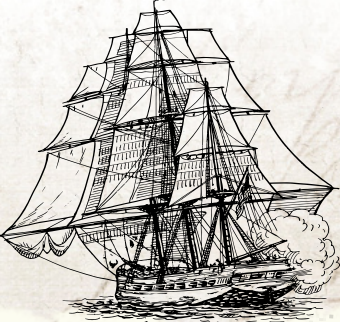
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2024 National LICA Winter Convention

Virginia Beach, Virginia - February 13 - 17th

Agenda

Please note: The Winter Convention Agenda has changed. National LICA Committees are now Thursday. Seminars & Associates' Night are Friday.



Tuesday, February 13

8:30 am - 3:30 pm Aviation Museum/Nauticus

Wednesday, February 14

8:30 am - 3:30 pm Tour of Williamsburg

6:00 pm - 10:00 pm Executive Committee

Thursday, February 15

7:00 am - 5:00 pm Committee Meetings

12:00 pm Opening Lunch

Friday, February 16

8:00 am Breakfast

9:00 am - 12:00 pm Educational Seminars

12:30 pm - 3:00 pm Executive Directors' Meeting

7:00 pm - 10:00 pm Associates' Night (Exhibition)

Saturday, February 17

8:00 am Breakfast

9:00 am - 10:00 am Delegates' Meeting

10:00 am - 11:00 am Board Meeting

12:30 pm Lunch

6:00 pm - 7:00 pm Reception

7:00 pm Awards Banquet



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How Small Businesses Can Address Talent Shortages

By THE LICA SAFETY PORTAL, Zywave Resource Library

As talent shortages persist across industries, an increasing number of small businesses are grappling with the need to adapt to this “new normal” to address this challenge effectively. Small businesses are encountering a significant shift in which they find themselves dealing with an inadequate number of applicants or insufficient resources (e.g., budget and staffing) to meet the high demand for candidates. In certain scenarios, some organizations are facing both issues at the same time. This article explores the reality of ongoing talent shortages and how small businesses can address them.

Understanding the New Normal

Many organizations are starting to accept that talent shortages are the new normal. A 2023 global trends report from talent experience platform HireVue found the following about the current hiring landscape:

A lack of qualified candidates was the top hiring barrier for employers for the third consecutive year.

Many organizations faced reduced hiring budgets due to economic uncertainty, despite their hiring needs.

One in 3 hiring leaders turned to technology to meet hiring demands with fewer resources.

Continued resignations have resulted in employers increasing compensation, investing in learning and development allowances, and doubling down on internal mobility.

Employers emphasized internal mobility to address hiring challenges and added contractor roles.

Addressing Ongoing Talent Shortages

Talent shortages aren't going away any time soon, so small businesses will have to continue pursuing creative ways to do more with the resources they have. Strategies small businesses can implement to address and combat talent shortages include:

Prioritizing skills-based hiring—While specific qualifications may be valuable for some roles or industries, small businesses can consider candidates based on desired skills rather than experience or education.

Supporting internal mobility—Small businesses shouldn't forget about their current workforce. Many employees are willing to transition to job roles within the organization for higher compensation, better work-life balance and new learning opportunities.

Focusing on retention—A renewed focus on retention can help small businesses avoid having additional open positions to source or recruit for.

Leveraging technology—With limited time and resources, small businesses can use technology to streamline tedious and time-consuming processes and workflows and expand recruiting efforts with online platforms.

Employer Takeaways

It's critical that small businesses explore alternative hiring approaches relentlessly to maximize their existing resources. The most successful organizations are those that can be agile amid uncertainty and focus on workers' skills instead of only experience or education. ■

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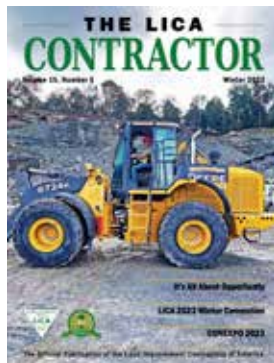
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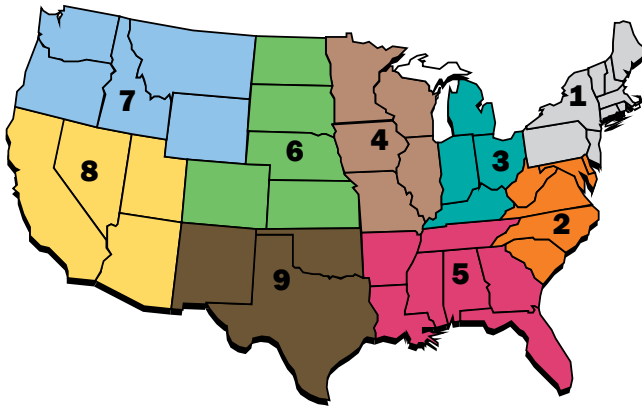
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ConExpo	Connecticut	1	Unidentified	2	ConExpo	North Carolina	1
ConExpo	Florida	1	ConExpo	1	Nate Cook	Ohio	1
ConExpo	Georgia	1	ConExpo	1	Paul DeMuth		1
ConExpo	Illinois	1	Unidentified	4	Convention		1
Ryan Arch		1	Gerald Bauer	1	Insurance		1
Jon SeEVERS		1	Debbie Dickens	1	Unidentified		1
Drainage Workshop		2	Rob Liles	1			
ConExpo		1	Gene Rotert	1			
Insurance		1	Web/insurance	1			
Unidentified		2					
Unidentified	Indiana	1	Apprenticeship Program	114	ConExpo	Oklahoma	1
ConExpo		2	Buddy Freund	1	ConExpo	Pennsylvania	1
Insurance		1	Insurance	5	Joanie Micsky		1
None		1	Web	2	Chris Moore		1
ConExpo	Iowa	2	ConExpo	3	811Show		2
Insurance		1	Insurance	4	ConExpo		1
None		1	Unidentified	8	ConExpo		1
ConExpo	Kansas	2	Unidentified	1	ConExpo	Texas	1
Convention		1			ConExpo	Utah	1
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