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DECEMBER 2022

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resolutions
that work

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Taryn Kafer

COLUMN

Lofty vs.
realistic goals
Part of a journey

STONEHILL COMMUNITIES

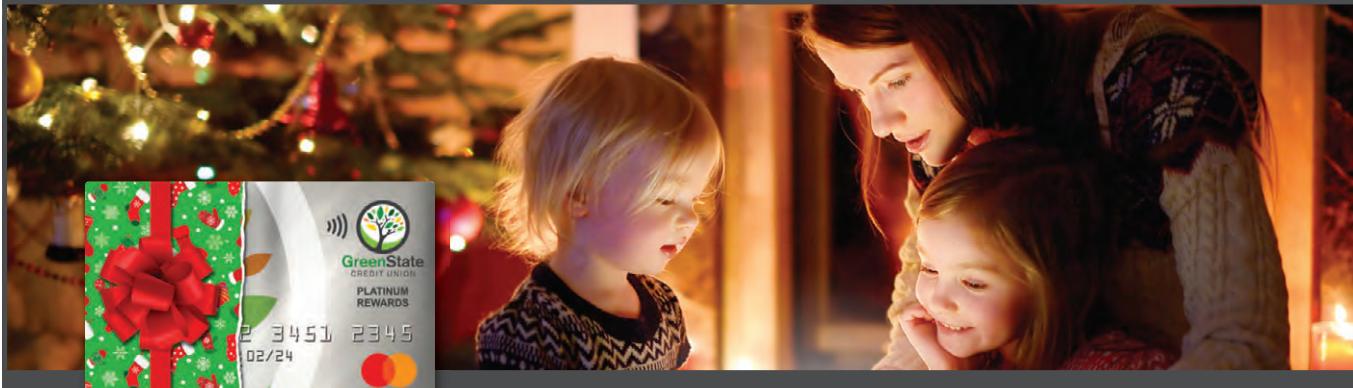
expands footprint as core mission remains

Gretchen Brown, president and CEO of Stonehill Communities

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DECEMBER 2022
Volume 31, Issue 4

ON THE COVER



Gretchen Brown has helped lead Stonehill Communities through change

Photo by Dave Kettering

COLUMNS

Lofty vs. realistic goals: Part of a journey <i>Kathie Rotz</i>	16
Your input can make an equitable impact <i>Nancy Van Milligen</i>	18
Does a trust fit into your estate plan? <i>Tim Breitfelder</i>	22
Your guide to proper posture at work <i>Nicole Hutchison</i>	23
4 tips to make the most of your 1-on-1 <i>Lisa McLeod</i>	24
Helping high potentials avoid transition pitfalls <i>Dan Portes</i>	25
Tips for setting resolutions that stick <i>Brenna Burgart</i>	29
4 tips to help owners adhere to strict budgets <i>Nathan Liao</i>	30
Quitting and firing in the new workplace <i>Gerald Koppes</i>	32

DEPARTMENTS

Snapshots	26-28
Biz People.....	33-34
Executive Moves	35
News of Record.....	36

Taking a look ahead

As we near the end of another year, it's often a time to look ahead.

Our features this month connect with that.

First up is Stonehill Communities. The longtime Dubuque business has undergone a number of changes, including a new name.

And, it will continue to look ahead as it works to develop services for the "next need."

Read about it on page 5. Then, we continue our



Gary Dura

tradition of looking ahead with a look at 2023.

We've limited the focus a bit this year, and let the local experts tell their views in their own words.

Go to page 10 to read about it.

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

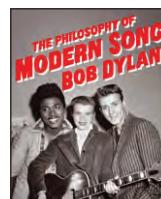
FEATURES



Looking forward to 2023 10



Meet a Local Leader:
Taryn Kafer
20



Bob Dylan's new book about songwriting is fascinating 37

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Stonehill Communities expands footprint as core mission remains



Dave Kettering

President and CEO of Stonehill Communities Gretchen Brown (center) visits with residents.

Continued on page 6

Continued from page 5

BY KARI WILLIAMS

Amid a name change, rebranding and several expansions, one aspect of a Dubuque senior living center has remained: It has always been about the community.

"This is what we do," said Gretchen Brown, president and CEO of Stonehill Communities. "We've been a part of this community for 117 years. There's also a confidence in Stonehill, if we step forward and take initiative in providing one of these services, you know it's going to be done with the Stonehill mission and in the Stonehill way."

Stonehill Communities — known previously as Stonehill Franciscan Services — recently underwent a rebranding and continues to expand its services in the assisted living sphere.

Continued on page 7

Gretchen Brown is president and CEO of Stonehill Communities, which recently undertook a rebranding and expansion of service.





Continued from page 6

Brown said that the word “communities” always has defined the Franciscan values that have been in place since Stonehill’s founding more than a century ago.

“Not only did it bring all of the services on our campus under one (umbrella) ... ‘communities’ really highlights the fact that we are all our one big community and that we have all the diversity in services,” Brown said.

The change, according to Brown, has

IN HER WORDS

“Not only did it bring all of the services on our campus under one (umbrella) ... ‘communities’ really highlights the fact that we are all our one big community and that we have all the diversity in services.”

Gretchen Brown

been a well-received clarification for the community — particularly the logo.

“The logo really shows the person at the center and then it kind of looks like hands surrounding that individual,” she said.

Since 2021, Stonehill has added assisted living memory care and increased the number of assisted-living apartments.

Continued on page 8



Stonehill Communities in Dubuque.

IN HER WORDS

"You don't have an organization that has a reputation like Stonehill without having the employees that work here. They have been part of such a great employee culture, and I believe that it's a testimonial to why we received the state award for excellence in the workplace."

Gretchen Brown

Continued from page 7

"The post-acute care unit is something that is a very vital part of this whole continuum of health services from health to home," Brown said.

What has been "entrenched" in staff from the sisters, according to Brown, is looking ahead to the "next need" for Dubuque and the surrounding communities.

That ultimately led to conversations with Jim Theisen — a caregiver himself — and a gift through the Theisens Endowment that aids the caregivers who use the recently opened Caregiver Resource Center.

"We've seen over 120 caregivers already ... (We) have support groups, they have music in motion for loved ones who are struggling with memory issues ... social services consulting if they need it," Brown said.

Caregivers also receive a free membership to the wellness center.

In the roughly seven years Brown has been with Stonehill, she said there have been several changes or updates to help the community, including internal renovations to nursing areas in the health center, renovating the second-floor chapel, installing a skywalk from the health center to Assisi village, adding apartment to assisted living memory care and more.

"We've literally transformed what was already a really wonderful thing ... (into the) most comprehensive continuum of services here in Dubuque," Brown said.

STONEHILL'S EVOLUTION

1978: Stonehill Communities Health Center opens.

1989: Stonehill Benevolent Foundation is established.

1999: Independent living complex, Assisi Village, opens.

2009: Skilled nursing and rehabilitation; therapy; and assisted-living apartments are added.

2013: Four-story building, memory-care unit and wellness center added.

2016: On-site dental clinic added to Stonehill campus through partnership with Crescent Community Health Center.

2018: San Damiano Chapel renovated and dedicated.

2020: New branding implemented and name changed from Stonehill Franciscan Services to Stonehill Communities.

2021: Assisted living memory care added within Assisi Village expansion, along with more assisted-living apartments, a new chapel and expanded services. The Caregiver Resource Center begins serving the community.

Brown said the assisted living area and assisted living memory care will be an "ongoing need," as people search for affordable senior living housing.

"It's something that is going to be a national need and certainly going to be a need for our area here," Brown said.

SeniorLiving.org reports that average home health care costs average roughly \$4,500 per month, while adult care is roughly \$1,360 per month and assisted living facilities for seniors cost roughly \$3,700 per month.

Brown said Stonehill is evaluating where they need to partner with other organizations to provide services.

"We certainly are looking at home-based services and what our role could be there... (We're) wanting to let dust settle from activity over the last five years, but we can't sit on our laurels either."

But Brown said that the Stonehill reputation in the community couldn't exist without the employees.

"You don't have an organization that has a reputation like Stonehill without having the employees that work here," Brown said.

"They have been part of such a great employee culture, and I believe that it's a testimonial to why we received the state award for excellence in the workplace."



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A composite image. On the left, the exterior of Q Casino is shown, featuring a large stone entrance, several flags flying from poles, and a prominent "Q" logo on the building. On the right, a portrait of a man with glasses, wearing a dark suit, light purple shirt, and striped tie, is smiling. In the bottom left corner, there is a graphic element consisting of overlapping orange and blue curved bands with the text "Where Business Belongs" in white script. At the bottom right, there is contact information: "563.557.9200 | WWW.DUBUQUEChamber.COM".

Looking forward to

2023



BY JILL CARLSON

Goodbye 2022, with your labor shortages, the great resignation, quiet quitting, high gas prices, economic issues, drastic weather, monkeypox, the lingering pandemic and a divided country. Here's hoping that 2023 will bring some positive change.

To learn what some local experts are predicting for 2023 in selected fields, we talked to: Dr. Gisella M. Aitken-Shadle, chief of equity and human rights, City of Dubuque, to discuss diversity, equity and inclusion (DEI) initiatives; Amy Hawkins, superintendent of the Dubuque Community School District, and Jim Boebel, district superintendent, Platteville (Wis.) School District, to share what their school districts are doing in 2023; and Kelly Kohlhaas, Realtor and President of the East Central Iowa Association of Realtors on the housing market in 2023.

Continued on page 11

Continued from page 10**DIVERSITY, EQUITY AND INCLUSION (DEI)****Gisella M. Aitken-Shadle**

Expert: Dr. Gisella M. Aitken-Shadle, chief of equity and human rights, City of Dubuque.

What can area businesses do to improve DEI in 2023?

There is a lot a business can do to build a more diverse and inclusive workplace. It all begins with recruiting. First, pay attention to where you are targeting your recruitment efforts and advertisements. Be sure to advertise on websites or other areas known to be used by diverse groups, such as a site for women in technology or Latinos in business.

Second, use your networks to identify promising candidates from a variety of backgrounds. Third, make sure you "walk the walk" and are making efforts to promote an inclusive work environment so that you will be attractive to potential applicants. "Walking the walk" is going to be important for retaining a diverse workforce, as well.

Make sure that all your employees feel supported and recognize that people have diverse needs. Make sure you are covering fundamentals like offering competitive salaries and benefits promoting networking and professional development.

In terms of serving our area's increasingly diverse population, one thing businesses can start doing is to think about marketing, signage or forms in other languages, particularly in Spanish and Marshallese, as these are the two prominent languages in our city after English.

Are there some DEI initiatives that area businesses are starting next year?

An exciting development I am seeing is local businesses developing and implementing DEI plans. Developing a DEI plan is an important thing for a business since it gives you a chance to look at how all the parts of the business can contribute to creating a more inclusive work atmosphere or to better serving a diverse clientele. It allows you to set goals and work out the steps you need to take to achieve those goals.

Is the City of Dubuque launching any new DEI initiatives in 2023?

The City of Dubuque's Office of Equity and Human Rights is responsible for the intake of human rights complaints, helping to ensure that city services are provided in an equitable and inclusive way and providing DEI training for city departments, local businesses and organizations who need the training.

One initiative we are working on in the upcoming year is to revamp our DEI training so it can better serve the community and better reflect best practices in the field. Another initiative the City of Dubuque is working on is a

IN HER WORDS

I think it always is important to remind people why building a more diverse business community benefits us all. First, having a culture of inclusion makes it easier to recruit the best candidates from around the nation because they will feel welcomed, accepted and willing to contribute to your organization.

Dr. Gisella M. Aitken-Shadle

language access line, which would hopefully provide translation services immediately when someone is seeking assistance at a city office. This is especially important for our non-English speaking community members.

Would you like to add anything additional about DEI in 2023?

I think it always is important to remind people why building a more diverse business community benefits us all. First, having a culture of inclusion makes it easier to recruit the best candidates from around the nation because they will feel welcomed, accepted and willing to contribute to your organization.

Second, having a diverse workforce can help you develop new clients or customers. A potential client or customer might feel more comfortable working with your organization if they perceive it as an organization that is welcoming and inclusive.

Third, when you have a diverse workforce, your team members have more experiences to draw from, which leads to better problem-solving, greater creativity and more innovative ideas. Another advantage is that having a diverse workforce can help your organiza-

Continued on page 12



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Continued from page 11

tion develop a positive reputation. Potential clients, customers and partners will see your organization as someone they want to work with because of the values it embodies and potential employees will want to work there.

REAL ESTATE



Kelly Kohlhaas

Expert: Kelly Kohlhaas, Owner, Kelly Kohlhaas, Realtor, president of the East Central Iowa Association of Realtors

What are the predictions for the residential real estate industry for 2023?

While many factors go into what will happen to the residential real estate market, I believe home prices will remain steady in 2023. Our inventory (number of properties for sale) will likely decrease while demand (number of active buyers) is predicted to remain high.

This, I believe, will keep home prices stable while the overall number of homes sold will decrease.

What can you share about the current housing inventory in the tristate area and predictions for 2023?

Dubuque area residential real estate inventory is down 7% in 2022 from 2021. Inventory is predicted to continue to decline in 2023, keeping housing prices stable. With a slowdown of new construction during the pandemic, the industry is struggling to keep up with inventory demands.

Are home values expected to increase or decrease next year?

Nationwide predictions state a 1% increase in home values. I believe locally we will see an increase in values slightly above that number, but lower than we have seen in 2021 and 2022.

Is the spring 2023 market expected to be strong?

Strong depends on what perspective you are looking at it from — buyer or seller. Home prices are predicted to stay stable or even slightly increase, I would consider this a strong market.

Is spring 2023 predicted to be a buyer's or seller's market?

We use months of inventory to help determine what type of market we are in. Months of inventory explains how long it would take



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without any new listings for our current inventory to sell. For it to be considered a buyer's market (lots of inventory), months of inventory would be more than six months. For a balanced market, months of inventory would be between four and six months. For a seller's market (more buyers than listings), months of inventory would be less than four months. Our market has been a seller's market for quite some time.

What were some lessons learned in 2022 that can be applied in 2023?

Be patient in finding the right property and find ways to help your offer be more appealing to the seller without giving up what you need. I see many buyers waiving inspections to secure the home they want. This is completely up to the buyer, and they need to weigh out what is most important to them, but I would advise finding a way to have your due diligence done.

Has the pandemic changed real estate and what were some of the changes?

It has. When the pandemic hit our area, nobody had any idea what to expect. Every-

thing was "unprecedented." Once we were several weeks into the pandemic, we saw homeowners really deciding if their current home worked for them. They were "stuck" at home for many more hours than usual, and any pains of their current housing started to become much more apparent.

Renters who did not like being in close quarters with others made it a priority to purchase their home. Many who were not working from home previously would now be doing so indefinitely and needed more dedicated space. Demand increased significantly and pushed prices up. The pandemic disrupted typical home sale patterns as well. This might have been due to a combination of the lack of travel and lack of inventory.

Is there anything else that you would like to add about residential real estate in 2023?

2023 should feel like the fourth quarter of 2022 for buyers and sellers if interest rates don't increase more than a point or two.

Continued on page 14

IN HER WORDS

Be patient in finding the right property and find ways to help your offer be more appealing to the seller without giving up what you need. I see many buyers waiving inspections to secure the home they want.

Kelly Kohlhaas



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Continued from page 12

EDUCATION PART 1



Amy Hawkins

Expert: Amy Hawkins, Dubuque Community School District superintendent

How many students are enrolled in the Dubuque Community School District for the 2022/2023 school year?

We have a total of 10,064 students in our 12 elementary, four middle and four high schools.

How much has enrollment changed in the district and what is the prediction for 2023?

Enrollment for this school year decreased 56 students, which was anticipated. Based on enrollment models, we expect small enrollment declines next year as well, similar to what is happening in many Iowa school districts.

Are there new building/expansion projects scheduled for 2023 and can you provide details?

The next phase of renovation at Dubuque Senior High School remains underway and, when complete, will ensure that Senior and Hempstead High Schools are modern learning environments that are designed to meet the needs of learners now and into the future.

The district also is in the planning stages of moving to two middle schools of comparable size that create a feeder system into our high schools, rather than our current three middle school model. The planning has involved many stakeholder groups and will establish our roadmap forward for enhancing our middle school learning environments into the future while ensuring the district is operating as efficiently as possible.

Did the district struggle with open staff positions in 2022?

As a large urban district, we always have a small number of staff openings at any given time, but we are thankful to be weathering the staff shortage better than many organizations. We currently have approximately 25 open positions, out of almost 2,000. As one of the area's largest employers, we always strive to be an employer of choice in our community and region.

Are there plans for 2023 to help recruit for open staff positions and to retain current staff?

Our team continues to look at innovative approaches for staff recruitment and retention. It is our goal to diversify our staff to better mirror the makeup of our student body.

Has the pandemic changed education, what were some of the changes and will they continue into 2023?

Our work in the district continues to focus on the areas most impacted by the pandemic. This includes addressing unfinished learning, re-engaging families and the greater

IN HER WORDS

Our work in the district continues to focus on the areas most impacted by the pandemic. This includes addressing unfinished learning, re-engaging families and the greater community to our schools, supporting student social-emotional learning and ensuring sound operations to support each of these areas.

Amy Hawkins

community to our schools, supporting student social-emotional learning and ensuring sound operations to support each of these areas. The pandemic has changed the landscape of our entire world and we expect that we will continue to feel its impact for many years to come.

Is there anything else that you would like to add about the Dubuque Community School District in 2023?

A strong education is at the core of a strong community. We are proud to move into 2023 with tremendous support of our students, families and communities and we are excited for a future of constantly enhancing the educational experience for our students.

Today's students remind me daily that our future is bright with this amazing next generation of leaders in the world.

EDUCATION PART 2



Jim Boebel

Expert: Jim Boebel, district superintendent, Platteville School District

How many students are enrolled in the Platteville School District for 2022/2023 school year?

Just over 1,500 between our high school, middle school, elementary and the Neal Wilkins Early Learning Center for 4K and kindergarten.

How much has enrollment changed in the district and is it predicted to continue to increase in 2023?

Our student enrollment has increased gradually during the past 10 years. It is difficult to predict future enrollment due to the volatility of open enrollment in Wisconsin.

Are there new building/expansion projects scheduled for 2023 and can you provide details?

Our district passed a \$36 million facility improvement referendum during the November 8, 2022, election. The projects by location include:

- Neal Wilkins Early Learning Center — renovation of the cafeteria and gym.
- Westview Elementary — safety im-

provement of the pick-up/drop-off area and parking.

- Platteville Middle School — restroom and classroom additions.

- Platteville High School — a career and technical education classroom and lab addition, cafeteria/kitchen renovation, ADA accessibility improvements and an outdoor activities complex.

Did the district struggle with open staff positions in 2022?

All of our staffing is currently filled.

Are there plans for 2023 to help recruit for open staff positions and to retain current staff?

In our efforts to recruit and retain high-quality staff, the district offers the highest salary and benefits package in Southwest Wisconsin. We also continue to offer our own retirement package.

Has the pandemic changed education, what were some of the changes and will they continue into 2023?

During the pandemic, we had to pivot to more virtual delivery of education. We have learned that there are positives and negatives. The positives are that we practiced a new way to diversify our instruction and some students responded well. A negative is that we were unable to build the high impact learning relationships that we rely on. Since returning to in-person instruction, we have focused on rebuilding those learning relationships and that will continue into 2023.

Is there anything else that you would like to add about the Platteville School District?

In the past year, our district has earned the following recognitions: Westview Elementary received the 2022 Blue Ribbon School Recognition, Neal Wilkins Early Learning Center is recognized as a Model School through Solution Tree, a K-12 education company that provides professional development, online courses and education books for teachers, and the Platteville High School has been recognized as a

Continued on page 15

Continued from page 14

School of Promise through Solution Tree. All three of these awards are national recognition for the successful learning that is happening at the Platteville School District now and moving forward to through 2023 and beyond.

IN HIS WORDS

During the pandemic, we had to pivot to more virtual delivery of education ... The positives are that we practiced a new way to diversify our instruction and some students responded well.

Jim Boebel



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Lofty vs. realistic goals: Part of a journey



KATHIE ROTZ
Unity Consulting

She is a leadership consultant and John Maxwell Certified speaker, trainer and coach with the Dubuque business

I have been accused of having a Pollyanna mindset.

"Pollyanna" was a 1913 novel and 1960 movie. The main character is defined as an excessively cheerful or optimistic person.

I also have been accused of encouraging lofty goals — goals that are big and possibly out of reach. Sometimes this encouragement creates unrealistic goals that lead to disappointment.

Yes, I agree. This is who I am. Humans are resilient. By staying positive, we have the power to figure out any challenge in life. I believe in dreaming big. Does this attitude leave me disappointed, frustrated or embarrassed? Yes. So what?

To me, it's not about not getting the goal. It's about not trying for the goal or quitting on the dream.

Thomas Edison reflected on his process of creating the light bulb and said, "I have not failed 10,000 times — I've successfully found 10,000 ways that will not work." And with this mindset, he found a way that did work.

Edison had the habit of being a problem solver. This thought process causes us to ask, "How can I get to my goal?"

It is rare to reach a goal the first time you try. Athletes and musicians share stories of the years of practice they have invested in. During these years, they had many falls and fails.

Have you ever put yourself out there and created a big, hairy, audacious goal? Maybe you applied to a school or for a job that you knew might be above your abilities. If you don't go after lofty goals, you will settle for what is given to you. Often, what is given to us, is not motivating or empowering.

Simon Sinek, an author and inspirational speaker, posted a video titled "Life-Changing Advice Will

Leave You Speechless," where I learned of a "failed parenting strategy" that I practiced while my kids were growing up.

I told them things like:

- You're special."

- You can be anything you want to be."

I believe this. However, I failed because I did not teach my kids how to get what they want. It's not by only creating a lofty goal. It's about adopting skills to learn success.

These skills help you cope with stress and enjoy the journey of life. Your voyage will include falls and fails. And it will encourage you to think differently to press forward toward your goal. This mindset is an empowering process!

When you're stuck in your journey, the best tool to use is to ask yourself questions. John G. Miller teaches in his book "QBQ The Question Behind the Question" to ask yourself accountable questions. Your question needs to start with "what" or "how." It also needs to include the word "I" plus an action word.

- "What can I do?"
- "How can I get into this school?"
- "What do I need to do to work for this organization?"

These questions are not looking to others to solve your challenges. They are not blaming others for any mishaps. No one cares more for you than you do. These questions will equip you to own your success. These questions will put you in the same mindset as Thom-

as Edison. What is your light bulb?

Yes, I am like Pollyanna, and I encourage creating lofty goals because I know that we all can figure out how to get what we want. Go figure out your "how!" Enjoy your journey to success.

KATHIE SAYS

Have you ever put yourself out there and created a big, hairy, audacious goal? Maybe you applied to a school or for a job that you knew might be above your abilities. If you don't go after lofty goals, you will settle for what is given to you. Often, what is given to us, is not motivating or empowering.

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and CEO
of the Dubuque
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When we share our voices and listen to others, there's no limit to what we can learn about the community.

In the past few months, we at the Community Foundation of Greater Dubuque have asked residents about their experiences with housing, employment and education. Their responses have been enlightening. Here are a few examples:

- "I don't earn enough on a single income to live in decent housing."
- "I love my neighborhood."
- "I volunteer with members of the refugee community and know they work long hours for low pay and live in rundown apartments. They are good people who deserve better."
- "Our organization has put into place a diversity, equity and inclusion committee, been providing educational events and exploring a variety of topics to better serve our customers and our employees."

The people who have responded clearly are passionate about their community. Each person has a story to share, and that story is a gift that will help strengthen Dubuque for future generations.

These responses, shared through surveys and conversations, will help create the Community Equity Profile, a snapshot of Dubuque today that provides insights for how to enhance the quality of life for all people who live here.

The community is central to this process, including businesses and organization leaders. Organizations like Green State Credit Union, the Greater Dubuque Development Corp. and Northeast Iowa Community College have lent their expertise to panel discussions hosted by our partners at TH Media.

Businesses like John Deere Dubuque Works have committed to hosting community conversations for their own employees to provide input. And the Community Foundation's Business Leader Equity Cohort, which comprises about 30 CEOs executives, have made reviewing data gained from the Equity Profile process a major part of their meetings.

The Equity Profile can be a valuable tool for build-

For more information

To learn more about the Community Equity Profile, visit dbqfoundation.org/equityprofile.

ing a welcoming and inclusive region.

For us at the Community Foundation, it provides a deeper understanding of people's strengths and their needs so we can work with nonprofit partners to direct resources where they can make the most impact. For local leaders like educators, business owners and elected officials, the Equity Profile can provide information about the community that helps them make decisions that improve lives.

The input contributed to the previous Equity Profile in 2015 made a significant difference.

For example, it inspired the Dubuque Community School District to make equity a key part of its strategic plan. After the profile was published, the district began disaggregating its

student data by race and ethnicity, leading to insights about different demographic groups that changed the way it approaches education.

The 2015 Equity Profile also led to the formation of volunteer "sector groups" that dug deeper into the seven areas of the profile and made recommendations for how the community could be more equitable and inclusive when it came to issues like housing, arts and culture, and job access.

Dubuque has changed a lot in the past seven years, and it's time for some introspection. What's working? What opportunities exist for improvement? Who is thriving? Who needs access to resources?

Everyone is invited to join a community conversation or attend a panel discussion to learn more about issues in the region. Share your story or just come to listen. Take an online survey and anonymously share additional details about your experiences. If you lead a business, nonprofit or civic group, consider hosting a conversation for your employees or constituents. We are happy to provide details about how to do it.

You can play a role. All it takes is willingness to share your voice and listen to others.

NANCY SAYS

**The Equity Profile can
be a valuable tool for
building a welcoming
and inclusive region.**



Leadership at Any Level

The Northeast Iowa Community College (NICC) Leadership Academy prepares new and seasoned leaders for their roles in your company. Training employees for skill development is proven to lead to engagement and overall employee retention. With understanding and direction, great employees can become strong leaders.

Leadership Academy Topics Include:

- ✓ Communication
- ✓ Appraising Performance
- ✓ Resolving Employee Conflicts
- ✓ Attitude & Accountability
- ✓ Emotional Intelligence
- ✓ And more!

NICC also offers leadership training through our Business Consortium and HR Alliances. We are the expert in customized leadership training for your employees.

"Our Executive Leadership agreed after looking at the options that partnering with Northeast Iowa Community College was the best option and would provide the most ROI for our team. We received some great information on how to handle difficult situations and lead teams, but I think the best overall takeaway was team building."

MARY KAY KIRGIS
HUMAN RESOURCES GENERALIST
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Taryn Kafer

Young Professionals Dubuque

Taryn Kafer has a spouse, stepchildren, one brother, one sister, two cats and a big extended family. She loves to travel, kayak and camp. She also enjoys attending different events, volunteering and eating vegan food.

Kafer has been the director of scheduling and events at the University of Dubuque since July 2019. She served as the Dubuque Farmers Market on-site manager for three years, leading to her position as the Dubuque Farmers Market Committee chair. She sits on the Dubuque Main Street Board and works as its freelance digital designer and social media specialist.

She previously worked at the Grand River Center in the Port of Dubuque. She worked up from catering sales manager in January 2016 to a senior sales and digital marketing manager/convention service manager in July 2019.

While in college, Kafer worked and had internships with Windows 8 as a marketing representative, worked in ticket sales at the Iowa State Athletics Department, worked as an activity aid at Northcrest Community center and interned at the Iowa Department of Transportation in its LTAP event department.

She graduated from Iowa State University with a major in event management and a minor in hospitality. She studied abroad at the American College of Thessaloniki in Greece for a summer.

Kafer has two graduate degrees from the University of Dubuque, a Master of Business Administration and a Master of Management. She is certified in ServSafe, Serv Safe Alcohol Trained Crowd Manager, Cvent and CCDI.

She is the 2022-2023 Young Professionals of Dubuque Board president and sits on the Dubuque

Main Street Board. She sat on the Mercy Service Club Board as the Publicity and Social Board Chair, the Dubuque Main Street marketing committee, Meeting Professional International as a supplier and she's on the Dubuque Area Chamber of Commerce Board as the YP Ex-Officio.

Kafer volunteers in the Dubuque community as often as possible with these organizations: Mercy Gift Shop, Precisions Meeting and Events, ZERO-Prostate Cancer, NAMI, Feed my Starving Children and others.

Kafer received the Megan Hackett Leadership Award from the Dubuque Young Professionals in 2019.

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

Many people inspire and have impacted me as a leader in my professional and personal life.

Wendy Knight is a leader in the Dubuque community who has had a tremendous impact on my life. I was lucky to take a few of my master's classes at the University of Dubuque LIFE program with Knight. We also work together



Taryn Kafer works with co-worker Arantxa Martinez Resendiz.

in her words

One of the most important decisions I have made as a leader of the Young Professionals is to trust the team. I think every board member and every member of Young Professionals has the ability to make great decisions leading to a great organization. Trusting in the team gives our organization limitless possibilities to grow.

at UD, and she facilitated the Young Professionals of Dubuque strategic planning session for my incoming year as YP President. She has shown and taught me what it takes to be a leader and that being a leader is earned. She taught me that becoming a leader takes time, devotion, patience, passion and empathy.

Another person who always has and continues to inspire me is my mom. She has taught me to be strong, especially in tough times, showing me that my true strength will be tested and I should never let anything get me down. My mom is one of the strongest people I know, and I strive to be as strong as she is. Her strength and more have helped me become who I am today, making me a leader who continually grows.

I am also inspired by my spouse, Josh. He teaches me about life by simply living his own. He inspires me to be better, to do more with my life, follow my dreams, be passionate and do all those things I never planned on doing on my own.

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

One of the most important decisions I have made as a leader of the Young Professionals is to trust the team. I think every board member and every member of Young Professionals has the ability to make great decisions leading to a great organization. Trusting in the team gives our organization limitless possibilities to grow.

At work and in the other organizations I am involved with, I make decisions rooted in the vision of those entities, creating a clear path as a leader through my passion for each place I volunteer and work. Leading with passion helps me focus "on" the business and not "in" the business in which I am leading. Focusing on what is new and different and becoming clear on my purpose and passion brings clarity to those around me.

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 must build morale, teamwork, commitment and motivation within the Young Professional board and organization. I try to do this by connecting people to the larger story and mission of Young Professionals. I remind them why they, as an individual, matter to YP and build a culture that works around that.

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

I believe our core values as an organization are most important. The values are the ideals that we aspire to be. They are the foundation that helps us create, set and strive for our mission and vision. Our mis-

sion is the building block of our core values, and our vision is what drives us forward.

Core values: Develop, empower and engage.

Mission: Affiliated under the Dubuque Area Chamber of Commerce, Young Professionals Dubuque exists to connect young professionals with each other, the business community and the city in which we live, work, play, and do business.

Vision: Enhance and grow the Dubuque region by creating a strong, inclusive community of Young Professionals through engaging and lively events.

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

There are many characteristics that every leader should possess; it is more about knowing how to use each characteristic and practice it daily that makes a better leader. If I had to pick one, I would say passion. Having a passion for the organization, its work and its vision and being a passionate leader creates self-awareness, giving you a reason and a clear direction of your mission, vision and core values in which you lead those who follow you.

What advice do you have for future leaders?

Act like a leader before you become one. There is a lot you can do to prepare yourself before you become a leader or take on a new leadership role. Taking the initiative for your growth and development gives you the skills you need to be a leader. Take the time to learn, become self-aware, and become confident in the leader you are. Be proactive in your journey. Your growth and leadership are in your hands — you have the ability to gain knowledge and learn from others, do it.

What lessons can leaders take away from the current pandemic?

These are the lessons I took away from the pandemic and implemented in my leadership moving forward: collaboration, innovation, the importance of empathy and being intentional about relationships. Not only have I noticed these lessons are a key takeaway for leaders in Young Professionals Dubuque, but also at the University of Dubuque and the various boards I have sat on and in my personal life. These organizations, without rest, have led people triumphantly through a pandemic focusing on their core values and have embraced and adapted to where we are today.

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

Helping others develop, grow and succeed. Seeing the achievement or success of someone I have helped lead is the best thing about being a leader.

Making connections with others and creating connections among others.

Does a trust fit into your estate plan?



**TIM
BREITFELDER**
StackStone
Wealth

He is a financial adviser with the private advisory practice of Ameriprise Financial Services, in Dubuque

As a financial adviser, I help my clients navigate through many questions about estate planning. I encourage all of them to create a will stating how they want their property distributed in the event of their death.

But I also recommend my clients consider another legal document, a trust. A trust might be a good fit for your estate plan if preserving wealth for the next generation is a top priority.

WHAT IS A TRUST?

A trust is a legal arrangement that protects your estate for your named beneficiaries, which can include yourself. By creating a trust, you transfer assets to a third party ("trustee") who is responsible for managing and distributing those assets while you are living or after you pass. In general, large and complex estates have the most to gain from establishing a trust.

TYPES OF TRUSTS

Trusts come in different shapes and sizes.

First, you can choose a revocable or an irrevocable trust. A revocable or living trust can be changed, modified or revoked during your lifetime. An irrevocable trust is locked in until your property is distributed. Beyond this distinction, there are different trusts for a variety of specific circumstances.

For example, a special needs trust is ideal when you want your assets to provide services for a child or other relative with special needs. If you wish to leave some or all of your estate to charity, a charitable trust can help reduce or eliminate estate and gift tax. An asset protection trust keeps assets safe from claims of future creditors.

HOW A TRUST CAN HELP

Consider these general benefits of trusts:

- Added privacy. By establishing a trust, your estate does not have to go through probate court, which is a public process. Instead, your financial matters are managed privately. This protects new heirs from unscrupulous people who search public records, looking to target new heirs.

- More control. A trust provides more control than a will can achieve. This is especially helpful if you are concerned about the financial responsibility of your beneficiaries.

For example, you can configure a trust to limit the age when inheritance is received, whether it is distributed as a lump sum or in installments, and how it is spent. You can even protect inheritance if a beneficiary gets divorced. Some trusts safeguard assets from the claims of future creditors.

- Lower fees and taxes. Because a trust avoids probate, your estate can be settled more efficiently and with fewer fees. Also, most trusts are set up so that they help reduce or eliminate estate taxes that can eat into an inheritance. These benefits can be substantial, particularly for large estates. On the other hand, the costs associated with creating a trust can make this option less attractive for smaller estates.

TIM SAYS

A trust is a legal arrangement that protects your estate for your named beneficiaries, which can include yourself. By creating a trust, you transfer assets to a third party ("trustee") who is responsible for managing and distributing those assets while you are living or after you pass.

CONSULT THE EXPERTS

Talk to your financial adviser about how to best secure your estate for future generations. When a trust makes sense, consult an experienced trust attorney.

Your guide to proper posture at work



NICOLE HUTCHISON
Statera Integrated Health and Wellness Solutions

She is a health coach and CEO of the Dubuque business

Studies show that we have become more sedentary as a population through time.

For the average person, Forbes reports that "more than half of their day is spent sitting. The normal office worker sits a shocking 15 hours every single day."

While this article will focus on proper sitting posture at a desk, the general guidelines can be applied for sitting in most any setting to help avoid common strain, tension and repetitive use injuries.

Here are some basic guidelines for proper posture at your desk:

- Begin by adjusting the height of your chair so your feet are flat on the floor or on a footrest and your thighs are parallel with the floor.
- The edge of your chair should be just behind your knees a couple of inches or so.
- Ideally, your low back should curve forward just slightly. If you are able to adjust your chair to support your low back comfortably, great. If not, consider investing in a lumbar support cushion.
- Relax your arms comfortably to your sides, with your shoulders down away from your ears and your elbows flexed to approximately 90 degrees. If you have armrests, lower them down or consider removing them altogether.
- Bring your head back into alignment so your ear is over your shoulder, keeping your head in a neutral alignment looking straight ahead.

Now consider your desk height. You should have plenty of clearance for your legs.

• You should be able to now reach your desk comfortably and see your work without turning your head side-to-side or up or down. If you wear glasses and you find it difficult to see your work and maintain ideal alignment, talk with your optometrist about options to consider.

- Avoid reaching forward from your shoulders, bringing your work closer to you to reduce neck and shoulder strain. If you use a phone consistently, consider a headset to avoid holding the phone between your neck and shoulder.

Being mindful of our posture and body mechanics at work can certainly be a first step to easing discomfort and reducing our risk of injury.

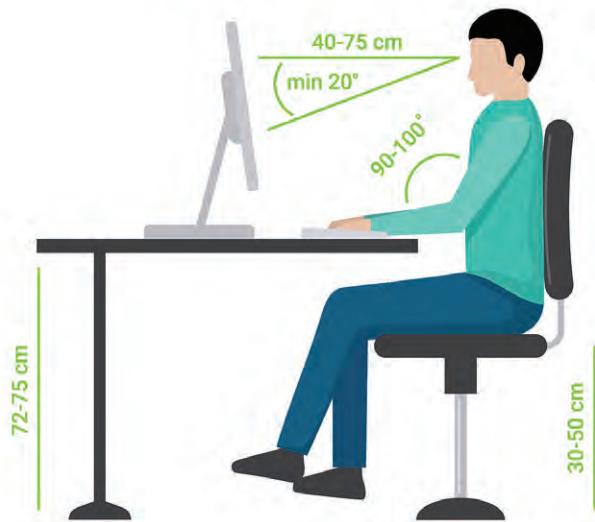
Being mindful of our posture and body mechanics at work can certainly be a first step to easing discomfort and reducing our risk of injury. Enlisting the help of a physical therapist or an ergonomics specialist can help to ensure your specific needs and goals are addressed. In working with a provider who specializes in ergonomics, you can also explore a wider variety of options that may be right

for you such as a standing desk or replacing your chair with a stability ball.

Don't be afraid to experiment. You might find that you are not only more comfortable, but also that your mental focus and creativity improve as well.

Resources: <https://bit.ly/3XmJ6gK>

CORRECT SITTING POSITION



4 tips to make the most of your 1-on-1



LISA
MCLEOD

She is an author
and business
consultant

Done well, 1-on-1 meetings can have a major impact on your work product, career trajectory and overall happiness at work.

Yet too often, 1-on-1 conversations are rushed, overly focused on deliverables-du-jour, or at worst, get postponed until there is “more space in the calendar.”

Whether you’re the boss or the employee, dedicating your focused attention to these conversations is crucial. Here are four tips to help:

DON’T PUT THEM OFF

We’re all busy, and the odds of your calendar magically one day freeing itself is quite low.

Because 1-on-1s aren’t typically viewed as urgent, they’re easy to kick down the road. Resist this trap. Continually delaying these longer-term, developmentally focused conversations can be costly in the long run.

After a few rounds of “next week, I promise,” strategic thinking, engagement and morale start to fade. Punting a 1-on-1 is exponentially worse when you’re the boss. If you’re a leader, you’re (hopefully) having 1-on-1 conversations with each one of your direct reports. Yet each person on your team is only having one 1-on-1. You need to give them your undivided attention.

COME PREPARED

When meetings are back-to-back, it’s easy to come “Dukes of Hazard” style skidding on one wheel into this important conversation.

Most 1-on-1 conversations involve some level of tactical update: Where are your projects? What roadblocks are you experiencing?

The more prepared you are to discuss the status of your work, the faster that part of the conversation will move and the more time you will have for longer-term discussions, like your career growth.

Take a few minutes before the conversation to think about what you’d like to accomplish in terms of delivering updates, mitigating challenges, and dis-

cussing longer-term topics.

TAKE NOTES

This makes coming prepared much more feasible. When you can confidently (as an employee or boss) start the conversation with, “Last week we talked about XYZ and the update on that is ____,” the pace of the meeting is more efficient.

Taking notes also enables you to look for themes. In conversation, themes are easy to miss.

For example, you might only spend one minute of the hour discussing a particular roadblock. In writing, they become more obvious. You’re more likely to notice the things that make the list every week.

LISA SAYS

Done well, 1-on-1 meetings can have a major impact on your work product, career trajectory and overall happiness at work.

tions are costly.

Questions are the jump-start of robust discussion — otherwise, your 1-on-1 is just a report-out. If you’re the employee, ask questions about your boss’ biggest priorities, what feedback they have on your work and how they see you growing in the future. If you’re the leader, ask questions about what challenges your employee is facing, what support they need from you, and how they’d like to grow in the organization.

I often think about 1-on-1’s like exercising. Will missing a workout kill you? No. Will continuing to deprioritize your health in favor of more “urgent” tasks cost you in the long run? Absolutely.

Without these grounding conversations, both sides of the relationship can become untethered, descending into an overloaded inbox of status updates. Taking the time to ground the work and the relationship always pays off.

Helping high potentials avoid transition pitfalls



DAN PORTES
Management Resource Group

He is chairman and CEO of the Davenport, Iowa-based consulting business

A message popped up on my phone this morning reminding me of a call I needed to return.

I had been asked to talk with a recently promoted manager from a large company. He moved to a manager role nine months ago and now was struggling.

His group's sales numbers were down and his team was in the dark and grumbling. The human resources executive was understandably concerned.

What had happened to this high-performing sales producer? He's friendly, professional, savvy and ambitious.

He seemed to be the perfect fit for the "accelerated promotion" program that the company launched a year ago. But now his situation had become a problem that needed to be fixed.

This scenario is a common pitfall in a company's efforts to retain its top talent. The transition from high-performing individual to high-performing manager can be perilous.

Without the right level of development and support, companies inadvertently set their high-potential talent up for failure, especially as they are promoted to management roles.

The executive asked me to talk with this new manager to determine whether he was a good candidate for coaching. Arriving at a recommendation is as much art as science, but the process generally comes down to discovering the answers to these questions:

- What is the mindset of the individual? Is he open to change, ready to challenge himself?
- What are the skills and competencies of this individual? Has he been assessed and tested?
- What are the skills and competencies that the organization needs today and in the future? Is

there a good match?

After 10 minutes of talking with him, I concluded that coaching was the right path to pursue. While shaken by his situation, he was resilient and had the right mindset.

He recognized the need to challenge himself to find a new way of thinking and acting in order to refine the skills he needed for the management position.

He also was deeply committed to the success of the organization, with extensive industry knowledge and a clear vision of his role in driving the company's strategic market opportunity.

The coaching process would uncover more concise answers to questions two and three.

An executive coach helps an individual understand the skills they have, build upon them and apply them in new and broader situations.

For executive coaching to be successful, coaches must engage individuals in the process and provide goals that move them beyond their comfort zone within a safe environment.

Coaching was a fit for this situation. But the problem might have been prevented with a proactive high-potential development plan. All companies have high-potential individuals.

By assessing their skills and mindsets and planning for their development prior to promotion, the company not only prevents transition issues that so often accompany professionals moving from individual roles to management roles but also better aligns the development needs of the individual with the management needs of the company.

DAN SAYS

This scenario is a common pitfall in a company's efforts to retain its top talent. The transition from high-performing individual to high-performing manager can be perilous. Without the right level of development and support, companies inadvertently set their high-potential talent up for failure, especially as they are promoted to management roles.

HER NIGHT OUT

JESSICA REILLY

Attendees shop during Her Night Out at Grand River Center in Dubuque on Thursday, Nov. 3.



Christine Huseman (left) and Rachel Huseman, both of Dubuque.



Attendees listen to keynote speaker Kerri Pomarolli.



Pomarolli addresses the audience.

DUBUQUE BRANCH NAACP FREEDOM FUND BANQUET



ERIK HOGSTROM

Anthony Allen, president of the Dubuque Branch NAACP, speaks during the organization's 33rd annual Dubuque Branch NAACP Freedom Fund Banquet, Sunday, Nov. 6.



Ernestine Moss, of Dubuque, delivers a keynote address.



Maya England, 17, of Dubuque, reacts to receiving the Developing & Demanding One's Mental Excellence Minority Student Athlete of the Year Award. From left, Anthony Allen, Nina Streauslin and R.R.S. Stewart.



Mary Ann Conzett, of Dubuque, receives the Ruby Sutton Award from Claudette Bees.



Dubuque Dream Center Executive Director Robert Kimble speaks after his organization won the Thomas Determan Standout Community Organization Pursuing Equity Award.

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DUBUQUE AREA LABOR-MANAGEMENT COUNCIL



STEPHEN GASSMAN

Dubuque Area Labor-Management Council gave awards to a variety of individuals, unions and workplaces who exemplify safety, leadership and strong partnerships, according to a press release.

The following were honored:

Bob Bennett "Good Faith" Awards: Tammy Duehr, of Dubuque Education Association, and Angela Bowersox, of National Electrical Contractors Association.

Labor-Management Community Service Award: Shelly Freiburger, of IBEW Local 704.

Alliance for Construction Excellence Safety Award: IBEW Local 704 and Westphal & Co.

Labor-Management Excellence Awards: Keith Hartman, of ModernFold and Carpenters Local 2060; Bill Jasper, of Portzen Construction and Laborers Local 43; Brody Kerner, of Tri-State Crane Rigging Service and Operating Engineers Local 234; David Moeller, of Dubuque Community Schools; Matt Rieder, of Tri-State Crane Rigging Service and Operating Engineers Local 150; Deion Studebaker and Dustin Bidert, of Cedar Valley Steel and Iron Workers Local 89.

Student Engagement Award: Terry Richardson and Mark Brehm, of John Deere and UAW Local 94.



(From left) Tammy Duehr and Angela Bowersox received the Good Faith in Collective Bargaining Award and Shelly Freiburger received the Community Service Award, IBEW Local 704, at the Dubuque Area Labor-Management Awards at the Diamond Jo Casino on Tuesday, Nov. 22.



Name badges line the check in table.



The John Deere table at the Dubuque Area Labor-Management Awards.



A table at the Dubuque Area Labor-Management Awards.

Tips for setting resolutions that stick



BRENNABURGART
Clarke
University

She is a visiting
assistant professor
of psychology at
the institution

For many of us, hitting a snag in even the best-laid plans can cause us to question our ability.

We start asking ourselves, "why can't I do this?" As a substance abuse counselor and assistant professor of psychology, I assure you that the trouble often lies not with our abilities, but with our goals and motivations.

Keeping that in mind, let's go over some important tips for fixing those two issues.

First, it's important to pick a goal that means something to you. Many make the mistake of choosing goals that society tells us are important, like losing weight or getting a promotion.

Those can be valuable pursuits, but if your goal comes from someone else's expectation, you are less likely to genuinely care about your success and, therefore, have less internal motivation. It's internal motivation that helps keep you on track even when those snags set you back.

Secondly, make sure the goal is specific. We often are guilty of setting goals that are too vague.

For example, when people talk about the goal of being healthier, they rarely say exactly what that means to them. Therefore, their internal motivation is not clear.

Try stating specifics, such as being healthier means that you will exercise three times per week for at least 30 minutes, eat fewer carbs and do a mental health activity daily. By better defining your goal, you increase your commitment and internal motivation.

Additionally, adding mini goals or stages can help keep your internal motivation high. When we set those big New Year's goals — even when we are specific with it — there is the tendency to get disheartened when we do not reach a goal fast enough or if we feel we have gotten off track. Having mini goals helps us feel accomplishment along the way, not just at the end.

For example, if your goal this year is to get that promotion at work, it is going to take some time. To measure your progress, steps like trying new methods for an old task or making new connections in the workplace are stages that contribute to the overall goal.

This way, when you are six months into the year and have not gotten that promotion yet, you will not feel disheartened because you can point to accomplishments that demonstrate your progress. Building in small rewards for reaching a stage also is a great way to reinforce the positive habits you are building.

Finally, always remember that life has its plan. Setbacks can and do happen, but they do not have to mean the end of all your progress. Practicing self-forgiveness for any errors alongside your self-motivation is a critical part to reaching your goals.

So, the next time you find yourself saying, "I can't do this," remember these tips and review your goals and motivations. Do not let a setback completely stop your progress, instead let it be a springboard to your success.

BIZ LOCAL

CRESCENT ELECTRIC ACQUIRES GEORGIA-BASED FIRM

Crescent Electric Supply Co. has closed a deal to acquire a Georgia-based electric supply company.

Company officials announced in a press release that they had closed on a deal to acquire Lowe Electric Supply Co. Terms of the deal were not disclosed.

Headquartered in East Dubuque, Ill., Crescent Electric is one of the largest electric supply distributors in the country with more than 140 branches in 26 states. With the acquisition, that reach will expand to more than 150 branches in 28 states, with the additions being in Georgia and South Carolina.

Lowe will continue to operate under its management team and "be supported by the Crescent platform," according to the release.

"Lowe is well known and highly regarded throughout Georgia and South Carolina, and we welcome them to Team Crescent," Scott Teerlinck, president and CEO of Crescent Electric, said in the release. "Their strong track record of exceptional customer service provides a solid base to accelerate future growth for both Crescent and Lowe by expanding our market presence and service offerings for new and existing customers."



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4 tips to help owners adhere to strict budgets



NATHAN
LIAO
CMA Exam
Academy

He is the
founder of the
exam review
program

As a company owner, you are likely constantly planning new projects to pursue.

For long-term projects, you might have to select which staff members will work on them, purchase software and other necessary items, construct a time frame outlining milestones to hit by certain dates and the list goes on. These projects have many elements to consider, but there is one major step you have to take before anything else: Setting a strict project budget to adhere to.

In my experience, I have seen how important it is for businesses to prepare budgets for long-term projects. Here is an overview of why long-term project budgets are pivotal and helpful tips for business owners to keep in mind:

WHY LONG-TERM PROJECTS NEED A BUDGET

Improving the bottom line should be a top priority for business owners. If you don't have a project budget, it can be so easy to have a "the sky's the limit" mindset and spend an outrageous amount of money that can end up hurting your business' bottom line and financial health in the long run.

Having a strict budget will help you and your team decide what costs are absolutely needed to make the project a success, which will keep you all from

spending frivolously.

On top of this, having a project budget can help you and your team adhere to a designated time line.

For example, if your business needs to send items that will be used to manufacture a new product line before a specific deadline, you know you will need to ship the items well before the date so that you don't end up spending money on overnight shipping (which can cause the project to go over budget).

If you are looking to set a budget for a new project, make sure to keep these helpful tips in mind:

HAVE A MEETING FOR PROJECT DECISION MAKERS TO DISCUSS THE BUDGET

Will the marketing department, customer service department and accounting department all be involved in this project?

One department's team lead might have a different idea of what the project's total costs will be than another.

For example, a social media team lead might know that the price of a Facebook advertising campaign is way higher than what another department head thinks it would be. That said, having a meeting for

Continued on page 31



117 Years of
Compassion.

We are blessed to serve Dubuque area families.

Continued from page 30

all of the project's decision makers will give everyone the chance to share their thoughts and come to an agreement on which budget to select.

USE A CLOUD-BASED SPREADSHEET PLATFORM TO LIST OUT ESSENTIAL EXPENSES

It is easy to forget about minor project costs that can add up and cause you to go over the total amount you thought the project would cost.

If you are expanding services into a new city or country, you might forget to include the price of a localized Google ad campaign targeting potential customers in the new market. That is why it is vital to spend time thinking of every single cost involved in the project and recording them in a spreadsheet. These can include the hourly costs for local contractors who will help, software subscriptions, printed documents, flights for team members, etc.

You might be thinking that you could just make a mental list of all of the expenses then select a general spending threshold to not go over, but it can be so

easy to forget smaller costs (like the cost of a packing or shipping supplies you need). Taking the time to list out every single essential expense will help you select the best project budget possible.

Now, it will be wise to use a cloud-based spreadsheet platform to list the expenses, rather than a Word Document or Excel spreadsheet. The reason for this is that if you ever need to add on a new project expense or remove one, you can easily do that on your phone while on the go.

Or, if you and your team spend more on some costs, you can easily adjust the budget for the rest of the project on your phone. Your team will be able to access the spreadsheet whenever they need to as well.

ENSURE EVERYONE WORKING ON THE PROJECT IS AWARE OF THE BUDGET

The last thing you would want is for a team member to accidentally and unknowingly overspend on ordering supplies or another project element just because they didn't know there was a strict budget in place.

So make sure all of your team members working on the project are aware of the

budget. If one person doesn't know it, that could end up making a decision that causes the whole project to go over budget. Make sure everyone has access to the aforementioned cloud-based spreadsheet so they can stay in the loop about total costs up to a certain point, how much of the budget is available, etc.

HAVE REGULAR MEETINGS SPECIFICALLY TO REVIEW THE BUDGET

You don't want to just set the budget then hope all of the project's decision makers abide by it.

Especially for projects that will take months, a year or even more to complete, it can be easy for unforeseen costs and/or roadblocks to pop up that could cause you to go way over budget. So set a weekly or biweekly meeting for the project's decision makers to go over the budget, share updates on where their teams are at, check to make sure milestones are being hit on certain dates, etc.

This will keep the project on track to be completed by a designated deadline, all while keeping it under budget.

Following these steps will help set you and your business up for budgeting success.

DuTrac Hosts 76th Annual Meeting

DUBUQUE, Iowa - DuTrac Community Credit Union hosted its 76th Annual Meeting of the membership on Monday, October 10, from its headquarters on Asbury Road in Dubuque. DuTrac's third consecutive virtual annual meeting was organized using the online communications' platform Zoom Webinar.

David Eggers from Clinton and John Vail from Dubuque were each re-elected to serve a one, three-year term seat on the DuTrac Board. Members elected Chad Kruse of Asbury to a one, three-year term seat. Mr. Kruse was first appointed to the Board in March 2021 and is the Regional Executive Director of MercyOne Dubuque and Clinton Cancer Centers.

Following the annual meeting, the Board of Directors held their annual Board reorganizational meeting. Board members elected table officers as follows: John Vail, chair; Nicholas Specht, vice chair; Chad Kruse, chief financial officer and treasurer; and Kevin Mueller, secretary.

Committee appointments for the next year will include the following: Harlan Pedretti as Credit Committee chair in addition to committee members Kevin Mueller, John Vail, Nicholas Specht, Daniel Deutmeyer and Ron Kinsella, DuTrac's Senior Vice President of Lending. Crenna Brumwell will chair the Audit Committee serving alongside Scott Neyens, Michael Ready and David Eggers. Scott Neyens will be the Nominating Committee chair with committee members John Vail, Chad Kruse in addition to the associate director liaison, Michael Ready.



Chad Kruse



Crenna Brumwell



David Eggers



Harlan Pedretti



John Vail



Kevin Mueller



Nicholas Specht



Scott Neyens

DuTrac Community Credit Union, headquartered in Dubuque, Iowa is a \$1.0 billion, full-service cooperative financial institution owned by and serving more than 50 thousand members out of fourteen branches in the Tri-State region. Learn more at DuTrac.org.

Quitting and firing in the new workplace



**GERALD
KOPPES**

He is a retired instructor from Northeast Iowa College and the University of Wisconsin-Platteville.

If you live long enough, people, places and ideas will seem to reinvent themselves — that is, return in different forms and shapes and with new names or titles.

And so it is with the appearance of two of the latest human resource hot topics — quiet quitting and quiet firing — terms recently entering into the lexicon of dysfunctional workplace behaviors that must be addressed by employers.

Formerly known variously as employee burnout in the case of quiet quitting and constructive discharge when discussing quiet firing, both seemed to have come out of the working from home and hybrid work environments created by the COVID-19 pandemic. In such situations, employees working at home usually set their pace and level of productivity without supervisors providing the same level of supervision and support found in the traditional workplace, leading to unpredictable performance.

Quiet quitting often is a response to job burnout and workplace stress, a situation where workers might be assigned undesirable duties and unreasonably long working hours for an unlimited period of time and with frequent deadlines.

Psychologists tell us that prolonged workplace stress negatively impacts brain health and overall physical well-being. In response to such situations, employees often slow their work efforts, leave the work space, increase sick leave usage and disengage from projects with co-workers.

Here are couple of action steps employers can take to address the problem created by employees attempting to do the least amount of work necessary to keep their jobs.

- Proactively assess the work environment, especially for work-from-home people and those returning to their original worksites. Emphasis should be placed on establishing appropriate workloads that offer time for healthy off the job activities. With a tight labor market, far better to fix such problems before workers start walking out

the door.

- Monitor absenteeism closely. Usually, the first sign of a failing employee is excessive time off work. Consider implementing an employee engagement survey that includes questions designed to identify sources of worker satisfaction/dissatisfaction.

Quiet quitting has a long history and in the past often was called constructive discharge.

An outright firing of an employee can bring about charges of discrimination and lead to unwanted publicity and legal problems. Instead, employers sometimes quietly create a work environment so unpleasant that the employee feels forced to resign.

Demotions, changes in work schedules, reduction in hours, assignment of undesirable work and excluding an employee from important functions are some of the unscrupulous strategies companies use to quietly, but not so gently, push poor performing employees to the exits.

Here are a few tips to salvage underperforming employees or dismissing them ethically and humanely.

- Develop a job description and a companion performance evaluation system that assesses key elements of the job and allows for the creation of a recovery action plan to bring the employee's work up to a satisfactory level or to support a decision to dismiss.

- Determine if the employee's work problems are a matter of can't or won't do the work. Those unable to do the work might only need additional training or transfer to a more suitable position. Refusal to do the work, assuming safety or ethical issues aren't involved, might require use of the disciplinary system to discharge while offering a limited job search package to ease the pain of job loss.

Neither quiet quitting nor quiet firing is in the best interest of management or the productivity of the workforce. Employers would do well to develop strategies that encourage employees to become the best possible version of themselves on the job.

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CRESCENT COMMUNITY HEALTH CENTER

Hired: Geri Schilling-Johnson as director of clinical operations.

Hired: Angelica Cruz as a registered nurse.

Hired: Mary Drapeau as a licensed practical nurse.

Hired: Faith Watak as a dental assistant.

Hired: Natalie Ross as a patient service representative.

Hired: Shannon Connolly as a phlebotomist and lab technician.

COTTINGHAM & BUTLER

Hired: Cheyenne Esser as a claims representative.

Hired: Paige Middendorf as client service representative.

Hired: Daniel Esser as client service representative.

Hired: Judith Brimeyer as client service representative.

Hired: Jessica Reimer as account administrator.

Hired: Caroline Poole as account administrator.

Hired: MagDahlia Zimmerman as a service representative.

Hired: Nick Krebsbach as a staff accountant.

WOODWARD PRINTING SERVICES

Promoted: Brett Heim to assistant bindery manager.



Brimeyer



Reimer



Poole



Zimmerman



Krebsbach



Heim

Continued on page 34

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34 Biz People

Continued from page 33

BODINE ELECTRIC

Hired: John Venema to the shaft department.

Hired: Toby Buchanan to the distribution department.

Hired: Mary Sutter to the assembly department.

Hired: Trevor Morris to the assembly department.

Hired: Carter Kurt to the assembly department.

Hired: Martin Kalloway to the gearing department.

MI-T-M

Promoted: Jake Phelps to production tester.

Hired: Arty Brandt to the fabrication division.

Hired: Dalton Bush to the fabrication division.

Hired: Dan Ehlinger to the fabrication division.

Hired: Maddie Greenwald to the fabrication division.

Hired: Logan Hahn to the fabrication division.

Hired: Colin Harvey to the fabrication division.

Hired: Ray Henning to the fabrication division.

Hired: Mason Hill to the fabrication division.

Hired: Ryan Johnson to the fabrication division.

Hired: Jake Laufenberg to the fabrication division.

Hired: Connor Maurer to the fabrication division.

Hired: Miranda Merfeld to the fabrication division.

Hired: Ray Nicks to the fabrication division.

Hired: Dan Pankow to the fabrication division.

Hired: Jacob Winder to the fabrication division.

Hired: James Swim to the fabrication division.

Hired: Ricky Burnett for the production division.

Hired: Brian Ellerman for the production division.

Hired: Angie Maro for the production division.

Hired: Jake Phelps for the production division.

Hired: Trey Sievers for the production division.

Hired: Richard Thormann for the production division.

Hired: Emily McAuliffe as a sales support representative.



Grant

Kolker

Pfeiler



Martley

Ross

Vorwald



Sullivan

Dorsch

HOLY FAMILY PRINCIPAL TO RETIRE

Achievement: Denise Grant, principal of Resurrection Elementary School in Dubuque, will retire at the end of the school year. She has served in the position for nine years, and has worked for Holy Family for 17 years, including previous stints as principal at Holy Ghost and St. Anthony elementary schools.

HEMPSTEAD PRINCIPAL TO RETIRE

Achievement: Lee Kolker, who has served as the principal of Hempstead High School for 15 years, will retire at the end of the school year. He has spent 33 years at the school, previously working as a math teacher and then assistant principal, according to a press release. From 1990 to 1992, he also taught math at Dubuque Senior High School. Kolker also previously served at times as Hempstead's girls basketball head coach and as an assistant coach, as varsity and as sophomore baseball coach and as an intramural co-director. In 1999, he was named Hempstead Teacher of the Year.

HONKAMP, P.C.

Hired: Bryana Pfeiler as a staff accountant.

Hired: Katie Martley as an accounting specialist.

bizTimes.biz, Dubuque, Iowa, December 2022

Hired: Bradley Kane as a senior consultant.

HTLF

Hired: Collin Thill as a deposit operations productions specialist.

Hired: Chris Dwane as a loan boarding specialist.

Hired: Shane Lenane as a business systems administrator.

AMERIPRIZE FINANCIAL

Hired: Sarah Ross as a financial planning specialist.

STATERA INTEGRATED HEALTH AND WELLNESS SOLUTIONS

Hired: Sara Vorwald as a Zumba instructor.

NATIONAL MISSISSIPPI RIVER MUSEUM & AQUARIUM

Achievements: John Banvard and Captain Jones Worden were posthumously inducted to the National Rivers Hall of Fame.

GIVING AWARD

Achievement: Clayton County Visiting Nurse Association home health aide Deb Reardon received the Margaret Swanson Legacy in Giving Award from the Iowa CareGivers.

UNIFIED THERAPY SERVICES

Promoted: Michelle Sullivan to rehab director.

UNITYPOINT HEALTH-FINLEY HOSPITAL

Achievement: Chaplain Claudia Dorsch earned her board certification through the Association of Professional Chaplains.

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CLARKE PRESIDENT TO DEPART

Thom Chesney, president of Clarke University announced that he will step down after two and a half years with hopes that his successor will see the university through its "next steps."

He will continue in the position through the end of the year, at which point an interim president will be appointed.

Chesney said he decided to step down after considering the university's trajectory and determining it would be best for another person to guide it through its next steps. He has held the position since July 2019.

"It came to a point where I thought, 'I can do this work, I love this work, and I love this place, but I have to be true to myself and the institution,' and I believe that someone else with a different skill set can do it even better," he told the Telegraph Herald.

Margaret Mary Cosgrove, vice chair of the Clarke Board of Trustees, said the board is in the process of identifying an interim president to take over at the end of the year. The timeline for the official president search has not yet been set.

DUBUQUE COUNTY SELECTS HUMAN RESOURCES DIRECTOR

Dubuque County supervisors hired a new county human resources administra-



Chesney

tor to fill a position that has been vacant since June.

Chelsea Greene, formerly chief people officer for Hillcrest Family Services, will start in the role in December. She was chosen from among 13 applicants.

Greene has held her position at Hillcrest for more than two years. Before that, she was human resources director for Guttenberg Municipal Hospital and Clinics in Clayton County for three years. Prior to that, she worked human resources in the private sector in Prairie du Chien

and Boscobel, Wis.

Greene's starting salary with the county will be \$100,311. The previous human resources administrator, Dawn Sherman, had a salary of \$122,604.

According to County Auditor Kevin Dragotto, Greene's position will be "pared back" from what Sherman's had been.

"The position Chelsea has is pure, unadulterated HR," Dragotto said. "The Board (of Supervisors) activities and other things Dawn was overseeing are now overseen by me."

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FINLEY FOUNDATION RECEIVES GRANTS

UnityPoint Health Finley Health Foundation received two grants from Variety — the Children's Charity. The grants will go towards purchasing a portable bedside ultrasound system and towards the Visiting Nurse's Association parent education program.

PRAIRIE FARMS WINS AWARDS

Prairie Farms Dairy of Dubuque won the QCS Dairy Quality Excellence Fluid Milk Award, and the Best Collaboration Award for its partnership with The Chocolate Shoppe.

ROSEMEYER OPENS NEW SITE

Rosemeyer Management Group announced opening a new location in Bo-

scobel, Wis. at 310 Parker St.

WELLNESS BUSINESS EXPANDING TO PEOSTA

A wellness business that features IV nutritional therapy will be expanding into Peosta.

Stephanie Grutz and Alex Goerdt plan to open a new facility at 7407 Thunder Valley Drive, across from Jumble Coffee. The building is under construction with the hopes of opening by April.

Grutz and Goerdt have been operating since 2016 at 4855 Asbury Road in Dubuque with three entities: Vive IV Therapy, which provides IV nutrient infusions; Balance Integrative Health & Wellness, a clinic focused on healing the root cause of health concerns; and Select Balance, which offers nutritional supplements.

Goerdt said the Peosta facility primarily will focus on Vive IV Therapy services, though the other two entities also will be featured.

In addition to providing IV therapy in

the Peosta facility, Grutz said, the space also will include an oxygen chamber, sauna and detox foot baths. She added that they also plan to have a patio space for people who wish to do their IV therapy outside.

DUBUQUE GROOMERS EXPAND

A Dubuque couple recently relocated and expanded their grooming business to offer boarding and day care services for dogs.

Nikki Hargrove and Omar Finley opened F.U.R. on 14th last month at 490 E. 14th St. The location is the former home of A&G Electric, which moved to 10501 Iowa 3, next to Minnesota Furniture.

The couple's grooming business previously was known as Paws Mahal Pet Spa and located at 942 Main St. Hargrove and Finley opened that location in July 2018.

News of Record

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

Additions, alterations and conversions — residential

- Jason T. Benson and Poppy R. Conlon, 450 Moore Heights, \$52,000. Replace siding.
- Timothy B. and Abigail C. Wood, 977 Cleveland Ave., \$55,000. Interior remodel due to fire in part of duplex.

Additions, alterations and conversions — nonresidential and nonhousekeeping

- Rousselot Dubuque Inc., 2350 Kerper Blvd., \$500,000. Construct a 2,020-square-foot addition for a boiler room.
- City of Dubuque, 1805 Central Ave., \$219,765. Interior remodel of the second floor of a two-story building.
- Conlon Development LLC, 1100 Rockdale Road, \$100,033. Remove and replace roofing and coverboard, install new steel edging and counter flashing at stone pillar.
- Finley Hospital, 350 N. Grandview Ave., \$221,550.

Install a new fire alarm system throughout hospital.

- Thompson Truck & Trailer LLC, 6800 Boulder Brook Ct., \$71,675. Install sprinkler system in new commercial building.

Additions of residential garages and carports

- Cheever Family Trust, 900 Kelly Lane, \$80,000. Construct an attached garage.

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

Single-family houses

- Merrick Construction & Development Corp., 3648 Wagon Wheel Lane, \$450,000.
- EXM LLC, 2034 Sky Blue Drive, \$320,000.
- EXM LLC, 2024 Sky Blue Drive, \$310,000.
- Nick Meyer Construction LLC, 3494 Wagon Wheel Lane, \$350,000.
- Nick Meyer Construction LLC, 3492 Wagon Wheel Lane, \$350,000.
- Derby Grange LLC, 3606 Wagon Wheel Lane, \$360,000.
- Derby Grange LLC, 3608 Wagon Wheel Lane, \$360,000.

Office, bank and professional buildings

Collins Community Credit Union, 255 John F. Kennedy Road, \$8,499,694. Construct a three-story commercial building.

Other nonresidential buildings

Jennifer M. Schope, 1550 Justin Lane, \$140,000. Construct a pool house and an in-ground swimming pool.

Additions, alterations, conversions — residential

Alex Dixon and Toi Yindra, 251 Hidden Oaks Court, \$325,000. Finish unfinished portion of basement and remodel three-season room, kitchen, laundry and bathroom.

Virtual Velocity LLC, 1199 Central Ave., \$180,000. Install insulation and drywall in 14 apartments, remove and replace roofing and install new windows.

Additions, alterations and conversions — nonresidential and nonhousekeeping

LBH Arterial Development LLC, 2055 Holliday Drive, \$133,159. Interior build-out for Hotworx Fitness Studio.

Industrial 20 Development, 8480 Old Highway Road, \$100,000. Interior office build-out for Industrial 20 condo building.

Convenience Store Investments, 2035 John F. Kennedy Road, \$100,000. Construct an addition for a cooler/freezer and kitchen remodel for Kwik Trip.

Dreamland 126 LLC, 1692 Asbury Road, \$60,000. Remove and replace roof, siding and windows.

Loras College, 1450 Alta Vista St., \$400,000. Interior remodel of existing lounge space into multi-purpose gathering space for Beckman Hall Chapel.

Additions of residential garages and carports

Engling Family Trust, 2560 N. Grandview Ave., \$69,000. Construct a detached garage.



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Bob Dylan's new book about songwriting is fascinating, and not what was expected

BY JON BREAM

Bob Dylan has thrown us another curveball.

Surprise. Surprise.

His third book, "The Philosophy of Modern Song" (Simon & Schuster, \$45), promised to offer Dylan's insights into the nature of popular music. The breezy book is more like a late-night, old-school, once-hipster DJ riffing on dozens of songs you may or may not know.

The Nobel Prize winner for literature (for his songs, not his prose) has given us a 338-page, photo-heavy hodgepodge that is part criticism, part social commentary, part pulp fiction, part comedy, part rebaked Wikipedia, and, indeed, part philosophy.

It's informative, sometimes fascinating, occasionally insightful, generally entertaining and, of course, totally Dylanesque.

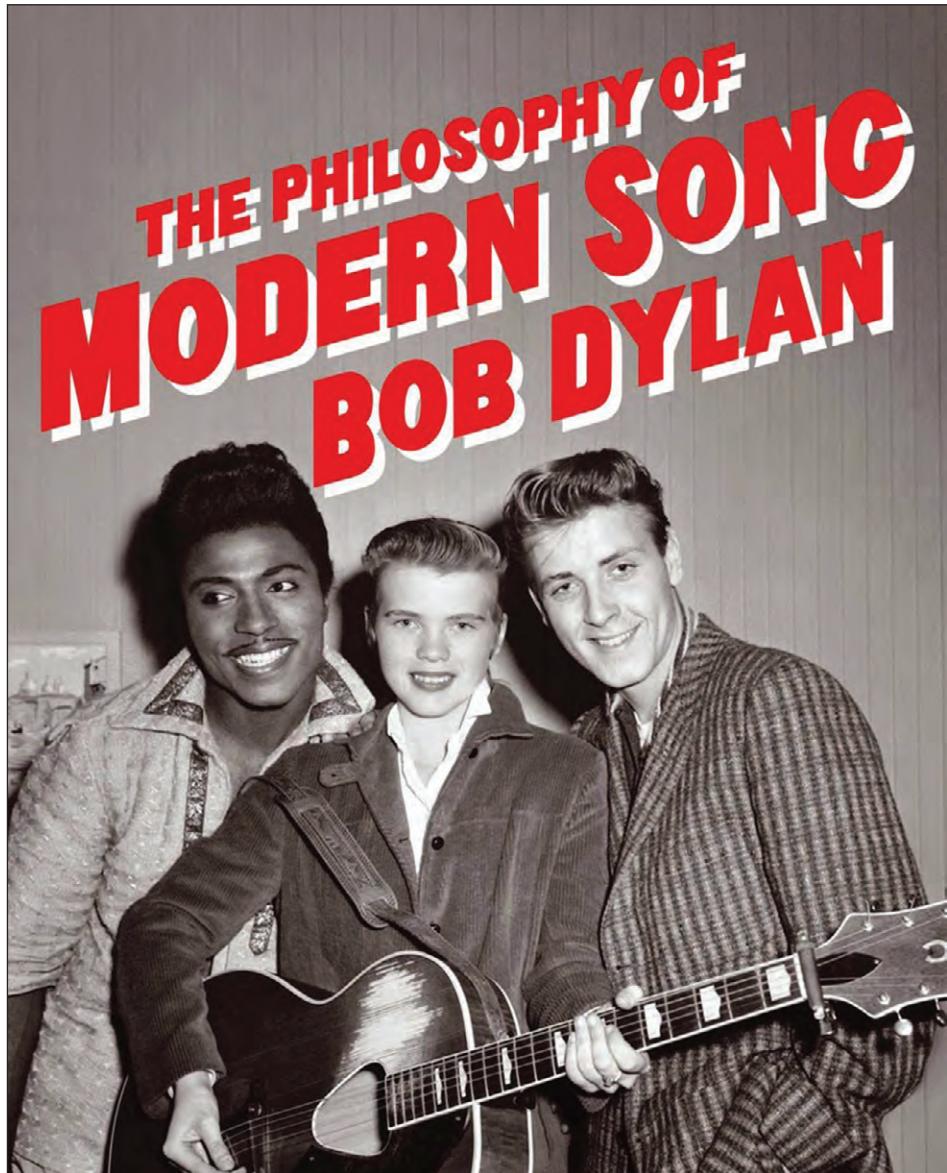
In the book, contemporary music's greatest songwriter offers his take on 66 tunes, ranging from Stephen Foster's not-exactly-modern "Nelly Was a Lady" (1849) to Warren Zevon's "Dirty Life and Times" (2003). Dylan tackles pieces by big names like Little Richard, Ray Charles, the Who, the Clash and Cher, as well as standards and blues, bluegrass and country numbers.

Dylan's short essays sometimes read like pulpy two-page movie treatments inspired by the lyrics. But that kind of imaginer is probably not what readers expect from this book.

The Hall of Famer riffing in prose often is as appealing — and enigmatic — as his riffing in music.

Commenting on the Eagles' "Witchy Woman," he warns whoever encounters her: "Let me tell you brother, better watch yourself. You were once a diamond in the rough, had a clear conscience and clean hands — now you're a self-admiring unchivalrous worthless fellow with an evil nature — the scum of the earth and she's had it up to here with you. What are the odds you'll survive?"

Often the Minnesota icon offers background on the artist, sometimes relevant and sometimes not, gleaned by his researchers. (This feels like what he did with his "Theme Time Radio Hour" program on SiriusXM from 2006-09.) For example, in a chapter on Ricky Nelson's "Poor Little Fool" (1958), Dylan men-



Tribune News Service

"The Philosophy of Modern Song," by Bob Dylan.

tions various songs about fools then talks about Nelson's showbiz background in TV but never really discusses "Poor Little Fool."

Occasionally Dylan gets distractingly off-key, such as when he turns a discussion of "Mack the Knife," the Brecht-Weill song made into a smash by Bobby Darin in 1959, into a declaration on the greatness of Frank Sinatra, whom he says "just about invented the Roman Catholic

"The Philosophy of Modern Song"
by Bob Dylan;
Simon & Schuster
(338 pages, \$45)

Continued on page 38

Continued from page 37

Church" while Darin was an altar boy. Or when Dylan's discourse on "Viva Las Vegas" becomes all about Elvis Presley's conniving manager, Colonel Tom Parker, instead of the song.

Sometimes, though, Dylan analyzes a tune or the recorded version of it. For instance, he explains that Johnny Cash's "Big River" (1957) is a takeoff on Woody Guthrie's "The Biggest Thing That Man Has Ever Done," and the key element to Cash's ditty is "the chain-gang thump of the acoustic rhythm guitar."

In his critique of "Blue Moon," (the Rodgers & Hart piece recorded by Dean Martin in 1964), the bard observes "the simplicity of the lyrics makes it universal with enough detail to rescue it from being generic."

Dylan, a noted borrower of melodies from folk and blues, offers lists of pop songs based on classical melodies, including "Can't Help Falling in Love," and songs with English lyrics based on foreign melodies, including "Beyond the Sea."

In his randomly arranged, freewheeling book, Dylan makes all kinds of curious observations.

- "Volare" (1958) could have been the first hallucinogenic song.
- "Ball of Confusion" (1970) was "one of the few non-embarrassing songs of social awareness."
- Hank Williams can sing anything and make the song his own. Willie Nelson would be "the only one who could be considered even in the same neighborhood."
- Jerry Garcia plays guitar "like Charlie Christian and Doc Watson at the same time."
- Putting melodies to diaries doesn't

In his critique of "Blue Moon," (the Rodgers & Hart piece recorded by Dean Martin in 1964), the bard observes "the simplicity of the lyrics makes it universal with enough detail to rescue it from being generic."

guarantee a heartfelt song.

- Few songs made during the video age went on to become standards "because we are locked into someone else's messaging of the lyrics."

- "Like any other piece of art, songs are not seeking to be understood."

- "Bluegrass is the other side of heavy metal. Both are musical forms steeped in tradition. They are two forms of music that visually and audibly have not changed in decades."

Dylan, the critic, is mostly polite toward the artists but takes a few shots like positing that Elvis Costello's "Pump It Up" (1978) exhausted people. "Too many thoughts, way too wordy," writes Dylan, who has often been accused of being too wordy himself.

The Jokerman isn't above cracking wise. After gushing that Roy Orbison's "Blue Bayou" (1963) is a spectacular song and record, Dylan points out that when former Minnesota Twins announcer Herb Carneal saw a fastball that "blew by you" for a called strike, he declared, "Thank you, Roy Orbison."

There's philosophizing here, though not necessarily about a particular song. Dylan uses the chapter on Edwin Starr's "War" (1970) as an opportunity to preach about war in what's his longest soliloquy in the book.

Dylan turns his chapter on Elvis Pres-

ley's "Money Honey" (1956) into a treatise on money and wealth, concluding: "Money don't matter. Nor do the things it can buy. Because no matter how many chairs you have, you only have one ass."

Throughout the book, the master wordsmith pens some indelible lines.

Discussing the traditional tune "Jesse James" (1928), he proclaims: "Criminals can wear badges, army uniforms or even sit in the House of Representatives."

Writing about Johnnie Taylor's "Cheaper to Keep Her" (1973), he opines: "Marriage without kids is two 'friends with benefits' and insurance coverage."

Waxing on Carl Perkins' "Blue Suede Shoes" (1956), he predicts: "Carl wrote this song, but if Elvis [Presley] was alive today, he'd be the one to have a deal with Nike."

"The Philosophy of Modern Song" is not the long-promised sequel to 2004's "Chronicles: Volume One," Dylan's formidable but not comprehensive, scattershot memoir. (His first book was the prose poem "Tarantula," published in 1971.) And this new effort is not likely to lead to any distinguished literature awards. But it could take Dylan back to the top of the charts — the bestselling book lists, that is.

Jon Bream writes for the Star Tribune.

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