

# CITY FOCUS

SUMMER 2009

Important Info  
for Job Seekers  
INSIDE!



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## Dubuque Works Building Local Employment Opportunities

THE CITY OF  
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## City Manager's Message

With good reason, IBM's decision to create a technology services delivery center and bring 1,300 jobs to downtown Dubuque and the decision of Hormel to create 180 jobs in Dubuque have been celebrated and well-publicized. This is while numerous existing businesses are making significant investments in our community. All it takes is a quick drive through Dubuque, from Morrison Brothers on the east, to Dubuque Stamp on the far north, to Cottingham & Butler in the heart of our downtown, to realize existing businesses are fueling economic growth. In addition, when one looks at just the City-owned industrial parks and the Port of Dubuque, the list of expanding businesses includes the Diamond Jo Casino, Dubuque Screw, Durrant, Giese Manufacturing, Hodge Company, Kendall/Hunt, Kunkel & Associates, Oral Arts, McGraw-Hill, Medline, Mystique Casino, Sedgwick Inc., Spiegel Family Realty, Straka-Johnson, Theisen's Supply, and Vanguard.

Make no mistake, recruiting new employers and quality jobs to Dubuque is critical to our local economy, particularly in the current recession. However, it is important to understand that our successes are built on the foundation of existing businesses which is why Dubuque's economic development efforts are focused on the retention and expansion of existing businesses and industry. The main reason our local economy has fared better than most in recent years is because of our existing businesses. Their commitment to our community is critical to the success of our workforce and community as a whole.

Over the last three years, 22 of Dubuque's 26 development projects were the expansions of local/existing Dubuque businesses. They were responsible for 85 percent of the new construction in our three main industrial parks (Dubuque Industrial Center, Dubuque Industrial Center West, and the Dubuque Technology Park) and the Port of Dubuque. Existing businesses were also responsible for 57 percent of the new jobs created and jobs retained over the last three years in these business centers as well.

The City has a comprehensive partnership with the Greater Dubuque Development Corporation to provide business recruitment, expansion, and support services within the city. It's no surprise that Greater Dubuque recently received the #1 national ranking for its service to existing businesses, thanks to the InfoAction program led by Greater Dubuque Vice President of Existing Business Dan McDonald. Business Retention and Expansion International, a world-wide trade association for economic development professionals, voted to recognize Greater Dubuque's service to existing business as the best for a mid-sized community with a population under 100,000. The basis for this recognition is Greater Dubuque's superior service to existing businesses. Since 2000, Greater Dubuque has been directly involved with at least 60 expansion projects for existing businesses, resulting in more than \$221 million in direct investment and 2.74 million square-feet of new construction. Moreover, on at least 1,080 occasions, Greater Dubuque has provided services to existing businesses. A factor that differentiates Greater Dubuque is its InfoAction program, which includes systematic meetings with 200 local CEOs, business owners, and top managers every year. Information is used to identify possible business expansions, as well as to analyze trends and community needs.

An obvious trend for Dubuque is a workforce facing the imminent retirement of the Baby Boomers combined with recent job creation success, which have contributed to the identified community need of workforce development. The Dubuque City Council identified the creation of a workforce development strategy as a top priority for 2008-2010. This issue of City Focus describes the Dubuque Works initiative, a public/private partnership involving the City of Dubuque and the seven organizations featured in this publication. A special thank you to the Dubuque Racing Association for being a major funder of this initiative.

*Michael Van Alstine*



# Stronger, Smarter Solutions for our Workforce



Workforce Development remains a hot topic nationally as the recession of 2009 continues to run its course. Cities across the country continue to struggle in an effort to identify new and on-going strategies that address the evolving, broad and, oftentimes, extremely complex issue of workforce.

In November of 2008, Greater Dubuque Development Corporation was presented with the task of analyzing and revitalizing Dubuque's current workforce development strategy. Sarah Harris, director of workforce development for Greater Dubuque Development Corporation, was designated to lead the charge. After several meetings with key workforce development leaders within the community, the concept of "Dubuque Works" emerged. "We took a close look at existing workforce programs and identified strengths, weaknesses, duplication of services and opportunities for collaboration," said Harris.

The seven community partners under the Dubuque Works umbrella have established individual goals and objectives that need to be met in order to ensure the comprehensive success of Dubuque Works as a whole. Dubuque Works partners include Greater Dubuque Development Corporation, The Telegraph Herald, Dubuque Area Chamber of Commerce, Northeast Iowa Community College, Iowa Workforce Development, Dubuque Area Labor Management Council, and the Community Foundation of Greater Dubuque. The group will fill workforce gaps that currently exist within the community and bolster existing workforce programs. "Workforce is an issue that cannot be tackled by just one individual or organization," said Harris. "In order to address the full scope of workforce issues within a community, you have to collaborate and establish accountability among partners."

Greater Dubuque's partnership focuses specifically on supporting existing business in their effort to recruit and retain the talent they need in order to successfully run their business. This certainly is consistent with the recognition received by Greater Dubuque this year from Business Retention and Expansion International for Greater Dubuque's service to existing business. One of the key components within the Dubuque Works strategy is the cutting-edge recruitment website, AccessDubuqueJobs.com, which serves as the gateway for job seekers to access information about the job opportunities available within the region. The site has experienced significant growth over the past two years and is a valuable asset for area businesses, workers, college graduates, job seekers nationwide and former residents looking to return home. "The Telegraph Herald, Iowa Workforce Development and the

Dubuque Chamber's partnership in AccessDubuqueJobs.com is what sets us apart from other communities trying to accomplish similar recruitment strategies," said Harris. "Having a media partner is rare but also absolutely essential in making a niche recruitment website successful. Other cities across the Midwest are trying to replicate what we have done in Dubuque."

Dubuque Works also looks to replicate successful programs across the country in an effort to create and implement a "Dubuque Concierge Program" and "Newcomer Academy." Shannon Gaherty joined Greater Dubuque Development in February 2009 as newcomer relations coordinator. Gaherty is responsible for coordinating one-stop concierge service for newcomers relocating to Dubuque. This program ensures that individuals and families who have chosen Dubuque as a place to live, work, and play are not only welcomed into the community, but are also equipped with the knowledge they need to make the most of their experience, in turn reducing employer turnover within the first 90 days of employment. Newcomers are offered tours of the area, have their questions answered, and make connections within the community. Gaherty is also working to create an enhanced web presence for newcomers focusing specifically on relocation.

Dubuque Works has been made possible through financial support provided by the City of Dubuque, the Dubuque Racing Association, and Dubuque County. "We are extremely thankful for the tremendous support the City, County and DRA have given Dubuque Works," said Harris. "It is one thing to say that workforce is a top priority within the community, but actually making it happen even during challenging economic times makes me proud to be living and working in Dubuque." ♦



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# Chamber Efforts Focus on Students and Young Professionals



The Young Professionals (YP) of Dubuque, launched by the Chamber, is the local chapter of a national movement of young professional organizations. YP Dubuque is a dynamic group dedicated to connecting young professionals to numerous social and professional opportunities available in the area. YP Dubuque encourages young people to build networks, exchange ideas, and impact the future of Dubuque.

YP Dubuque continues to be a growing, vibrant organization providing members the opportunity to participate in professional development, social/cultural, and community minded activities as well as expand personal and professional networks and gain experience in leadership roles. It offers many ways for young professionals to build connections and get involved. There are monthly professional development luncheons, special interest groups, community service projects, social events and an annual one-day conference that are part of the programming for YP Dubuque.

Future YP Dubuque plans include launching a college chapter. By promoting YP Dubuque extensively on campus the Chamber will assist students in gaining valuable tools to make themselves more marketable as future employees, learning more about opportunities available to them in Dubuque, and ultimately feeling more connected to the business community.

Students gain real world experience, making them more marketable as they move into the workforce. Businesses have access to new concepts and ideas through interns, and reduce turnover and training time for entry-level employees by hiring former interns. Finally, the community benefits from the increased likelihood a student will remain working in the area based on a positive internship experience," says Pole.

The Dubuque area is fortunate to have a workforce pool of seven colleges within a 25-mile radius, which represents approximately 18,000 students. By encouraging greater participation in local internship programs, the Chamber plans to increase the retention of a skilled, trained workforce in the area.

By hosting events geared towards connecting students with businesses, workshops to assist businesses in developing internship programs, creating an employer resource guide, compiling a comprehensive list of companies that offer internships in the Dubuque area, and launching a new interactive internship component of the AccessDubuqueJobs.com website, the Dubuque Chamber will comprehensively promote internships in the Dubuque Area. Internship Connect will make opportunities more abundant, increase employment of interns in the Dubuque area, and assist our future workforce in feeling more connected to the community, creating our own retention pool of available workforce.

In focusing on students and young professionals, the Chamber is fostering a new generation of leaders who are connected to one another, and engaged in the Dubuque community. According to Pole, "Dubuque is always ahead of the curve in community action, and it's public/private partnerships like Dubuque Works that make that happen." ♦



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# Telegraph Herald Connects Jobs and Job-Seekers Online

The Telegraph Herald owns and operates AccessDubuqueJobs.com, whose purpose is to bring together job-seekers and Dubuque businesses through a unified, effective campaign.

The program's goal is to have all job opportunities in the area posted on AccessDubuqueJobs.com, and to direct job seekers to the site through local, regional and national advertising campaigns. When participating employers recruit quality employees, economic growth in the community is one result.

Is it working? In Web-based employment searches in the tri-state area, AccessDubuqueJobs.com now outperforms national employment websites, including monster.com, by at least a 2-to-1 margin. The site attracts more than 86,000 visitors per month and contains more than 1,200 job positions. More than 1,900 job-seekers have active resumés active on the site.

Participating employers make annual investments in the program, which is administered by the Telegraph Herald, Greater Dubuque Development Corporation, Dubuque Area Chamber of Commerce and Region 1 of Iowa Workforce Development. Currently, more than 100 employers have invested in the program.

Every dollar of employers' investments goes toward promotion of area workforce recruitment and retention, including implementation of external marketing strategies, "Opportunity Packs" for prospective residents, a biannual laborshed survey and labor needs assessment, and cooperation with regional employers to post and promote their employment opportunities. Annual investments range from \$600 to \$6,000 a year and are determined by the business' employee count. The business receives unlimited access to the site and all of its recruiting resources, including unlimited job postings, resumé searches, internship postings and more!

The Telegraph Herald matches employer investments with equivalent credit toward posting fees on the site for the 12 months following each annual commitment. This represents a significant contribution by the Telegraph Herald, the largest and oldest division of Dubuque-based Woodward Communications, Inc. To our knowledge, no other U.S. newspaper engages in a partnership of this sort.

As the Telegraph Herald's recruitment advertising specialist, Tiffany Willard works closely with employers to connect them with job seekers. Greater Dubuque Development Corporation provides the staff and manages the program's day-to-day operations.

The program traces its roots to 1997, when the Telegraph Herald launched a jobs site in cooperation with Greater Dubuque Development Corporation. Out of that program, AccessDubuqueJobs.com evolved, and it soon became the leading local job board in the community.

Dubuque Works was formed to unite workforce efforts under way in the community. The executive board of Dubuque Works evaluated what's working and what's not working, determined what to eliminate and what to add, and set clearer plans for a more unified and collaborative effort. The Dubuque Works team will effectively communicate to our business leaders, and together we will make a positive difference in workforce development. ♦



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# Iowa Workforce Development

Iowa Workforce Development (IWD) has a long history of developing community partnerships and being a part of the Dubuque Works initiative is a very natural fit for the agency.

The one certainty in any economy is that business owners are extremely busy and know that good employees are the success of their companies. Iowa Workforce Development understands this and works with Northeast Iowa Community College (NICC) to help owners and their businesses grow and succeed – in all economic climates, including boom times of growth and belt-tightening recession. Northeast Iowa can secure economic growth and prosperity with the three Es: education, employment, and economic development. This economic model for growth is core to IWD and NICC's partnership that provides cost-effective business and industry training and fits nicely into the Dubuque Works model.



Recently, IWD enhanced their partnership with NICC's Town Clock Center for Professional Development and moved into the second floor of the building at 680 Main Street. A comprehensive, integrated model was designed around IWD's nationally recognized "One Stop" center concept. The new model is called IowaWORKS. IWD and ECIA's Region One Employment and Training operations are co-located at the IowaWORKS downtown site and share office space. AARP services for our senior employment population, Veterans Services, and a Disability Navigator are other partners in the same location.

The biggest advantage of service integration in one location is the collaboration of offices working together to assist job seekers in connecting to the services they need. Job seekers and businesses will continue to receive assistance on such issues as labor market information, advice on professional resumes, office proficiency assessments, and GED referrals. In 2008, the workforce development team at the Dubuque office provided employment services to 15,640 individuals, had 5,929 job postings, 2,999 job seekers using the One-Stop Computer services, and 11,002 unemployment claims.

In another Dubuque initiative, NICC, IWD, Tri-State Human Resource Association (TRIHRA), and Dubuque Works are focused on addressing the skill needs in the tri-states through a business-led strategy that provides the foundational employability skills of problem-solving, communication, math, and technology as well as specific skills identified by businesses/organizations who participate in this program. Iowa's National Career Readiness Certificate (NCRC) is a WorkKeys assessment-based credential that gives employers and career seekers a uniform, standard, objective measure of key workplace skills. It is being used by job seekers across the country as an employment credential, and by employers as an assessment of a person's trainability for an entry or mid-level job or for a promotion within the company. Iowa's National Career Readiness Certificate is a portable skills credential, assuring employers that a job applicant actually has the basic skills they seek.

Employers know the costs of hiring, training, and retention significantly affect their bottom line. For an employer who may be contemplating moving his/her business to a new state or expanding an existing company, the skill level of the available workforce is often a deciding factor. Hiring for entry-level positions is particularly difficult because the applicant often has little or no work history, and presents with only a brief résumé and an educational credential such as a high school diploma or a two- or four- year degree. While these credentials are beneficial they do not always give a clear indication of the applicant's skills. As a business/organization, this process can help ensure a better match between the requirements of the job and the skills of the job seeker. Iowa Workforce Development is providing funding for adult job seekers.

# nt Emphasizes the “Three Es”

Funding for 200 high school students to complete Iowa’s National Career Readiness Certificate is coming from the Dubuque Works partnership. The results will provide potential employees with the skills needed to obtain employment with participating businesses/organizations.

Peggy A. Murray, business marketing specialist for IWD, will lead this initiative throughout Dubuque. Her responsibilities include developing relationships with local businesses, agencies and economic groups to market IWD business products and services including Iowa’s National Career Readiness Certificate.

If participants do not demonstrate the necessary skills to achieve a certificate, internet-based WIN (Worldwide Interactive Network) training is available through funding from NICC. In addition, a 30-hour training program will be provided to address work readiness skills, life skills, job-seeking skills, and soft skills. The goal is to promote this training in the high schools and for unemployed and underemployed adults. IWD has a series of Iowa Advantage workshops that address “Your Successful Job Search,” “Coping with Change,” “Budgets and Finances,” and “Job and Career Options” that can be offered to job seekers as well at the One Stop Center.

Another partnership between NICC/IWD through Dubuque Works is the “Career Connection” program, offering training for non-traditional age students and high school students on “Going to School with Confidence,” job seeking skills, career options, wages and trends in Dubuque, Iowa and our nation, and much more. This new program has impacted over 2,500 students throughout Northeast Iowa to learn about careers in Dubuque and surrounding communities on what skills and training is needed to work in our local businesses. Through IWD’s partnership with Dubuque Works, the goal is to increase the number of 8th through 12th grade students, teachers, counselors and parents educated on wages, trends and career opportunities to assure an awareness of the many rewarding career paths they can have in the Greater Dubuque Area.

Lastly, IWD will enhance their partnership with businesses to provide consultation, place job orders, have jobs posted on Dubuque’s premier websites, complete proactive searches for candidates, respond to new hiring practices, and refer for skills screening. The Telegraph Herald, Greater Dubuque Development Corporation, Dubuque Chamber and IWD have an enhanced public/private partnership to have a one-stop site for posting job opportunities in the Greater Dubuque area on [accessdubuquejobs.com](http://accessdubuquejobs.com) and [iowaworkforce.org](http://iowaworkforce.org). These two websites combined have over 53 million job views annually.

Iowa Workforce Development is excited to be a partner in the Dubuque Works initiative and looks forward to continued success in serving businesses and job seekers throughout the Greater Dubuque Area. ♦



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# Labor-Management Council Targets Skilled Trades

The Dubuque Area Labor-Management Council has a long history of contributing to workforce development efforts in the community. Partnering with the Dubuque Works initiative was a natural fit with the Labor-Management Council's vision statement.

Kelly Cooper, assistant director of the Dubuque Area Labor-Management Council, is chairing the portion of Dubuque Works that will work to change the image and perceptions of the skilled trade jobs in the greater Dubuque area. This will be accomplished by educating youth on the opportunities that exist within the skilled trades.

Skilled trades can mean different things to different people. This program will focus on positions in manufacturing, information technology, health care, and construction. "Research is being gathered, so we know what the true needs will be in the community," said Cooper. "We want to let the students know what job opportunities will exist, so they can make an informed decision about their future."



Changing the image and perceptions will be achieved in a variety of ways. One way to begin is by getting information out to the students to let them know the benefits of working in a skilled trade position. Industry professionals will be going to area high schools to speak to the students during career fairs. This will give the students an opportunity to learn more about the careers from a person already working in the field. Students will also be taken to area businesses to tour facilities. This will give the students a chance to see how a variety of jobs are done on site. Students can learn about jobs in the schools, but until they actually get to see the job performed they don't have the knowledge they need to make a career decision. A Career and Technical Fair will also be

held to educate even more students and adults about job opportunities. The students will be able to move from booth to booth and participate in hands-on demonstrations while gathering information about educational options that are available.

Current technology will also be utilized to get the message out to youth. The AccessMyFuture.com website, developed through a partnership of the Dubuque Area Labor-Management Council and East Central Governmental Association, will be used to market to students to research career opportunities and also videos of local young people in some of the skilled trade positions.

Re-imaging the skilled trades is a portion of Dubuque Works that will take many partners to accomplish. We will be building partnerships with area middle schools, high schools, higher education institutions, non-profits and public and private companies. This is truly a community effort. ♦



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# ECIA Brings Regional Resources to Partnership

East Central Intergovernmental Association (ECIA) participates on the Dubuque Works advisory committee and has a vested interest in workforce programs throughout the Dubuque area because of ECIA's partnership in the IowaWorks programs and our Accessmyfuture.com workforce initiative through Prosperity Eastern Iowa.

The vision for IowaWorks is to provide an efficient, effective, and convenient system that helps job-seekers find jobs and assists businesses in finding skilled workers. Our system is intended to give job-seekers and employers access to information that will assist them in developing their career plans or planning for their labor force needs. ECIA is a partner in the IowaWorks system providing employment and training opportunities for low-income people and other special groups. The Workforce Investment Act (WIA) program assists jobseekers who have been laid off, as well as low-income youth and adults seeking employment. This program also offers financial incentives to businesses who participate in on-the-job training. In addition, we administer the Promise Jobs Programs to assist welfare recipients in becoming self-sufficient.

ECIA operates the WIA Dislocated Worker Program which assists many workers who have been laid off prepare for new jobs by providing a wide variety of services including career counseling and assessment, job placement assistance, job search information, resumé development, basic computer classes, tuition assistance for classroom training, and on-the-job training. In some cases we are also able to provide financial assistance to help cover transportation and child care costs while participants are in training.

For those individuals ages 14-21 looking for a job, the WIA Youth Program or the Adult Program (ages 18 and above) may be a fit for them. This program helps many low-income youth and adults prepare for and find good jobs, and in many cases offering the same services listed above to individuals who meet the required income guidelines. Even if a person has never worked before, this program can help them get their foot in the door with that "hard-to-get" first job.

ECIA also offers the Promise Jobs Program to help welfare recipients develop and implement their own individualized plan for achieving self-sufficiency. Types of assistance include career counseling and assessment, job seeking skills classes, work experience, job placement assistance, classroom training, and help with child care and transportation expenses. The Promise Jobs Program is funded through the Iowa Department of Human Services (DHS). All referrals to this program must come from DHS.

Another important initiative that ECIA manages through its regional economic development marketing entity, Prosperity Eastern Iowa, is the career-based website,



success in the region; and links to websites with job opportunities, educational programs, internship and apprenticeship programs, financial aid, and resumé samples. ◆

AccessMyFuture.com. ECIA has partnered with Dubuque Area Labor Management to develop AccessMyFuture.com. The website targets age groups 14-24 to provide a forum for showcasing a variety of career options; discover opportunities into expanding career pathways; information showcasing lifestyle in the region; articles of interest; testimonials and videos from peers in the age group that have found



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# Project H.O.P.E. (Helping Our People Excel)

Project HOPE (Helping Our People Excel) is an employment initiative of the City of Dubuque, and is represented on the Dubuque Works board. Alyssa Hauser is the Project HOPE Coordinator and is employed through the Community Foundation of Greater Dubuque. Alyssa works closely with City staff to address workforce development needs. Project HOPE is designed to serve as a catalyst with the community, gathering service providers, education providers, employers and job seekers together to build bridges and establish rewarding long-term employment.

Within Dubuque Works, Project HOPE represents and advocates for employment and training opportunities for those who are unemployed and underemployed. Dubuque Works allows Project HOPE staff the opportunity to increase knowledge of community resources and effectively coordinate employment services and supports to individuals most in need. Project HOPE seeks to increase and improve employment opportunities for the unemployed and underemployed populations in Dubuque.

## Currently, Project HOPE is focused on the following:

- **Alternative Education Opportunities**
- **Business and Service Provider Engagement**
- **Earned Income Tax Credit Outreach/Free Tax Preparation**
  - Project HOPE has partnered with Operation New View's Earned Income Tax Credit Outreach team to double outreach efforts this year
- **Employment Programs**
  - Getting Ahead in A Just-Gettin' By World is a 20-week self-exploration program for people in poverty. The program explores the hidden rules of middle class as well as the communication, values and expectations used to bridge the gap between poverty and middle class. Participants can receive services to improve their employment and/or educational status. As of June 1, 2009, there are forty-three participants in the program, the largest group yet.
  - On June 1, 2009, the pilot program for the Ex-Offender Program called Breaking Employment Barriers/Pre-Employment Strategies graduated its first class of six, with two having full time jobs upon completion. This is a 42-hour curriculum offered to individuals who have a criminal history. The program teaches various soft-skills and job seeking skills. The goal of the program is to find long-term, well-paying jobs for the graduates.

- **Multicultural Family Center**
- **Neighborhood and Citizen Engagement**
- **Research and Grant-writing**
- **Youth Employment Opportunities**
  - Project HOPE and Dollar Wi\$e, which is a national campaign through the United States Conference of Mayors, is working with East Central Intergovernmental Agency (ECIA) youth summer employment as well as Future Talk to offer financial literacy to all youth participants. This includes helping them establish savings goals and setting up savings accounts through DuTrac Community Credit Union. As an incentive and reward for saving, the Community Foundation of Greater Dubuque will match up to 100 dollars for each youth that establishes a savings account.



change will span across the community to utilize our various workforce skills and meet our various workforce needs.

For more information about Project HOPE, contact Alyssa Hauser at the Community Foundation of Greater Dubuque by calling 563-588-2700 or by email at [alyssa@dbqfoundation.org](mailto:alyssa@dbqfoundation.org). ♦

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# NICC Offers Businesses Training Solutions

Northeast Iowa Community College (NICC) joined Dubuque Works to collaboratively address workforce recruitment and retention needs within our community. Wendy Wheelock, executive director of NICC's Dubuque Center and Town Clock Center for Professional Development, serves as a member of the Dubuque Works board.

"Today, the Dubuque Works team is uniquely positioned to be the catalyst for promoting a more unified and aligned approach to the region's overall workforce development that creates and maintains a globally competitive workforce to support economic development and self-sufficiency for the citizens of Dubuque," said Wheelock. "Together, these need to be the impetus for improving delivery and aligning the myriad of resources available in our community."

NICC has been involved in workforce-related issues since 1966. The continuing education/economic development division has an extensive understanding of workforce issues and offers innovative and creative learning experiences to meet the needs of individuals both personally and professionally.

As employers have found it increasingly difficult to recruit and retain the most highly qualified candidates for the jobs of the future, organizations responsible for economic development have turned their efforts to increasing the pool of well-trained workers. Business have pursued these efforts primarily through closer working relationships with educational institutions as opposed to relying solely on their own internal training programs and workforce development initiatives.

NICC's role is to help solve these training challenges by using creative, cost-effective, competency-based solutions. Its mission is to provide high-quality instruction in the most effective and efficient way possible, through a wide array of non-credit, life-long learning classes, conferences, workshops, seminars, short-term classes, online courses, certificate programs and other services, including skill assessments of an organization's current workforce and the design and development of customized training programs.

Ultimately, the goal is to help support great business models and systems with training programs that enhance employee skill level and add value to the bottom line of the organization. State programs like 260 E and 260 F (Iowa Jobs Training Programs) are available through NICC to assist eligible businesses. To be eligible for training dollars, businesses agree to create new jobs or retain existing ones, with most training aimed at high-skill jobs specific to a company's needs.

A key component of workforce development is developing intellectual capital within organizations. "As the Dubuque Works team, we believe that our combined effort will provide a more efficient and effective alignment and use of resources that will positively affect all areas of the community," added Wheelock. "By working together with business and industry, NICC can enhance the value of any organization's greatest resource – its employees." ♦



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**Funded by the City of Dubuque, Dubuque County,  
and the Dubuque Racing Association**

### Dubuque Works Board Members

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Greater Dubuque Development Corporation  
Director of Workforce Development

#### **Kelly Cooper**

Dubuque Area Labor-Management Council  
Assistant Director

#### **Tiffany Willard**

Telegraph Herald  
Recruitment Advertising Specialist

#### **Peggy Murray**

Iowa Workforce Development  
Business Marketing Specialist

#### **Wendy Wheelock**

NICC Town Clock Center for Professional  
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Director of Workforce Development

#### **Alyssa Hauser**

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Project H.O.P.E. Coordinator



### Dubuque City Council

Roy D. Buol, Mayor  
Ric W. Jones, At-Large  
David T. Resnick, At-Large  
Kevin J. Lynch, 1st Ward  
Karla A. Braig, 2nd Ward  
Joyce E. Connors, 3rd Ward  
Dirk N. Voetberg, 4th Ward

*The Dubuque City Council meets at  
6:30 p.m. on the first and third  
Monday of the month in the Council  
Chambers on the second floor of  
the Historic Federal Building at  
350 W. 6th Street.*

### Editorial Information

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### Feedback

The City of Dubuque welcomes  
your comments and suggestions.

Inquiries must include name,  
address, and telephone number,  
or an e-mail address so a response  
can be provided.

E-mail or use the form below  
and send to:

City Manager's Office  
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[www.cityofdubuque.org](http://www.cityofdubuque.org)

Clip and send your comments to the City Manager's Office, 50 West 13th Street, Dubuque, IA, 52001-4864

Name \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Comments:

Address \_\_\_\_\_

Phone \_\_\_\_\_

E-mail \_\_\_\_\_