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AUGUST 2022

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The importance of **Mentoring** for new minority business owners

Dale Campbell Jr., CEO/founder
of Positive Productions Plus

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On the cover



Dale Campbell Jr. says mentorship can help new business owners

Photo by
Dave Kettering

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Offering a helping hand

Starting a business often takes a leap of faith, and it's a difficult task.

Minority-owned businesses, which have a huge impact in the creation of jobs and promoting economic growth, often face more barriers to accessing information.

In this issue, we talk to Dale Campbell Jr. He's led businesses for decade. He touts the importance of mentors, as they can be a sounding board, source of information and a guide.

Read more about it starting on page 5.



Gary Dura

REMINDER

If you want to join in honoring the Rising Stars class of 2022, be sure to get your tickets early.

The event will take place Wednesday, Sept. 14, in a breakfast event at Diamond Jo.

For tickets, go to telegraphherald.com/risingstar.

Story idea? Want to write a column? Email me at gary.dura@thmedia.com.

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Dale Campbell Jr. founded Positive Productions Plus in Dubuque in September 2019.

The importance of **MENTORING** for new minority business owners

BY JILL CARLSON • PHOTOS BY DAVE KETTERING

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Continued from page 5

Minority-owned businesses are an important part of the economy as they play a huge role in creating jobs and stimulating economic growth. During the past decade, the number of minority-owned small businesses in the U.S. has grown exponentially. Estimates from the Small Business Administration and U.S. Census show there are approximately 9.3 million minority-owned businesses nationwide.

According to a report released by Thomson Reuters, minority-owned businesses are thriving and continue to grow at a faster rate than non-minority businesses. The 2020 Annual Business Survey shows minority-owned businesses created 4.7 million jobs and generated more than 50% of all new businesses created since 2020.

While the statistics are encouraging, minority business owners were negatively impacted by the COVID-19 pandemic and historically face barriers to financing and business resources that are commonly available to White-owned businesses.

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Dale Campbell Jr. works on a project at his Dubuque business.

IN HIS WORDS

“Network, network, network. Get out and make your voice known. Discuss your vision, passion and needs with others. Don’t remain an island. Do things on purpose for a purpose and stay involved in ‘the community.’”

Dale Campbell Jr.

Continued from page 6

A national poll conducted by Small Business Majority found that when trying to navigate the federal funding programs during the pandemic, small minority businesses reported that applying for these programs was incredibly complicated. Of the minority businesses that applied for the Paycheck Protection Program (PPP), 57% said the application process was difficult and only 33% received the full amount of the loan requested.

Networking and finding mentors to help guide new minority business owners are important to achieving success as found by Dubuque minority business owner, Dale Campbell Jr.

Campbell believes in the synergy of minority-owned businesses coming together to address challenges and embrace opportunities. With 30 years of business experience, he understands the challenges faced



Jill Connors

by minority-owned businesses, especially during the pandemic.

“Sharing our experiences and how we resolved them with other minority business owners is beneficial as it helps others avoid the mistakes we made early in our business.”

Campbell started his business, Positive Productions Plus, which offers 3D animation and production, video production, web design, VR/XR development and marketing, in September 2019. Campbell says that developing and maintaining a network is one key to success for minority-owned businesses.

“Network, network, network. Get out and make your voice known. Discuss your vision, passion and needs

Continued on page 8

MINORITY-OWNED BUSINESS STATISTICS

IOWA

Racial minorities account for 7.8% of employees and own 4.5% of businesses in the state.

Small business ownership in Iowa is distributed among these ethnic groups:

- White/Caucasian — 251,145
- Hispanic/Latino — 6,288
- Black/African American — 5,641
- Asian — 5,818
- American Indian and Alaska Native — 250
- Native Hawaiian and Other Pacific Islander — 70

ILLINOIS

Racial minorities account for 25.2% of employees and own 20.2% of small businesses.

Small business ownership in Illinois is distributed among these ethnic groups:

- White/Caucasian — 949,265
- Hispanic — 336,213
- Black/African American — 142,221
- Asian — 95,192
- American Indian and Alaska Native — 2,326
- Native Hawaiian and Other Pacific Islander — 517

WISCONSIN

Racial minorities own 11.2% of small businesses.

Small business ownership in Wisconsin is distributed among these ethnic groups:

- White/Caucasian — 410,863
- Black/African American — 16,578
- Hispanic/Latino — 11,732
- Asians — 11,739
- American Indian and Alaska Native — 1,417
- Native Hawaiian and Other Pacific Islander — 100

Source: lbg-online.net/small-business-statistics

IN HER WORDS

“Dale was one of the first recipients of our grant program for small businesses. He took full advantage of the opportunity not only of covering some essential expenses for expanding his business, but also of the mentoring provided. He’s got a great attitude and the perseverance it takes to run a successful business.”

Jill Connors, City of Dubuque

Continued from page 7

with others. Don't remain an island. Do things on purpose for a purpose and stay involved in 'the community.'"

When starting his journey to open his business, Campbell was going it alone until he reached out to Jill Connors, economic development director for the City of Dubuque.

"Dale was one of the first recipients of our grant program for small businesses. He took full advantage of the opportunity not only of covering some essential expenses for expanding his business, but also of the mentoring provided. He's got a great attitude and the perseverance it takes to run a successful business," Connors said.

Campbell counts many others as mentors including; Dr. Liang Chee Wee, formerly of Northeast Iowa Community College, Jason White, vice president of business services and Rick Dickinson, president/CEO of Greater Dubuque Development Corp., and Collins Eboh, organizational equity coordinator, for the City of Dubuque.

"There were so many people who helped me. Caprice Jones, director and founder of the nonprofit Fountain of Youth, and, of course, Jay Wickham, executive director and his team at the NICC Start-Up Dubuque program. Today, I find my greatest support from the Dubuque Area Chamber of Commerce, Molly Grover, president/CEO and Dan Sul-



Dan Sullivan

livan, VP of memberships, are huge in my continual growth," Campbell said.

Sullivan cited the importance.

"At the Dubuque Area Chamber of Commerce, we work to create and nurture an inclusive culture within our business community, where differences drive innovative solutions to meet the needs of our member businesses and the Dubuque area."

"Our membership is a group of people coming together to make a collective impact. As we think about diversity, equity and inclusion we ask that: We honor each other's stories, be present for one another, and strive for empathic action in every moment. Our stance on diversity directly supports the growth and future of the Dubuque business community," Sullivan said.

Minority business owners can find resources by connecting with local government agencies, such as the City of Dubuque small business resources, business owner associations, The BIPOC Leader and Professional Collective, Chambers of Commerce, the Small Business Administration, the Black Business Association, SCORE and many other targeted programs specifically for minority business owners.

IN HIS WORDS

"Our membership is a group of people coming together to make a collective impact. As we think about diversity, equity and inclusion we ask that: We honor each other's stories, be present for one another, and strive for empathic action in every moment. Our stance on diversity directly supports the growth and future of the Dubuque business community."

Dan Sullivan, Dubuque Area Chamber of Commerce

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JESSICA REILLY

Peggy Nesler (from left), Shari Greenwood and Bob Neuwoehner gather in a boardroom at American Realty in Dubuque.

50 years in the making

American Realty's first Dubuque office was in a kitchen;
today it celebrates a golden anniversary

BY JOHN KRUSE

When Bob Neuwoehner and Jim Curoe founded American Realty Inc. in 1972 in Dubuque, their first office was in Curoe's kitchen.

The fledgling real estate company was a risky gamble by two young real estate agents who had little in the way of capital to invest but had boundless ambition.

"I didn't have a dime to my name," Neuwoehner said. "It definitely wasn't easy at first."

Within in a few days of its founding, American Realty sold its first home. In 1983, the company moved into a new office at the Inn Plaza in Dubuque. Three years later, Neuwoehner and Curoe purchased land on John F. Kennedy Road and constructed American Realty's current headquarters.

As he reflects on the company's past, Neuwoehner can hardly believe what American Realty has become.

Continued on page 12

IN HIS WORDS

"I didn't have a dime to my name. It definitely wasn't easy at first."

Bob Neuwoehner



Peggy Nesler.



Shari Greenwood.



Peggy Nesler (left) and Shari Greenwood now own the Dubuque real estate office.

Continued from page 11

The real estate business, which celebrates its 50th anniversary this year, has its central office building in Dubuque — along with three other satellite offices — sells residential, commercial and agricultural properties; and partners with 37 independent real estate agents.

The company's leadership has changed through the years, as well. Neuwoehner sold his ownership of the company in 2019, and Curoe did the same 11 years prior. The company founded by two men now is owned by two women.

"I think it's great," Neuwoehner said. "The company is in good hands."

The change in ownership at American Realty reflects a larger trend in the real estate industry. When Neuwoehner first founded the company, real estate was largely a male-dominated field. That trend has reversed, and now, 64% of Realtors are women, according to the National Association of Realtors.

Shari Greenwood and Peggy Nesler, the new owners of American Realty, plan to continue to grow the company while following in the footsteps of the previous owners who made it a success.

"Every day, we have to make sure that we are on top of it all," Nesler said. "It's a tremendous business, and we will continue to grow."

KEYS TO SUCCESS

At American Realty, individual real estate agents operate independently — as is the case in other real estate businesses.

That arrangement often can breed aggressive competition, but Greenwood said

AMERICAN REALTY



Address: 2115 John F. Kennedy Road in Dubuque
Phone: 563-556-4577
Website: americanofdubuque.com
Hours: 8 a.m. to 5 p.m. Monday through Friday

her business always has pushed its agents to pursue mutual cooperation.

"Our office of Realtors can technically be competing with each other, but at American, we don't really compete against each other," she said. "We have a great team, and we work together to make everybody successful."

Another element that sets American Realty apart is the company's focus on education. Neuwoehner said he always has advocated for extensive training for all incoming real estate agents in order to best prepare them to succeed.

"We don't just bring people in," he said. "We don't just say, 'Good luck, you are on your own.' We create opportunities for them and help them manage their little business within a business."

That mentality has paid off in helping the company maintain its workforce. Greenwood said that many real estate agents con-

tracted with American Realty remain with the business for several years, and several have retired with the company.

A FOCUS ON GROWTH

American Realty has broadened its reach selling real estate in the tri-state area through the years, a trend that continues under Greenwood and Nesler's leadership.

Today, the company lists and sells properties in southwest Wisconsin, northwest Illinois and northeast Iowa.

In 2012, American Realty opened a branch office in Dyersville, Iowa, allowing the business to attract agents and clients in western Dubuque County and in Delaware County.

The company opened a branch office in Cascade in 2018, further expanding American Realty's presence in the area. A fourth office is located in Manchester, Iowa.

Neuwoehner said he hopes American Realty can remain a major real estate company in the area for another 50 years. He works at the company but knows that one day, it will have to move on without him.

Neuwoehner stressed that he feels confident in the leadership of the new owners.

For Greenwood, American Realty represents more than just a real estate company. She described it as a major contributor to the development of the local economy as it helps see through the purchase of new homes and the creation of new businesses.

"Realtors have helped this city grow as well," she said. "We come up with ideas to market areas. Whether it is residential, commercial or ag, we are an important part to help people make things happen with their investment."

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2022 economic climate: Rerun of the '70s?



**CRAIG
HERBST**
Honkamp
Krueger

He is a partner
at the Dubuque
business

"May you live in interesting times" is an English expression claimed to be a translation of a traditional Chinese curse.

While seemingly a blessing, the expression is used rather ironically, given that life in "interesting" times often is filled with periods of turmoil and uncertainty. Whatever your philosophical beliefs, most can agree that we, right now, are indeed in interesting times.

With a greater share of the COVID-19 pandemic hopefully behind us, there are struggles many are dealing with, particularly the business community: Soaring commodity and fuel prices, pervasive labor shortages, rapidly increasing interest rates and talks of recession (to name a few). Such an economic climate hasn't existed since the mid-1970s.

How will the next 12-24 months look? Will it be a rerun of the 1970s economic climate? Great question. Unfortunately, no one can know for sure, making planning difficult, especially considering the multiple plausible scenarios.

As a business owner or professional, you might want to consider the following suggestions when preparing for whatever the future could bring:

KNOW YOUR COST STRUCTURE/DRIVERS AND STRESS TEST THEM

Many businesses have seen higher labor and material costs in the past 12 months. If you haven't done so, revisit your pricing.

Re-evaluating your current prices and adjusting them could help offset margin leakage. Additionally, performing a zero-based budget, where you scrutinize every expenditure, pays off in the long run by keeping old and new expenses in check.

Often, businesses have expenses that made sense at one time but no longer provide much value. If you look carefully, you might find savings.

Finally, modeling and projecting what the bottom line might look like at different volumes of business is invaluable. One way to do this is to separate fixed and variable costs, then model financial results at a 10% to 25% change in customer volume. Attempt to construct the worst-case scenario, then analyze and strategize for this potential situation.

Ask yourself: "How does it look?" and "What prospective changes can I make to cope?" Having a greater understanding of what the future might hold financially while having proactive strategies readily available is worth the peace of mind.

CRAIG SAYS

With a greater share of the COVID-19 pandemic hopefully behind us, there are struggles many are dealing with, particularly the business community: Soaring commodity and fuel prices, pervasive labor shortages, rapidly increasing interest rates and talks of recession (to name a few). Such an economic climate hasn't existed since the mid-1970s.

REASSESS YOUR LEVERAGE/DEBT AND REFINANCING TIMELINES

Whether it's an operating bank line of credit or a longer-term structured loan, assessing your debt levels before any potential times of stress is prudent. By evaluating your debt levels, you can consider and plan for different possibilities such as "What might happen if my bank line gets cut?" or "What if the interest rate doubles?"

You can calculate how this might affect your business and proactively construct methods to keep debt payments manageable if conditions change and create a potentially make or break business situation. 2008 anyone?

ASSESS YOUR CUSTOMER CONCENTRATION

Large, profitable customers often are the lifeblood of a business. What if they leave you? What effect would this have on your company?

Sometimes losing a large customer can be out of your control. Consider the things you can control, such as creating a customer service experience that they likely won't be able to find elsewhere. The best way to retain your most important customers is to treat them as such.

DON'T FORGET YOUR EMPLOYEES

Inflation and uncertainty are likely affecting your most valuable asset, your employees, similarly to how it is affecting you. A simple thank you or token of gratitude can go a long way.

Let them know how much they are appreciated, and it will pay off.

No matter what the next 12-24 months might hold, whether or not it's a rerun of the 1970s, assessing your business on a deep level can provide the flexibility you need, especially if there continues to be hiccups in the economy.

Google's Topics API: What you need to know

TWO RIVERS MARKETING

Two Rivers Marketing is a Des Moines-based marketing business.

Google's third-party cookie alternative for advertising has changed again.

The goal is to protect the data privacy of internet users — but in a different way. The change will impact future targeting on the Google Ads ecosystem, including the Google Display Network, Google search ads, YouTube advertising and more. Here's what we know so far.

CHROME, COOKIES AND COHORTS

Last year, Google announced a postponement of third-party cookie blocking in its Chrome browser. The new target date is late 2023. This delay would give Google more time to develop a replacement ad-targeting strategy: Federated Learning of Cohorts (FLoC). But Google recently announced a change of plans. FLoC is out. Topics is in.

GOOGLE TOPICS API

Here's how the Topics application programming interface (API) works.

First, Topics API looks at an individual user's browsing history for the past three weeks. Then, Topics API uses that history to identify topics the user is interested in — one topic from each week of browsing.

Up to five topics are linked to the user's browser, but

no data is saved on any external server. Topic selection occurs on the user's device and is saved there for three weeks. When a user visits a participating site, Topics API shares three topics the user is interested in with that site and its advertising partners.

The plan will start with about 300 topics. Ben Galbraith, Chrome product director, says this number is just a starting point — the number of topics could grow into the thousands. He also notes that Topics is an intersection of IAB's Content Taxonomy V2 and Google's advertising taxonomy review.

As with most new Chrome features, Google plans to launch a developer trial. Based on the trial results, user controls and other technical aspects will be massaged before Topics is released to a wider audience.

THE COOKIE CRUMBLES

Today, Google uses third-party cookies and behavioral targeting to serve relevant ads to users. But because each cookie has a unique identifier for each individual browser user, Google is moving toward a more data-privacy-driven solution.

Google's shift to Topics API makes data privacy a priority. It puts an end to behavioral targeting — and marks a new beginning for contextual and interest-based targeting.

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Sarah Knabel, founder of Bob & Lou's Coffee

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Avoid embarrassment: Consider tone, actions



**KATHIE
ROTZ**
Unity
Consulting

She is a leadership
consultant and
John Maxwell
Certified speaker,
trainer and coach

Earlier this summer, my husband, John, and I took a road trip out west through South Dakota, Montana, Wyoming and Colorado.

Our goal was to see sights and landmarks we saw once before, but that was more than 35 years ago when we were children, and our perception of the world was less appreciative.

On day two, we stayed in Custer, S.D., at Roost Resort, only a few miles from Needles Highway and Custer State Park. Our home for two nights was cabin No. 7, a quaint, one-room log cabin complete with a fire ring and horseshoe pit out our front door.

I stayed here in the 1980s and enjoyed the glamping (glamorous camping) experience. The resort was exactly how I remembered it.

After settling in our cabin and meeting Lincoln, the pet boar, we chatted with the resort owners. Tom and Shelah do everything at their campground, which consists of a lot of cleaning. Roost Resort is a well-kept and well-run "Ma and Pop shop."

I was curious how business has been for them since the pandemic. Tom sounded tired and cautious in his response. He commented that the most exhausting piece of owning a small establishment is the entitlement in people. Wow. I was shocked to hear this.

I have heard entitlement often, but it is usually connected to the millennial generation. I inquired further, curious if his clientele was primarily young people. It's not. All ages, all genders, all people are bringing their entitled attitude with them on vacation.

After talking to other business owners, I hear that the entitled attitude is showing up in retail shops and restaurants.

Common rude, demanding requests and comments from patrons include:

- "I paid for a night's stay. I can do whatever I want,"

as they invite 15 friends over, trash the place and disturb the other customers.

- "Get me water." "Get me a sample." Where is "please?"

Is this what our world has come to — making demands and being rude? Enough is enough. My friend, Teri, says it best. "I am here to serve you, but I am not your servant."

KATHIE SAYS

Is this what our world has come to — making demands and being rude? Enough is enough. My friend, Teri, says it best. "I am here to serve you, but I am not your servant."

Another motto to live by is "assume the best." When we truly have this mindset to assume the best in people, then we also assume that there is something that we don't fully understand. This mindset will save us from future embarrassment.

At a recent grocery store visit, I was stuck behind a woman who abruptly stopped her cart in the middle of an aisle. In an irritated, huffy tone, I said, "Excuse me." As I tried to squeeze around her, I noticed that she was gripping the cart, had her eyes closed and was taking deep breaths. She quickly realized my irritation and said, "I'm sorry. I think I just had a contraction." Oh my, did I feel foolish.

Enough is enough. I am not repeating this only for you. I say this for me, too. How often do I demand things in the wrong tone of voice and rude behavior? I can be such a brat with my expectations and demands.

Imagine if we all assumed that every person works to make all lives

better. Construction workers, restaurant servers, gas station attendants, emergency personnel — all of these professionals serve us. They make our lives better. I am very thankful for their work, but I am not entitled to their services.

Consider your tone. Consider your facial expressions. Consider the words you choose.

Remember, if you're not assuming the best, you might look foolish when the reality of the moment is shared. Avoid this embarrassment by assuming that there is something you don't fully understand yet.

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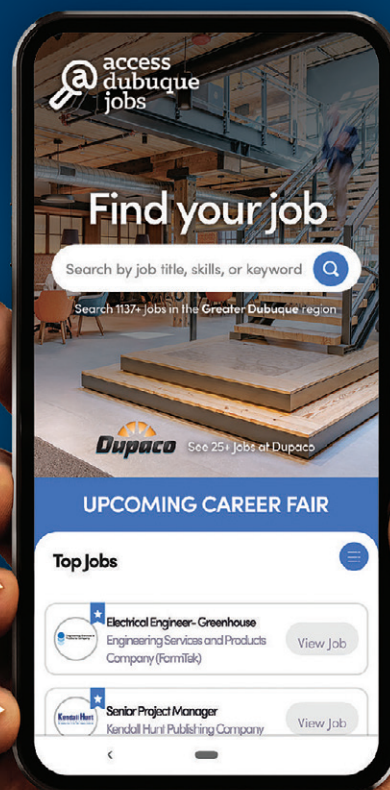
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What is the future of electronic currency?



**TODD
LINK**
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He is chief risk officer with the Dubuque institution

Every few years, we are party to predictions on the future of money. These conversations typically coincide with innovation in the payments world.

Checks at one time were believed to largely replace cash. Later, it was forecasted that credit and debit cards would, for all intents and purposes, would eliminate the need for cash. Some have noted that the development of person-to-person payments (Venmo, for example), cryptocurrency and digital wallets also would eliminate the need for cash.

But, despite all the changes in technology, we continue to use cash, checks, debit cards, credit cards and now yes, person-to-person payments, digital wallets and — a few — cryptocurrency or “electronic” currency.

It is important to be clear, cash use is in decline. The number of checks written annually also is in a steep decline. However, the dollar value of checks written continue to remain higher than other payment types. In other words, larger ticket items are being purchased with checks. (Think business-to-business payments.) Credit and debit card transactions continue to hold steady; while person-to-person payments and ACH payments continue to rapidly increase.

So that leaves us with the million dollar question, which is: What does the future hold for electronic currency?

First, let’s define the term. Electronic currency is essentially a way to transmit payments electronically from one person to another.

There may or may not be any physical backing to the monetary instrument. For example, most cryptocurrency has experienced considerable value/exchange fluctuations when compared to the U.S. dollar.

For the past several years, cryptocurrency was a favored investment by some, while the past year has demonstrated the speculative nature of the product.

One of the drawbacks to a true cryptocurrency for daily transactional use is that the bulk of cryptocurrencies are not pegged to the value of a major currency like the U.S. Dollar. That volatility essentially renders the currency for mass transactional adoption relatively useless.

This is due to the simple fact that one could lose (or gain) considerable value between accepting the currency and exchanging it for U.S. dollars. The last area

of risk most business owners want to absorb is wild swings in exchange rate of their primary currency.

In the past couple of years, we continue to hear much more about a U.S. backed digital currency that would be controlled by the Federal Reserve. The digital wallet on your phone would essentially “hold” digital representations of actual currency. The digital currency would have the faith and backing of the U.S. government as well as the digital and physical dollar being universal in value to one another.

As we proceed closer to a common system of digital payment with stability in exchange, backing of a major government system, we will reach a significant tipping point away from physical currency, checks and even the use of credit and debit cards. This technology over a relatively short period of time would likely dominate the payments system.

Not only does the technology pose advancements for consumers, but it also offers a host of benefits for businesses. Additionally, the ability for the federal government to help ensure stability and integrity of the system presents extraordinary inherent value.

At the present time, cryptocurrency is the payment of choice for some due to its lack of government tracking. Is this good or bad? Being in the financial services world, I seek to protect the privacy of transactions yet respect the role of the federal government in limiting the ability to anonymously fund terrorism, buy and sell drugs, detect fraudulent activity and other similar scams.

In the event the Federal Reserve opts not to roll out a digital currency of their own, it could be many years before a regulated electronic currency comes to market that has U.S. government support; is pegged to the value of the U.S. dollar; and, offers the global acceptance associated with the world’s currency — the U.S. dollar at the present time.

In the meantime, remember that products like person-to-person payments and cryptocurrency are not FDIC or NCUA insured and carry transactional and exchange risk.

Your method of payment should be based on your desired level of appetite for risk. Cryptocurrency is more viewed as a speculative investment than a convenient method of payment.

TODD SAYS

Not only does the technology pose advancements for consumers, but it also offers a host of benefits for businesses. Additionally, the ability for the federal government to help ensure stability and integrity of the system presents extraordinary inherent value.

What to do if you get injured on the job



**PEGGY
BARTON**

Finley
Occupational
Health

She is a nurse
practitioner
at the Dubuque
institution

An injury on the job is something employers and employees don't want to see happen. But in the panic of the moment, it's important to know how to get treatment in a quick, safe and cost-effective manner.

The most important thing for employees to know is that any time they are injured on the job, they should report the injury immediately to their employment supervisor. Some employers require that notice to the employer be made in writing, while others allow a verbal notice.

Of course, if the injury is an emergency, call 911 or go to an emergency room right away. Tell the medical staff that the injury or illness is job-related. If the employee can safely do so, they always contact their employer for further instructions.

Should the employee not need emergency treatment, either the employer or the employee will need to contact the occupational health clinic that your employer is affiliated with.

A clinic that specializes in occupational health is the best place to go following a work injury because occupational practitioners are familiar with job duties, restrictions and OSHA compliance. They work with employer and employee in mind, often saving the employer money by not ordering unnecessary tests or prescribing narcotics if not needed.

Occupational health clinics typically have a higher success rate returning employees to work post injury with restrictions, rather than keeping them off work completely. Occupational health practitioners simplify the entire process for employer and employees with case management, urinalysis or breath alcohol, as well as physical and occupational therapy — all on-site.

When an employee arrives for an occupational health

appointment, the process starts with paperwork to document the injury. This paperwork will ask questions such as "How the injury occurred in your own words" and ask the employee to circle on a body map the affected body part(s).

Per company policy/protocol, which differs between companies, the employee might be asked to provide a urine sample or a breath alcohol. Then, a nurse will collect further medical surgical history, a set of vital signs and a baseline height and weight measurement.

At this point the employee will be evaluated by a provider for a diagnosis. Follow-up care will be dependent on the injury. For example: Muscle skeletal injuries, such as an injury to a back or knee, the employee might get an X-ray, PT pain relief and/or a referral to physical therapy; a laceration repair might possibly need sutures and/or an antibiotic; and foreign body in the eye from grinding or welding, the employee would be examined by the slit lamp and, if needed, will be referred to optometry.

Work restrictions are addressed at every visit. The employee will be monitored for improvement and if there is lack of improvement, the employee could be referred out to a specialty doctor (such as orthopedics, neurology or for an MRI or a CT scan) for further care.

In addition to work restrictions being addressed at every visit, the company (safety department or human resources department) will be updated on the employee's progress.

Occupational health is a team effort between clinicians, employees and employers to get everyone healthy and back to work.

PEGGY SAYS

The most important thing for employees to know is that any time they are injured on the job, they should report the injury immediately to their employment supervisor.

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NICOLE HUTCHISON

Statera
Integrated
Health
and Wellness
Solutions

She is a health
coach and CEO
of the Dubuque
business

There are more than 32.5 million small businesses in the U.S., with at least hundreds of thousands more opening each year. This isn't just about me. This is about all of us who take a chance on following our dream of opening a small business.

If I can encourage even one person who is thinking about following his or her dream, it will be worth the transparency and the vulnerability that writing this story will take.

- "Has this been done before?"
- "Can you show me an example of this business model and how it's been successful?"
- "How do you know this will work?"

Questions I didn't have answers to, that I couldn't answer with certainty. But in my heart, I knew it was what I was being called to do. I had to overcome obstacles and lots of them.

BUT I'M A REALIST

I don't necessarily see the glass as half full or half empty. I see that there is water in the glass. Being a realist means I see things as they are.

I'm very objective, and I like to have a plan. Starting something that's never been done means that I've learned a lot of things trial by error. I've had to learn to embrace flexibility. I've had to rely on faith — God is in control, and I'm along for the ride.

BEING OK WITH ASKING FOR HELP

I knew very little about the business world when I started my business plan in 2015. I am a health care professional. I am a blue personality pretty much through-and-through (maybe a very tiny bit of red mixed in).

I have had to learn to admit when I didn't have the answer and ask for help. I am grateful for all of the business and marketing professionals, the many mentors who have offered me guidance along this journey.

IF YOU BUILD IT, THEY WILL COME

"But God, I thought you said we could start small?"

I really thought I could rent a small space and partner with one or two other professionals to test the waters. It is difficult to discern what is about me and what is about a bigger plan, though.

When our focus is on serving others well, I believe we will be led in the way we should go. We all have great abilities within us. It is a matter of being open to guidance from something greater than ourselves. In my story, the plan ended up being 11,000 square feet of new

construction and a team of 35 providers and support staff. Certainly more than I originally thought was possible or that I felt I was capable of.

WHAT IS THE MEASURE I USE FOR SUCCESS?

Yes, cash flow is absolutely important and necessary. According to SmallBizTrends, at one point, 40% of businesses start to become profitable, 30% start losing money and 30% break even.

I'm not in this for the money. I want to know that what I'm doing is making a difference in people's lives.

I want to know that our team is confident in our vision and that each team member feels valued in

the role they play. I want to know that our clients are well taken care of, and each one feels heard and respected as a human being.

"So will you all hold hands and sing Kumbaya at the end of the day?" There were demeaning comments and naysayers along the way. We have not just survived but thrived through the past four-plus years. I believe our future looks bright.

Resources:

taylorhartman.com/assessment-information/hiddenstrength.com/for-me/well-being-and-health/mental-well-being/quiz-are-you-a-pessimist-optimist-or-realist/
www.smallbizgenius.net/by-the-numbers/small-business-statistics/
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NICOLE SAYS

I don't necessarily
see the glass as half
full or half empty.
I see that there is
water in the glass.
Being a realist means
I see things
as they are.



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Herbert H.J. Riedel

Northeast Iowa Community College President

Herbert H.J. Riedel has served in several capacities in higher education, including as faculty member teaching undergraduate and graduate courses in mathematics, research center deputy director, vice president and president. He has been connected with large research universities, a four-year liberal arts military college, technical and community colleges, in Alabama, Florida, South Carolina and Texas.

He now serves as president of Northeast Iowa Community College.

He is internationally educated, having attended six schools on four continents. He earned master's and doctorate degrees in the field of pure mathematics from the University of Waterloo, Canada. Riedel is knowledgeable in six languages — fluent in German and conversational in Spanish. The son of German immigrants, he is a native Canadian and naturalized U.S. citizen.

For more than 10 years, Riedel served as president of Lurleen B. Wallace Community College in Alabama. His tenure was characterized by many innovations, including new program offerings in advanced manufacturing, health care and short-term skills training, the institution of an honors program, the college's first student housing complex, redesign of the developmental mathematics program and several student success initiatives.

In January 2014, his college was named a national Bellwether Award finalist for its innovative public-private partnership to establish student housing. In 2018, his college was

recognized by the American Association of Community Colleges with the Award of Excellence in Student Success for dramatic increases in graduation rates and other measures, including the highest fall-to-fall retention rates in the state.

Riedel and his wife, Lisa, have two sons, both of whom graduated from the college where he was president. A lover of classical music, Riedel founded the Andalusia Chamber Music Society, which brings high quality live classical music to the community.

In his spare time, he repairs farm equipment, including an old diesel tractor, restores and tunes classic cars for performance, and does physical training. He was active in four chambers of commerce, the Covington County Economic Development Commission, the Alabama Partnership for Children, the Andalusia Ballet, Rotary International and he enjoys attending community, church and cultural events.



Stephen Gassman
Herbert Riedel speaks with students Yolanda McDougal (left) and Breonna Doss at the Dubuque campus.

in his words

On a daily basis, everything we do is based on our mission, which for NICC focuses on improving lives, driving business success and advancing community vitality. Many colleges have core value statements, which usually don't differ that much between institutions. Nevertheless, the choice of which values to highlight says a lot about the college.

Can you name a person who has had a tremendous impact on you as a leader?

There are many people who have impacted my leadership style and I would include every one of my supervisors, teachers, professors and coaches.

Among historical personalities from whom I have learned a lot and whom I admire most, I would put George Washington at the top. The founder of our nation was an idealist, a man with a strong spiritual commitment, legendary integrity and great courage. He was a highly successful businessman, which implies a strong work ethic, personal discipline, organizational and interpersonal skills, and attention to detail.

He was at the forefront of the movement to found our new nation, because he believed it was the right thing to do — even though failure would have meant an ignoble death and forever being branded a traitor. He led our revolutionary army against the most powerful military in the world and inspired his men even when morale was at its lowest and failure seemed certain. He proved to be a shrewd and effective military leader.

Finally, after success was his, he could have become king of the new nation, but instead chose to let power reside with the people.

These are all lessons that apply to some degree to the leadership of any organization.

What are the most important decisions you make as a leader of your organization?

Personnel decisions generally are the most important. There are many decisions that affect the success of the institution, including the budget, new programs and partnerships; but these generally are made jointly with other leaders of the college.

The ideal would be for the president to make very few decisions personally, because the best decisions belong to the college as a whole. (There are some occasions where a decision must be made quickly and decisively by the leader, e.g., in an emergency, but these are relatively rare.) Everyone at the institution has the ability to exercise leadership at their respective level. By growing and encouraging this leadership at all levels, the president can be most effective. People thrive when they are empowered, with proper resources, guidance and accountability.

Jim Collins in his masterful book, "Good to Great," said you have to have the right people on the bus and then you have to have these people in the right places on the bus. I am very fortunate that NICC has a stellar senior leadership team with whom I am looking forward to working very closely.

As an organization gets larger, there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?

We always need to be "real." I see a very positive culture at NICC, one that puts students and the community first. This question addresses the mindset of doing things the right way, versus doing the right things. Both are necessary, of course, but coming from outside of the state gives me a little bit of an edge in this regard, because I have seen things done in different ways in differ-

ent state systems and consequently retain some distance from policies and practices that might easily be taken as a given.

As the leader, it falls on me to periodically remind us of the importance of what we do every day, to maintain the big picture and to keep our focus.

Which is more important to your organization — mission, core values or vision?

When I came for my interview in January, I had memorized the college's mission statement and values. Something with NICC just clicked and I knew I could fully embrace these. The vision statement is equally as important and reflects what we strive to become.

On a daily basis, everything we do is based on our mission, which for NICC focuses on improving lives, driving business success and advancing community vitality. Many colleges have core value statements, which usually don't differ that much between institutions. Nevertheless, the choice of which values to highlight says a lot about the college.

For NICC, service, respect, innovation, stewardship, integrity and resilience encapsulate the manner in which we pursue our mission. The last one, resilience, is one that I had never seen at any other college, and it really appealed to me. Later I learned that this value had been added just prior to the pandemic.

What is one characteristic that you believe every leader should possess?

This must be integrity. Without integrity, one cannot be a true leader. A close second is courage, by which I mean the fortitude to act and do the right thing, even if it is not convenient or easy.

What advice do you have for future leaders?

There is no mystery to leadership. Everyone can and should be a leader wherever they are in the organization. Realize that you are doing something important and focus on how your actions can improve the lives of others.

What lessons can leaders take away from the current pandemic?

All of the NICC values come into play in the pandemic. Especially: Resilience, respect and innovation — in that order.

Resilience means we have to remain flexible, adjust where needed and learn new ways of doing things. Innovation is needed to determine how to adjust to differing circumstances — and thrive.

Respect is extremely important, because people have widely varying views on how to personally respond and what institutional policies should be adopted to keep everyone safe. We also have learned to be mindful of very real emotions that have surfaced, including stress, anxiety, alienation, grief, resentment and anger.

What are two or three of the best things about being a leader?

Being a leader gives you the opportunity to make positive changes in people's lives, to help individuals learn and grow, to conceive of projects and see them through to completion, and to connect in a meaningful way with your family of co-workers and the broader community.

FILLING YOUR CUP



JESSICA REILLY

Annie Meehan speaks during the Filling Your Cup event. The breakfast fundraiser for Opening Doors drew about 220 people to the Hotel Julien Dubuque on Thursday, June 30.



Meehan, an award-winning author and nationally known motivational speaker, talked about the transformative power of hope.

RIBBON CUTTINGS



Collins Credit Union groundbreaking, 255 John F. Kennedy Road, Dubuque.
Dubuque Area Chamber of Commerce



Riverboat Twilight, Port of Dubuque.



Catching Leadership and Alisha Leytem Wellness, Dubuque.

GREATER DUBUQUE DEVELOPMENT CORP. ANNUAL MEETING



Jessica Reilly

People attend the Greater Dubuque Development Corp. annual meeting at Steeple Square in Dubuque on Thursday, July 21. Officials looked back at the past year and highlighted goals for the next five years.



Rick Dickinson, president and CEO of Greater Dubuque Development Corp., said the 2027 capital campaign has reached its \$11 million fundraising goal already. He also stressed the need to recruit workforce to the area.



Tim Hodge, board chairman of Greater Dubuque Development Corp., also discussed workforce issues, including the need to increase new businesses. "What we need to do not only in the next year but in the next five will be hard, but we will do it because we care," he said.



Joe Hearn is the incoming board chairman elect of Greater Dubuque Development Corp. The president and CEO of Dupaco Community Credit Union talked about how he was convinced to stay in the area after graduating from college. "The moral of the story is that economic development is not all on Rick Dickinson and his talented team. As business leaders, it is all of our responsibilities," he said.

Your peers are allies, not your competition



**LISA
MCLEOD**
McLeod
& More

She is an author
and business
consultant

I was talking to one of my friends who went to an Ivy League business school.

She told me, “On the first day, our professor told us to look around the room. He said: These are the people you will work for, the people who will work for you and the people with whom you will build a new world of work. This class is about learning, it’s also getting to know each other and building your network.”

When she told me that, I thought, I wish someone had given me that advice when I was younger. I went to a state school. I enjoyed the experience and received a fine education (my school even won the SEC championship — Go Dawgs) But “building a network” wasn’t really talked about, at least not in the circles I ran in.

In fact, I often viewed my peers as my competition. Only some of us would be at the top of our class. Only a few would be sought out at the senior job fair.

I took that mentality into my first job, too. After college, I went into sales at P&G. I had a territory in Georgia spanning across a quarter of the state, calling on grocery store managers, with the goal of getting more shelf space for P&G.

It was crystal clear, at the end of two years, only a few of us would be promoted to sales manager. Fewer people would make it to regional. Only one of us would go on to be the future VP of sales or CEO of P&G (Spoiler alert, it wasn’t me).

I spent the first few years of my career overly focused on the near term. It was a mistake, one that countless young professionals (and many seasoned leaders) are guilty of as well. We let our ambition and enthusiasm default to competitiveness, instead of channeling it toward camaraderie.

Here’s what I wish someone had said at my first job: Look around the room. The people you’re sitting next to will become CEOs, founders, leaders and breakthrough thinkers, both here and in other organizations.

These people aren’t your competitors, they’re your peers, and they can be the best network in the world.

Build relationships, stay connected and cheer for each other.

Later in my career, many people left P&G, myself included. We did go on to become executives, investors, authors and founders, all over the world. I’ve kept in touch with some of my entry-level class at P&G but not as many as I should have.

Here’s how to keep yourself from making the same mistake (even if you’re a few decades into your work life):

- Stay connected when you change jobs. When we work together, the cadence of daily business forces us to communicate regularly. When we change jobs, it’s often like people fall off the face of the planet. Don’t let that happen to you. LinkedIn is a huge leg-up in this (and certainly wasn’t around when I was starting out). Even outside of LinkedIn, exchange (not work) email addresses, phone numbers or at the very least, let each other know about your “next move.”

- Be (authentically) happy for them when they succeed — even if they succeed before you. There is not a limited pool of success to be had, nor is there a deadline for creating it. Everyone is on their journey. When you can temper your competitiveness into authentic joy for your peers, your entire relationship changes. They feel it and it creates a circle of goodwill that always comes back to you.

- Don’t be afraid to share your success (and challenges). To build relationships that last, you need a level of depth. If your conversations are back and forth — “hope you’re doing well” — don’t be surprised if not much comes of it. Instead, dig into the wins and setbacks you’re having. Ask about theirs. Don’t be afraid to pull on each other for advice.

Your fellow high-performing peers aren’t your competition, not in the long-term at least. Sure, maybe only one of you will get promoted at the end of the year, but each of you will build impactful, fulfilling careers. Stay in touch, cheer for each other, and know, that the world is smaller than you think.

LISA SAYS

Here’s what I wish someone had said at my first job: Look around the room. The people you’re sitting next to will become CEOs, founders, leaders and breakthrough thinkers, both here and in other organizations.

Building permits issued in Dubuque County in April with values of at least \$50,000:

Single-family houses

- Koneru, Sudhir Trust Agreement, 1214 Timber-Hystr Court, \$1,000,000.
- A&B Lawn Care and Property Management LLC, 546 Sapphire Circle, \$450,000.
- Chad Ellis Construction, 4476 Sickie Lane, \$465,000.
- D. Wingate Real Estate, 3545 Eastgate Court, \$209,000.
- D. Wingate Real Estate, 3551 Eastgate Court, \$209,000.
- D. Wingate Real Estate, 2559 Eastgate Court, \$209,000.
- D. Wingate Real Estate, 2565 Eastgate Court, \$209,000.

Other nonresidential buildings

- The Estates of Dubuque, 4520 Ewing Drive, \$1,098,900. Construct a 6,554-square-foot commercial building to be used as a clubhouse for Vintage Estates.

Additions, alterations and conversions-residential

- Timothy D. and Mary Beth Althaus, 1780 Plymouth Court, \$180,000. Remove existing two-car garage and build larger, two-car garage with bonus room above, and make other household improvements.
- Levi J. and Tara M. Sweeney, 1840 Horizon Court, \$90,000. Construct a single-story addition on the back of existing home with a screened deck with stairs.
- Marde Enterprises, 900 Central Ave., \$90,000. Renovation of second floor for a dwelling unit.
- Timothy P. and Sara R. Newlin, 300 Fremont Ave., \$300,000. Construct a new addition of living space and a garage to existing house.
- Laura B. Chapman, 985 Prince Phillip Drive, \$55,000. Remove existing deck, install new deck and add screen room to deck.
- Stickney Family Trust, 196 Julien Dubuque Drive, \$100,000. Foundation repair and egress window.

Clyde P. and Tina M. Mihalakis Declaration of Trust, 2500 U.S. 52 S., \$180,000. Construct a 756-square-foot, single-story addition on back side of house.

Additions, alterations and conversation-nonresidential and nonhousekeeping

- Kohl's Department Stores, Inc., 2595 Northwest Arterial, \$294,000. Partial interior remodel and partial front entrance remodel.
- Dubuque Community School District, 2300 Chaney Road, \$1,443,700. Remodel kitchen space for new kitchen equipment.
- Otto A LLC, 2045 Kerper Blvd., \$101,150. Bathroom remodel for Eagle Window & Door Manufacturing.
- Holy Spirit Parish, 2981 Central Ave., \$70,100. Install prefinished metal wall panels.
- University of Dubuque, 1994 Grace St., \$107,500. Lower level buildout for University of Dubuque Health Center.
- Cottingham & Butler, 800 Main St., \$60,000. Renovation of kitchenette on the fourth floor.
- Klauer Manufacturing, 1185 Roosevelt St., \$289,650. New sprinkler system for addition.
- MercyOne Dubuque Medical Center, 250 Mercy Drive, \$145,000. Extend existing sprinkler system for new addition and relocate sprinklers.
- Dubuque Food Pantry, 1310 White St., \$162,632. Renovation of a single-story commercial building.
- Bethany Home, 1005 Lincoln Ave., \$200,000. Remodel portion of second floor along with resident room and meds room for nursing home.
- Laufenberg & Larson Properties LLC, 305 W. 16th St., \$108,000. Sidewalk ramp, windows and gutter repair.
- University of Dubuque, 1000 N. Algona St., \$3,470,898. Interior renovation of Severance Hall.
- Sam's Real Estate Business Trust, 4400 Asbury Road, \$50,000. Construct a new sushi tenant island for Sam's

Club.

Kennedy Mall, 555 John F. Kennedy Road, \$282,667. Remove and replace roofing for seven units.

Commercial foundation only

D. Wingate Real Estate, 3545 Eastgate Court, \$50,000. Foundation for a four-unit residential townhouse building.

Additions of residential garages and carports

Chad M. and Bridget A. Hamilton, 72 Fremont Ave., \$80,000. Construct a detached garage.



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3 small ways to cut monthly costs



**NATHAN
LIAO**
CMA Exam
Academy

He is the
founder of the
exam review
program

As a business owner, you likely have so many monthly expenses — manufacturing costs, shipping, payroll for employees and the list goes on.

It is paramount to be on the lookout for new ways to lower your operational expenses, as it will help you increase your monthly profit margin.

It also will open up more funds that can be funneled into new sales and marketing processes, ultimately helping your business grow.

If you aren't always searching for new ways to cut costs, you won't be maximizing your business's potential in the market.

Are you having trouble thinking of innovative ways to cut your business' monthly costs? Here are some small-but-impactful ways to lower the expenses your business incurs each month.

STREAMLINE PROCESSES TO CUT DOWN ON OPERATIONAL COSTS

Disorganized and/or inefficient processes can cause so much waste in terms of lost time, heightened payroll expenses from having too much manpower in one process, confusion that leads to errors which will need to be fixed and more.

So take a long look at all of the processes in every department of your business's infrastructure. This includes your sales strategies, customer service initiatives, administrative workflows, public relations campaigns and HR protocols.

Then comes the fun part: Seeing all the ways you can streamline each process.

For example, does your marketing team have several people posting on the Facebook page and replying to comments each day? There could be a lot of time-wasting back-and-forth communication between them as they try to figure out who will reply to certain comments and when to schedule posts.

So why not see if one person can handle all of the activities on the company's Facebook page? The other person(s) can be put in charge of another social media channel or an entirely different initiative you know they would excel at.

In another example, say you have a customer service process that looks like this: Someone sends an inquiry to a general "help" email address, the person in charge of replying asks a team lead about the best way to respond, and that person doesn't know what to say so they have to ask a higher-up who finally has the right answer. Inefficient, right?

One way to streamline this process is by having a cloud-based info portal filled with all kinds of email templates for potential inquiries, which the initial

customer service rep can access at any time.

Or, make sure your website's FAQ page is continually updated with common questions and answers.

AUTOMATE EMPLOYEES' REPETITIVE TASKS WITH SOFTWARE

In today's digital era, technology has helped businesses run more efficiently. One instance of this is in how restaurants use software platforms to allow patrons to place pickup orders and book reservations online, rather than paying staff to man the phones so they can take orders and reservations.

You can use software to automate repetitive tasks to allow employees to focus on revenue-generating tasks and decrease costs across your company. So much time is wasted on recurring tasks that can easily be done by efficient software platforms.

For example, do your sales team members spend hours sending every client lead a check-in email each month to see if they have any questions and offer an exclusive introductory discount?

All of the hours they spend on this task could be put toward initiatives to scout out even more leads (like cold-calling or attending tradeshows).

So if you haven't done so, adopt the use of an advanced CRM that allows your sales team to automate these email check-ins.

For businesses that charge clients by the hour, another repetitive task that wastes time each month is manually tracking billable hours.

You can easily automate this task for both you and your employees by using time-tracking software like Timely.

This software allows users to set the billable rate(s), track time spent on various tasks (which is recorded to a private dashboard that only the user can access) then choose which billable timeblocks to include in the recaps for clients. Using time-tracking software can free up a ton of hours that can be put toward revenue-generating activities.

MAXIMIZE SOFTWARE PLATFORMS' CAPABILITIES TO ELIMINATE SOME OF THEM

Think of all of the various software platforms you use on a daily basis. Do you use a separate CRM and project management platform? A separate platform to send out e-newsletters and a cloud-based drive

NATHAN SAYS

It also will open up more funds that can be funneled into new sales and marketing processes, ultimately helping your business grow. If you aren't always searching for new ways to cut costs, you won't be maximizing your business's potential in the market.

Continued on page 31

Continued from page 30

to store documents, spreadsheets and images? Well, it is highly likely that you can eliminate at least one software application by maximizing another platform's capabilities.

This means you can remove one cost from your list of monthly expenses, which can translate into big savings in the long run.

For example, your CRM could offer the exact project management capabilities your business needs, such as the ability to schedule tasks, set deadlines and

instant message team members. If you become well-versed in all of your CRM's functions, you could get rid of your project management software and its recurring cost.

You might discover that your CRM even has the ability to send out intricate and engaging e-newsletters, allowing you to also eliminate your platform for sending out email campaigns.

Even further, the CRM could offer hefty file storage so you don't have to pay for a separate cloud-based drive anymore.

WRAP UP

One of the best ways you can boost your company's overall profits is by cutting down on monthly expenses. You can do that by streamlining systems to lower operational costs and by automating repetitive tasks with innovative technology.

On top of this, maximize all of your software platforms' capabilities to see if you can eliminate at least one application. These three easy-yet-effective steps should help you lower your business's monthly costs and improve your overall bottom line.

BIZ LOCAL**GALENA'S HAWK VALLEY HONORED**

Hawk Valley Retreat & Cottages in Galena, Ill., has been recognized as a TripAdvisor 2022 Travelers' Choice Best of the Best award winner for Bed and Breakfasts, ranking 13th out of the top 25 in the country.

The award recognizes the best in tourism and hospitality, as ranked by guests.

EXIT REALTY ACQUIRES COMPANY

EXIT Realty Unlimited (formerly EXIT Realty Dubuque) acquired Remax Oelwein Realty. Remax will be re-branding its operations to align with EXIT and will be part of the EXIT Unlimited footprint.

WOODFIRE GRILLE HONORED

Woodfire Grille received the 2022 Wine Spectator Award of Excellence for their extensive wine list.

MERCYONE AWARDED

MercyOne Dubuque Medical Center has received the following American Heart Association Get With the Guidelines and Mission: Lifeline achievement awards:

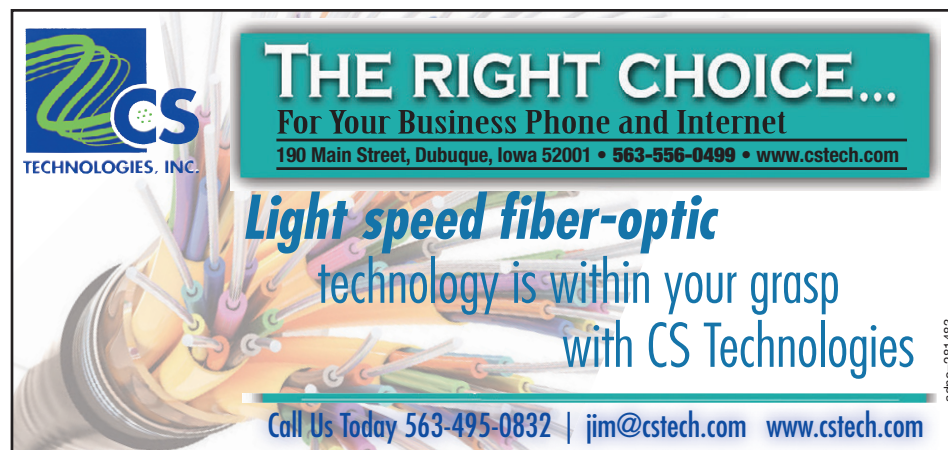
Get With The Guidelines — Stroke Gold Plus with Target: Type 2 Diabetes Honor Roll.

Mission: Lifeline — STEMI Receiving Gold Plus.

Mission: Lifeline — NSTEMI Gold.

FINNIN KIA EARNS DEALER AWARD

Finnin Kia earned the Dealer of Excellence designation for the fifth consecutive year. The award recognizes dealers who rank nationally in the top 20% based on site evaluation, business performance and customer satisfaction.



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EAGLE RIDGE RESORT & SPA

APPOINTED: Stephen Geisz as general manager. He has 26 years of experience in the hospitality industry, and previously acted as general manager for Grand Harbor Resort and Water Park in Dubuque. He will oversee all day-to-day operations of the resort, including three on-site restaurants and the future Stone-drift Spa, which will open later this year.

BOYD GAMING

PROMOTED: Tia Ernst to senior account executive.

PROMOTED: Bill Griffin to player development manager.

STONEHILL COMMUNITIES

ACHIEVEMENT: Matt Dodds has joined the Stonehill Benevolent Foundation Board.

HONKAMP KRUEGER

HIRED: Joseph Hinkel as an accounting manager.

HIRED: Carrin Baker as a staff accountant.

CHAIR'S AWARD WINNER

ACHIEVEMENT: The Dubuque Area Chamber of Commerce presented its Chair's Award at the chamber's annual to Keith Rahe, president and CEO of Travel Dubuque. The annual award is the most distinguished honor given by the chamber's current chair to a recipient based on their commitment to the chamber and the Dubuque business community.

TH MEDIA

HIRED: Ryan Rogers as advertising sales coordinator. He is a recent graduate of Loras College, and holds a degree in sport management and marketing.

TRI-TECH

HIRED: Grant Haylock as a standard support technician.

Continued on page 24

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Continued from page 33

SOUTHWEST HEALTH BOARD OF DIRECTORS

ACHIEVEMENT: Bruce Kroll has joined the board of directors. He previously owned and operated Culver's of Dubuque and Platteville, Wis., and helped establish Southwest Wisconsin's Pheasants Forever, which helps promote native prairies in Southwest Wisconsin.

MI-T-M

HIRED: Trisha Ketelsen to the administrative support division.

HIRED: Tyler Powers as an engineering intern

HIRED: Darren Balfe for the fabrication division.

HIRED: Alex Bradley for the fabrication division.

HIRED: James Cigrand for the fabrication division.

HIRED: Wyatt Funston for the fabrication division.

HIRED: Tyler Kirk for the fabrication division.

HIRED: Dillon Pieper for the fabrication division.

HIRED: Steven Schlickman for the fabrication division

HIRED: Robert Wolf for the production division.

HIRED: Sydney Klein for the purchasing division.

HIRED: Samantha McCarron for shipping and receiving.

HIRED: Christian Merrick for shipping and receiving.

PROMOTED: Bret Davis to cold water tester.

PROMOTED: Ashtyn Miller to generator tester.

Q CASINO

HIRED: Zantao Zhu as a human resources assistant.

HIRED: Diana Schulz as hospitality sales director.

HIRED: Will Hudson as grant program and community engagement coordinator.

CRESCENT COMMUNITY HEALTH CENTER

HIRED: Sam Bartholomew as a payroll and benefits specialist.

HIRED: Christie LeRoy as a phlebotomist and lab technician.

HIRED: Suzanne Chukas as a brain health consultant and counselor.

HIRED: Laura Willging as a health information coordinator.

HIRED: Terry Potter as a maintenance technician.

LORAS COLLEGE BOARD OF REGENTS

ACHIEVEMENTS: The officers for the next two-year period: Rich Scalise, board chair; Mary Meehan and Tim Suther, co-vice chairs; and Steve Sloan, secretary.

ALZHEIMER'S ASSOCIATION IOWA CHAPTER BOARD OF DIRECTORS

ACHIEVEMENT: Peter Theisen, E-Commerce manager for Theisen's Home Farm Auto, has been involved with the Alzheimer's Association for many years leading the annual Theisen's Forget-Me-Not fundraising campaign for the Walk to End Alzheimer's.

HTLF

PROMOTED: Dave Dudek to loan QC analyst I.

PROMOTED: Patrick Keleher to portfolio manager.

PROMOTED: Samantha Haverland to small business portfolio manager I.

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Continued on page 35

Continued from page 34

MOUNT VERNON-LISBON SUN

HIRED: Paul Reimann as an account executive in outside sales. He previously acted as a high school completion instructor at the Anamosa State Penitentiary for Kirkwood Community College, and has 14 years of experience in sales and merchandising experience.

UNIVERSITY OF ILLINOIS EXTENSION

HIRED: Kelly Lafferty as a 4-H Youth Development Educator to the staff serving Jo Daviess, Stephenson and Winnebago counties. She will create programming, train volunteers and lead youth trainings in topics such as leadership, STEM and natural resources. As part of the 4-H and Youth Development staff, Lafferty will help empower youth to become leaders who have confidence, know how to work well with others, can endure challenges and more. Lafferty will partner with youth serving agencies and local schools to assist with trainings, events and other



Reimann



Lafferty



Schultz



Finch



Schadel



Sass

activities. She will also work with the 4-H Leadership groups in each county, which consist of teen 4-H members who organize and perform community service projects, plan county-wide events, and support Extension staff and volunteers.

MEDICAL ASSOCIATES CLINIC

ACHIEVEMENT: Hendrik Schultz, MD, FACP, FHM, FIDSA, is the 2022 recipient of the Iowa Medical Society/COPIC Physician Humanitarian Award. The award recognizes Iowa physicians who volunteer medical services and contributions to their community through principles focused on human dignity, social justice and compassion.

HIRED: Stephanie Finch, DO, for

the hospitalist department, where she will provide care to patients while they are in the hospital. She will work with patients, families, physicians and hospital staff to deliver expert inpatient medical treatment.

STONEHILL COMMUNITIES

PROMOTED: Morgan Schadel to volunteer coordinator.

OPENING DOORS

PROMOTED: Emily Sass to case manager.

Continued on page 36

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Welcome Cody J. Reimer



Clemens, Walters, Conlon, Runde & Hiatt, L.L.P. welcomes Cody J. Reimer as an attorney of the law firm at 2080 Southpark Court, Dubuque, Iowa. Cody graduated from Luther College in 2017, receiving a Bachelor of Arts in History. Cody continued on to Drake University Law School, graduating in 2020. He was admitted to the Iowa Bar in September of 2020. Cody has a General Practice including, but not limited to, Criminal Law, Worker's Compensation, Personal Injury, General Litigation, Estate Planning, Probate and Small Claims.



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Geisler



Ray



Tranel



Ruden



Helminiak



Bousley

Continued from page 35

COTTINGHAM & BUTLER

HIRED: Max Muehring as associate client consultant.

HIRED: Ryan Boffeli as associate client consultant.

HIRED: Emily Depner as associate client consultant.

HIRED: Zachary Scott as associate client consultant.

HIRED: Madison Anderson as a client relations manager.

HIRED: Joe Eichhorn as business analyst.

HIRED: Andy Scott as business analyst.

HIRED: Jace Glenn as a sales executive.

HIRED: Nicholas Bollweg as account administrator.

HIRED: Joe Valenti as account administrator.

HIRED: Tim Tischer as account administrator.

HIRED: Hayden Fox as account administrator.

HIRED: Chris Theis as a claims assistant.

HIRED: Carly Rahn as an event manager.

HIRED: Alex Potts as a marketer.

HIRED: Hunter Kafka as a safety consultant.

HIRED: Montez Thompson as a claims representative.

HIRED: Luke Roling as a client consultant.

HIRED: Brian Nichols as director.

HIRED: Jacob Townsend as software engineer I.

HIRED: Madelyn Steger as a client service representative.

ORIGIN DESIGN

ACHIEVEMENTS: Announced the appointment of members and offi-



Rettenberger



Hartman

cers on its board of directors: **Pat Ready** as president; **Craig Geisler** and **Lauren Ray**, as vice presidents and treasurers; and **Tim Tranel**, **Mike Ruden**, **Eric Helminiak** and **Jim Bousley** as vice presidents.

APPOINTED: Mike Ruden was named director of architectural operations.

HIRED: Joe Rettenberger as a bridge inspector/civil engineering technician.

HIRED: Anthony Hartman as a design technician.

EXECUTIVE MOVES

CITY CHIEF OF EQUITY AND HUMAN RIGHTS NAMED

Dubuque City Manager Mike Van Milligen has named **Gisella Aitken-Shadle** city chief of equity and human rights.

Aitken-Shadle will lead the city's development and implementation of equity and

inclusion initiatives, the release states. She also will be responsible for managing an organization-wide effort to advance equity in budgeting, community engagement and other municipal services.

The vacancy was created when then-Human Rights Director Kelly Larson became development and learning manager in the city's human resources department.

Aitken-Shadle has served as the district director of adult education and literacy at Northeast Iowa Community College since 2015.

She is fluent in English, Spanish, French and Italian, according to the release.



Aitken-Shadle



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REGISTRATION DEADLINE: September 30, 2022

Reviewing performance of employees



**JOHN
TSCHOHL**
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He is founder and
president of the
business

If you are in a managerial position, one of the most important tasks you have is to coach to your employees.

You must do whatever is necessary to ensure that you have a team made up of players who have the skills, training and motivation to be the best they can be.

An important part of coaching includes reviewing your employees' performance. In order to do this, you must know what your employees are doing and how well they are performing.

We all need benchmarks, personally and professionally. It's like a road map: You are here — and you want to be there.

It's critical that, as a manager, you identify where your employees are and give them a road map to get them to where you want them to be.

Just as athletic coaches must observe their players in action in order to know what areas need improvement, you must assess and critique your employees on a regular basis. Then you must use that information to develop a plan that will drive them to improve their performance.

Following are seven steps to performing a proper and effective assessment:

- Set aside a specific amount of time and share it with your employees. Also, let them know well in advance what you will be discussing so they have time to prepare.
- Complete a performance assessment. This will lead you through the evaluation and help you to grade employees' actions and levels of improvement. Provide the assessment to employees before the meeting so they will be familiar with the process and the questions you will be asking them.
- Ask employees to assess their performances. Have them deliver their self-assessments to you in advance of the meeting so you have ample time to go

over them. Ask them to examine their interactions with your customers, their co-workers and other members of the organization and to identify where they think they excel and where they can improve.

- Follow up with employees in advance of the meeting. Send an email to remind them of the specific time and date for the assessment.

JOHN SAYS

It's critical that,
as a manager, you
identify where your
employees are and
give them a road
map to get them
to where you want
them to be.

- Avoid distractions during the meeting. Turn off your cellphone, and let other employees and colleagues know you will be busy for the next hour. It's important that you focus on employees and let them know they have your full attention — that they are your priority for the next 60 minutes.

- Use accompanying documentation. Review employees' files or refer to notes you have taken in the past regarding their performance, expectations met, specific achievements or incidents — positive and negative — during the assessment period. Use that documentation to gauge the success of past goals while creating a plan for improved or continued performance.

- Clearly communicate your plan. Work with employees to create a plan and to get a buy-in for implementing it. This requires that you have an open dialogue where you offer feedback and reinforce best practices while asking employees for their input and suggestions on ways they can learn and increase success.

Just as good coaches will assess each player's strengths and weaknesses in order to develop a plan to improve their abilities, you must take information from your employee assessments to provide them with the tools they need to improve their performance.

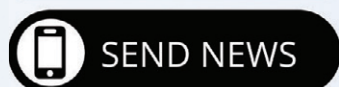
Assessments offer you and your employees the opportunity to have an open and honest dialogue that will be the foundation for improved performance.

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Corporate profits vs. doing the right thing

No contest, as 'Wastelands' shows us

BY CURT SCHLEIER

"Wastelands," by Corban Addison; Alfred A. Knopf (464 pages, \$30)

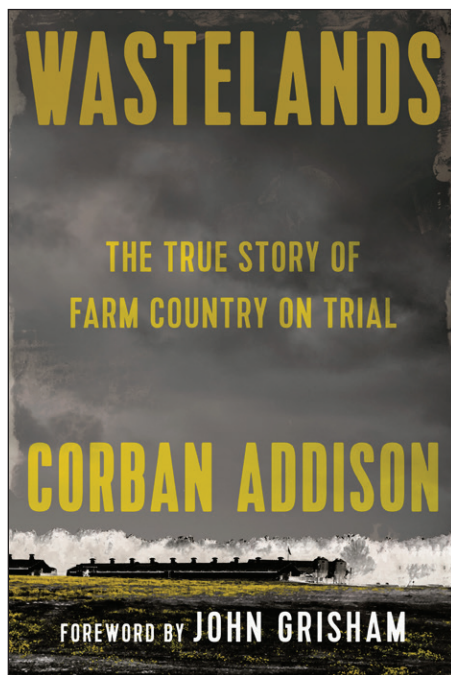
Given all that's going on in the world, I thought I'd reached my limit of outrage. But Corban Addison's "Wastelands" raised my anger threshold to new heights.

It is a story of corporate greed, of politicians who follow the dictates of special interests and of people who possess a sense of entitlement that outweighs concern for anyone else.

What makes it worse is that we've seen it all before. Whether it's the pharmaceutical industry, the tobacco business or fossil fuel giants, profits always trump not only safety but also compassion and logic.

In this case, the company is Smithfield Foods. More than 2,000 farmers in North Carolina raised pigs for Smithfield on what are called "concentrated animal feeding operations" that raise a number of ethical issues. With CAFO, thousands of animals are housed in extremely close (and frequently filthy) quarters, raising the specter of animal cruelty.

CAFO farming also raises the problem of waste disposal. Feces and urine are drained into waste lagoons the size of Olympic-size swimming pools. When these reach capacity, they are hooked up to giant guns and sprayed — supposedly to fertilize surrounding fields. In theory, it makes sense. Unless, that is, you have thousands of hogs defecating. And



Tribune News Service

it rains, filling the lagoon to overflow. Or the occasional hurricane, saturating the surrounding soil and occasionally getting into the water supply.

Additionally, residents who reside near these farms are assaulted by unbearable stench. They also face noise pollution from trucks that pull up in the middle of the night to retrieve the bodies of deceased animals (at least those not canni-

balized by their barn-mates) that didn't make it to the processing plant.

Tests reveal that traces of feces can be found on nearby residents' clothing and on their countertops. It is — or should be — unacceptable, profits be damned.

Mona Lisa Wallace, a legal Don Quixote who regularly tilts at corporate windmills, took up the neighbors' cause. In doing so, she and other attorneys risked their businesses. These suits take years and cost millions to pursue. And though it seems that the issues are clear, Smithfield had its tentacles everywhere, making victory and a payout problematic.

The company had the help of some legislators, who not only sponsored bills that would limit these types of lawsuits, but also wanted to make them retroactive to the ones filed by Wallace.

What is genuinely infuriating is that Smithfield knew the problem existed. It was aware of comparatively inexpensive alternatives that would barely dent its profits and sharply reduce odor, but it found excuses not to install them.

Addison is the author of four novels and his skills at storytelling are evident here. He simplifies complicated issues and while his sympathy is clearly not with Smithfield, his reportage is relatively balanced. His research is rigorous and he builds the story to a fascinating denouement worthy of a suspense novel — a good suspense novel.

Curt Schleier is a book critic in New Jersey.

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