Mission Statement
The Human Rights Commission shall work to eliminate discrimination and promote the quality of life for every resident in the city of Dubuque.
Honorable Mayor and City Council:

I am pleased to present you with this year’s annual report.

The work in these pages falls broadly into the following categories: 1) efforts to support learning and build individual skills; 2) efforts to work within and across department and community groups to increase community engagement and to improve access to City and community services for all residents, and 3) efforts to work collaboratively with outside organizations and individuals to remove barriers that are inhibiting the ability of residents to reach their potential and meet their basic needs.

In accord with Safe Community Task Force recommendations, we have continued to put significant time and effort into expanding our intercultural ambassador network and supporting neighbors in creating community safety for one another. Our ambassador network now includes 80 people who have attended a minimum of 32 hours of intercultural workshops. This number does not include the hundreds of people throughout the community who have attended shorter workshops ranging from one hour to three hours. Our work with other City staff and neighborhood residents are developing the Neighbor to Neighbor pilot program. This program supports neighborhood block leaders in developing relationships with the other families on their block as a way to encourage residents knowing and looking out for each other. Finally, we have completed two more sessions of City Life and are in the process of gathering resident input to improve the program.

We also have put significant time this year into developing staff capacity and creating a structure to support a more consistent approach to community engagement, to recruitment and retention of a diverse staff, and to fair and equitable access to City services. We completed a training needs assessment and are designing orientation workshops to welcome staff to the organization and support a shared vision and expectations as public employees. We also have worked with a cross-departmental staff team to develop a shared understanding of effective community engagement and to develop a toolkit for staff, which is in its final stages of creation. Finally, we continue to work with other Inclusive Dubuque Mission Partners to carry out a community equity assessment process. This process will provide us with data to help better align our efforts as a community in ways that have a positive impact on equity and quality of life for our residents.

As always, thank you for your support of the work we do in our department.

Respectfully submitted,

Kelly Larson
Human Rights Director
Department Mission

The mission of the Human Rights Department is to support the development of a stronger civic infrastructure, which includes partnering to ensure equitable opportunities to be engaged in the community and to access services to meet basic needs. Within the organization, we work with departments to: 1) enhance diverse resident engagement in government and the community; 2) recruit and retain a diverse workforce; and 3) move toward fair and equitable access to City services for all residents. Within the community, we work with partners to move toward fair and equitable access to services to meet basic human needs. In all we do, we treat compliance with current civil rights laws as the bare minimum required, not the end goal.
Overview
Community Development involves building the capacity of various groups and organizations within our community to ensure equal opportunity, fairness, engagement, and access to government and other services that are necessary for residents to meet their basic needs. We support efforts to create a community filled with residents who are better informed about government and how to access government services, and who are actively involved to positively impact significant and identified basic needs in the community and in the institutions to which they belong. We pay particular attention to groups that are being disproportionately excluded from opportunities.

We work towards this by:
- Hosting workshops to develop the skills to communicate and navigate conflict within and across groups in the community.
- Facilitating opportunities for residents and local organizations to develop and/or repair relationships in order to foster inclusion and access to services.
- Supporting residents in their contributions towards developing and sustaining diverse, cohesive communities.
- Facilitating diverse resident engagement with local government.
- Working with partners to develop positive solutions to problems impacting the ability of groups in our community to access services and meet their potential.

Major successes this past year:
- Continued to expand our Intercultural Ambassador Network.
- Designed Neighbor to Neighbor, a pilot program to engage resident leaders at the block level in creating and maintaining effective relationships among neighbors.
- Developed and maintained a network of connections with recognized leaders in the following community groups and organizations: 1) Marshallese community; 2) Latino community; 3) Friends of India; 4) Muslim Association; 5) Dubuque Transgender; 6) Circles Initiative; 7) Young Professionals; 8) NAACP; 9) Multicultural Family Center; 10) faces & voices; 11) multicultural group at John Deere; 12) Middle School students. The focus of the network is to support social and cultural diversity efforts in the community and to develop partnerships to identify barriers to equitable access and delivery of services.
- Strengthened relationship between Cultural Voices the Police Department and Housing Department to continue developing cultural competence of officers.
- Completed third round of City Life pilot program to enhance connections between residents and government, assessed success of the program, and used feedback from residents and facilitators to begin adjusting the program.
- Piloted use of Mind Mixer, an online tool to engage residents with government, as part of the Aquatic Center engagement process.

Future Initiatives:
- Continue to support resident led initiatives, including Neighbor to Neighbor, Cultural Voices, and Human Rights Commission activities.
- Collaborate with Inclusive Dubuque to develop a community equity report and an equity and empowerment action plan.
Supporting City, Organization and Community Goals

Planned and Managed Growth

A pilot initiative called Neighbor to Neighbor is underway, working with residents at the block level to develop safe and healthy neighborhoods.

Partnering for a Better Dubuque

Our Economic Opportunity VISTA member is working with three agencies who are collaborating to engage residents as volunteers in order to collectively impact economic opportunity.

City Life and Cultural Voices are improving resident connection and engagement with one another and with local government.

Financially Responsible City Government and High Performance Organization

Cultural Voices is a partnership between community members and local government to identify areas where we may be lacking cultural competence in our services.

Economic Prosperity

Intercultural Competency Workshops are preparing our staff and community members for 21st century jobs by providing skills to embrace a diverse population and support a multicultural workforce.

Social/Cultural Vibrancy

The Police Community Dialogue on Race increases mutual understanding between police officers and community members.

Cultural Voices increases mutual understanding between City departments and community members and improves effective delivery of City services.

The development of Intercultural Ambassadors in organizations throughout the community has increased the capacity for these organizations to create welcoming and inclusive environments as they work to meet community needs.

Inclusive Dubuque is collaborating to create a community in which all feel welcome and included, and where economic and cultural needs are met for all.
SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Our Intercultural Ambassador Network has grown to include 19 staff from 12 City departments, 23 staff and faculty from 6 institutions of higher education, 6 administrators and staff from 2 high schools, 10 staff from 4 non-profits, 6 staff from 3 business institutions, and 11 resident leaders.

PLANNING
Cross-departmental teams have been collecting data that will inform equitable delivery of City services with a particular focus on housing and safety.

PARTNERSHIPS
Inclusive Dubuque is a local initiative involving public, private, and non-profit partners who contribute mutually reinforcing activities towards meeting the economic and cultural needs of the community. One upcoming special project will be the creation of a community equity report, followed by an equity and empowerment action plan.
Performance Measures

Community Development – Activity Statement

Engage residents and organizations as partners in ensuring equal opportunity, fairness, and access to government and community services around basic human needs.

Goals

- Convene and/or facilitate diverse groups of community members and/or organizations who are taking positive and effective action together to be involved with local government, to create safety in neighborhoods, and to support people in attaining self-sufficiency.
- Develop the number of community members across demographic groups practicing intercultural skills in the community.

Objective 1: Facilitate learning workshops and dialogue sessions designed to improve understanding, communication, and/or conflict skills within and across groups.

A sustainable community is filled with individuals who have the skills to communicate effectively, understand each other, and work through conflicts in their organizations, neighborhoods, and community before those conflicts escalate to adversarial or violent interactions. As our community demographics continue to change, and as the social, environmental, and economic challenges become more and more complex, it is increasingly important that we have the skill to understand a diverse range of perspectives and to creatively address various needs together.

Did you know?

- The most frequent complaints we receive that are not legal issues involve concerns related to communication, feeling excluded, and ineffective processes.
- 21 people from 6 organizations devoted 32 hours of time to participate in our Intercultural Leadership Workshop this year.
- Another 211 people attended shorter Intercultural Awareness Presentations. This included an annual 5.5 hour workshop for Board and Commission members, as well as 7.5 hour workshop for 120 staff and professionals at Senior High School.
- An additional 400 people attended presentations focused on diversity in the Dubuque community.
- 86% of City Life Alumni surveyed found the program of value and support the program goals.
Participants in our workshops have come from a variety of racial and ethnic backgrounds, have ranged in age from their 20s to their 60s, have represented numerous professions, and have lived in Dubuque from a few months to their entire life.

“The program educated me about city government and it was clear from all who presented that citizen involvement is welcomed and important. Group decision making with such a diverse group was a true learning experience.”

City Life Participant

“Engaged citizenship is a wonderful indication of the solid civic health of a city.” City Life Participant

“The discussion of miscommunication and conflict was really helpful. Also understanding how much of an impact previous experiences have.”

Police Community Dialogue on Race Participant

Objective 2: Pilot collaborative efforts where residents and agencies are supported to impact safety and self-sufficiency in the community.

Safety and self-sufficiency are two critical human needs that require significant “people resources” to effectively address. We work with residents as partners in addressing these community needs, supporting residents in creating safety by welcoming and watching out for one another, and in creating and connecting people to economic opportunity.
The pilot started under the Volunteer this year through an Iowa Campus Compact Partnership with Loras College focused on collaborative efforts to expand economic opportunity through collective events, volunteer recruitments and sharing of best practices.

Did you know?

- The value of volunteer efforts in Iowa is estimated at $17.55 per hour. At this rate, the value of volunteer service contributed through the Dubuque National Service Partnership was $1,561,950!
- 96% of students served by a Foster Grandparent improved their reading skills last year.
- 905 students in the schools served by at least one mentor.
- Homebound seniors received more than 3,000 meals each month.
- 574 students completed an academic mentoring program in 2013 and 225 showed increased reading and math scores.
- In addition to our efforts with the DNSP, our Department engages volunteers through our Intercultural Ambassador Network. These individuals have completed a minimum of 32 hours of Intercultural Workshops and serve as trainers and resources in their organizations and the community. Membership continues to grow.

The Dubuque National Service Partnership (DNSP) and United Way of Dubuque have partnered up to continue the work begun under the Volunteer Generation Fund Grant. Last year, Volunteers with DNSP partners served more than 89.00 hours.

<table>
<thead>
<tr>
<th>Events</th>
<th>Volunteers</th>
<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td># Reached: 237</td>
<td># Recruited: 136</td>
<td># Workshops: 14</td>
</tr>
<tr>
<td></td>
<td># Managed: 121</td>
<td># Implemented: 6</td>
</tr>
</tbody>
</table>
Detail by Activity

Focus Area: Organizational Development

Overview
Organizational Development includes building the capacity of other City Departments to ensure equal opportunity, fairness, engagement, and access to government services. We support efforts to develop and support a diverse, inclusive, and engaged workforce that is effectively engaging and serving each other and all members of the public.

We work towards this by:
- Hosting workshops to develop staff skills in communicating and navigating conflict across differences within and across departments and community groups.
- Facilitating opportunities for residents and staff to develop and/or repair relationships and work through their disagreements in order to foster inclusion and access to government services.
- Assisting staff in developing policy, providing services and meeting community needs in inclusive ways.
- Supporting departments in attracting, recruiting, supporting and retaining a diverse and talented workforce.
- Supporting departments in developing and implementing strategies to foster public and employee engagement.

Major successes this past year:
- Collaborating across departments to design key elements for employee engagement, including components for an orientation program
- Conducting an assessment of training and development needs across the organization
• Collaborating to develop an extensive engagement process for the Comprehensive Plan update, including on-line engagement options
• Establishing an internal core team to develop a community engagement process and set of tools to support departments in planning and analyzing their engagement efforts.

Future Initiatives:
• Strengthening the role of commissions through pilot efforts with the Human Rights Commission
• Supporting implementation of the Comprehensive Planning process.
• Developing staff orientation workshops designed around training needs assessment.

**Supporting City, Organization and Community Goals**

**Partnering for a Better Dubuque**

👩‍🏫 The support and participation of multiple staff members in the City Life workshops increases resident engagement with government
👩‍🏫 Developing inclusive community engagement plans for the Comprehensive Planning process increases resident engagement with government and increases the likelihood of commitment to supporting the outcomes

**Financially Responsible City Government and High Performance Organization**

👩‍🏫 Organizational development work within the reorganized Human Rights Department continues to support clarification of roles, vision and mission for the department, focus areas, and improved plans for measuring outcomes.

👩‍💻 Improvements to the recruitment process through coaching and technology expansion has increased the number of applicants by 44% since 2010-11, resulting in a highly skilled applicant pool and a selection rate generally reflective of community demographics.

👩‍💻 Developing internships with the Police Department through the Community Resource Officer program creates a pipeline for talent and has resulted in 15 completing the program and 8 being hired.

👩‍💻 Revising the police recruitment process to emphasize the key skill of effective communication, and supporting staff development of a communications course aligned with intercultural skills for field training officers and new recruits improves service delivery.

👩‍💻 10.5 hours of intercultural competency workshops for all new staff improves skills needed to effectively serve a diverse public
Social/Cultural Vibrancy

Intercultural skill building improves mutual understanding, knowledge, and acceptance of differences between co-workers and with members of the public.

Improved government services reaching all groups results in a more inclusive community in which all feel welcome.

Performance Measures

Organizational Development – Activity Statement

Partner with other City Departments to ensure equal opportunity, fairness, engagement, and access to government services.

Goals

- Develop a diverse, inclusive and engaged workforce
- Engage a broad cross-section of the public in governance and leverage their input and action to address organizational and community issues
- Leverage data to gain an improved understanding of community and organizational assets and needs in order to support leaders in their efforts

Objective 1: Facilitate learning workshops and dialogue sessions designed to improve understanding, communication, and conflict skills needed in government service.

Local government is charged with effectively serving all members of the public, which means staff members need the skill to communicate and manage conflict effectively across cultural differences.

Did you know?

- 66 new employees participated in 10.5 hours of Intercultural Foundations Workshops as part of joining the City organization.
- Housing & Community Development, the Police Department, and the Water & Resource Recovery Center all dedicate significant staff time to providing ongoing intercultural skill development in the organization.
- Cultural Voices sessions continue to raise awareness amongst staff in areas relevant to the work they perform.

“If we want to learn about another’s culture, we have to become a part of it, we have to know what it’s like to feel as though we’re the minority.”

Police Officer

“Seeing the situation from an actual experience made us aware of how others have problems understanding our culture and how we misunderstand theirs.”

Housing Department Employee
Objective 2: Support department and division managers in efforts to recruit and retain a skilled, diverse, engaged workforce and citizenry

In order to provide the best government service possible and respond to increasingly complex community needs, we need a workforce filled with diverse perspectives and a high level of skill. We also need employees who feel included and engaged in their work, so that they may work to include and engage the public. In addition, our ability to succeed as a community is going to depend on our ability to draw diverse perspectives and skills into community planning, problem-solving, and policy processes.

Did you know?
- We provided recruitment assistance for positions in the following departments this year: City Manager's Office, Leisure Services Department, Police Department, Emergency Communications, and Engineering.
- Our recruitment strategies have resulted in a candidate pool and workforce that is both highly skilled and increasingly reflective of community demographics.
- Currently over 50% of the Department Managers are women and minorities, with a 20% increase of women and minorities to the Leadership Team (2009 to 2014).
- The welcoming and orientation program we are developing is a critical first step to engaged and productive employees.
- The training needs assessment provided direction for future staff development which is crucial to productivity.
- We continue to work with the Planning Department to create a plan and identify resources to engage a broad cross-section of the general public in the Comprehensive Planning Process.
- An internal working group is actively researching community engagement best practices and creating a process and tools to support departments in creating engagement plans.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2013-2014 FT Hires</th>
<th>2013-2014 PT Hires</th>
<th>Total Hires (includes seasonal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>82.6% (38 people)</td>
<td>88.6% (47 people)</td>
<td>90.6% (410 people)</td>
</tr>
<tr>
<td>Black/African American</td>
<td>10.86% (5 people)</td>
<td>7.54% (4 people)</td>
<td>4.6% (21 people)</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>2.17% (1 person)</td>
<td>1.8% (1 person)</td>
<td>2.86% (13 people)</td>
</tr>
<tr>
<td>Asian</td>
<td>4.43% (2 people)</td>
<td>1.8% (1 person)</td>
<td>1.98% (9 people)</td>
</tr>
<tr>
<td>American Indian</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>2012-2013 FT Hires</th>
<th>2012-2013 PT Hires</th>
<th>Total Hires (includes seasonal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>73.9% (34 people)</td>
<td>53.7% (29 people)</td>
<td>49.4% (229 people)</td>
</tr>
<tr>
<td>Female</td>
<td>26.1% (12 people)</td>
<td>46.3% (25 people)</td>
<td>50.6% (224 people)</td>
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</tbody>
</table>
If you do not call or e-mail them directly, questions or feedback for department managers can be sent via the “Contact Us” quick link on the City of Dubuque’s website at www.cityofdubuque.org or call 563-589-4100.
**Objective 3: Facilitate groups to identify barriers to inclusion and engagement and work with departments to reduce or remove those barriers**

Those who are actively involved as part of a workgroup or community group are best equipped to identify barriers to inclusion or engagement and to develop workable solutions to reduce or remove those barriers. We coordinate and facilitate efforts to uncover and address such barriers because inclusion and engagement are critical to high performance and effective service delivery.

**Did you know?**
- The training needs assessment and new employee focus group identified content for five orientation workshops to support new staff joining the organization. In addition to our intercultural workshops, these sessions are in the process of being developed:
  - Session I - Foundations of City Employment: Participants will gain an understanding of our form of government and the guiding principles and key policies related to being a representative of the city organization.
  - Session II - Being Service Orientated: Participants will gain awareness of customer service expectations and the importance of their engagement with community members.
  - Session III - City Technology: Participants will explore how the organization leverages technology to deliver city services.
  - Session IV - Budget and Finance: Participants will learn general information about what informs the budget process at the department and organization level.
  - Session V - City Partners and Initiatives: Participants will learn about key partnerships and initiatives that influence city priorities and operations.

- Inclusive Dubuque operates using a collective impact model. Under such a model, change occurs as each Mission Partner does what they do best to contribute toward the common goal of meeting the economic and cultural needs of the community. As a Mission Partner, the City organization engages in activities designed to mutually reinforce the activities of other Mission Partners. Many of the activities occurring through partnerships between the Human Rights Department and other Departments form a part of these reinforcing activities.
Detail by Activity

Focus Area: Enforcement

Out of 290 general inquiries, the most frequent areas where people were seeking assistance related to employment (26%) and housing needs (24%). Thirty-seven percent of the inquiries were non-jurisdictional issues or referrals made to various community organizations.

2014 Inquiries - Breakdown by Area

Disability (43%) and sex related claims (22%) encompassed the greatest shares of the 12 cases filed in fiscal year 2014, followed by race, retaliation and gender identity.

2014 Cases - Breakdown by Basis
CASES CLOSED/RESOLVED

July 1, 2013 - June 30, 2014

Employment ................................................................. 13
  Disability ................................................................. 4
  Sex ................................................................. 6
  Race ................................................................. 2
  Age ................................................................. 2
  Retaliation ................................................................. 2
  National Origin ................................................................. 0
  Gender Identity ................................................................. 0
  Sexual Orientation ................................................................. 0
  Religion ................................................................. 0

Housing ................................................................. 1
  Disability ................................................................. 0
  Race ................................................................. 1
  Sex ................................................................. 0
  Familial Status ................................................................. 0

Public Accommodation ................................................................. 1
  Race ................................................................. 1
  Gender Identity ................................................................. 0
  Disability ................................................................. 0
  National Origin ................................................................. 0

Total Cases Closed ................................................................. 15

Cases filed in one area (i.e. employment) may have alleged discrimination on one or more bases (i.e. disability and age); therefore the total by bases may be greater than the number of cases by area.

Disposition of Closed Complaints

- Administrative Closure: 39%
- Referred to ICRC: 22%
- Right-to-Sue: 28%
- No Probable Cause: 6%
- Mediation/Settlement: 5%

Settlement awards totaled $37,000.00
**COMPLAINT PROCESS AT A GLANCE**

1. A Complaint is Filed  
   (Must be within 300 days of the alleged unlawful act)

2. Respondent is Notified  
   (The person or entity whose action is the subject of the complaint)

   - Mediation Conference  
     (if agreed to by both parties)

   - If Unsuccessful

     - Investigation

     - Determination

     - Post Probable Cause Conciliation Effort  
       (Conducted by the Department)

       - If Unsuccessful

         - Pre-Hearing Review

         - Public Hearing  
           (Held before an Administrative Law Judge)

         - Recommended Order

3. If Successful

   - Mediation Agreement

4. If Successful

   - Conciliation Agreement

   - If Successful

     - No Probable Cause  
       (Case dismissed)

     - Further Review

5. If Unsuccessful

   - Commission’s Order After Hearing  
     (No discrimination found—case dismissed
     OR
     Discrimination found—corrective action ordered)

6. Complainant has 30 days to request judicial review

7. In a fair housing case the Complainant may elect to commence a civil action in court.

8. Complainant or Respondent can appeal the decision to the District Court within 30 days.

9. Court Appeal