

May 17, 2019

Business Publications Corporation  
100 4th St.  
Des Moines, IA 50309

Dear Women of Influence Selection Committee:

I am pleased to write in support of Karen Novack Swalwell's nomination as a recipient of a Des Moines *Business Record's* 2019 Women of Influence award. Karen has been a strong leader in the community for a number of years.

Through her time at Francis & Associates, Karen has helped complete more than 650 senior-level retained executive searches for organizations ranging from \$3 million nonprofits to \$3 billion publicly traded companies. She is a great coach and guide to corporate and nonprofit boards to help them with successful hiring practices. Her track record and trusted guidance helped her rise to President of Francis & Associates in 2008.

Karen has been heavily involved in the community. She was the first female Trustee and Chair of West Des Moines Water Works, and serves on the Steering Committee for the Central Iowa Regional Water Production Utility. This group is made up of representatives from multiple communities including Des Moines, Urbandale and West Des Moines, tasked with evaluating the regionalization of future water production. This demonstrates Karen's collaborative approach to serving our region. She is also Vice Chair of the Central Iowa Regional Drinking Water Commission, a collaboration of 17 water utilities in the region. Karen has been appointed by the Governor to serve on the Consumer Advisory Panel of the Office of the Consumer Advocate for the Iowa Utilities Board.

Karen also has been involved with the West Des Moines Chamber of Commerce, West Des Moines Economic Development Connection and West Des Moines Community School Foundation Board and the Iowa Association of Business and Industry. Karen served on the board of Variety - The Children's Charity as well as the Hospice of Central Iowa Foundation Board. Her impact is spread throughout the region.

Karen's professional achievements and community efforts have helped countless organizations and individuals find success. For these reasons and more, it is my pleasure to recommend Karen Novak Swalwell as a 2019 Women of Influence recipient.

Sincerely,



Jay Byers  
CEO