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. In these pages, you will find the story of partnerships throughout the organization and the community with people who are committed to a stronger local community.

One of the major efforts this past year involved our work with Inclusive Dubuque. Staff were heavily involved in the process to develop a community equity profile, working on the equity profile planning team and serving as facilitators of community dialogue sessions. Human Rights Commissioners and individuals from the Intercultural Ambassador network also lent their support to the efforts. As of the end of the fiscal year, the bulk of the data collection from local and national sources, community dialogue sessions, and community surveys was complete. As we moved into fiscal year 2016, we began the work of sharing the profile summary with the community and seeking ideas for prioritization and action planning.

As an Inclusive Dubuque network partner, the City of Dubuque as an organization also began to examine the ways in which we contribute to a more inclusive and equitable community. To that end, staff met with leadership team members within each department to assess current contributions and areas where we might focus moving forward. During fiscal year 2016, we will revisit departments and work with them to put together their department level equity plans. The work we have been doing to recruit and retain a diverse workforce has been, and will remain, a strong component of these efforts.

We have made great progress this year on our community engagement work throughout the organization. We have finalized a toolkit and begun to create a shared understanding of what we mean by community engagement and how we might come closer to living up to our democratic ideals when working with the public. We have begun putting our work into practice on a series of projects, and results of those efforts will be available in 2016.

Finally, our collaborative work with Iowa Campus Compact, Loras College, and local non-profits continues to encourage volunteerism as a way for residents to become involved with addressing social concerns facing the community. We also worked with partners to launch Neighbor to Neighbor as a way to encourage community building on a micro-scale, one block at a time.

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

Respectfully submitted,

Kelly Larson
Human Rights Director
DUBUQUE HUMAN RIGHTS DEPARTMENT
FY15 ANNUAL PERFORMANCE REPORT

2015 Human Rights Commissioners

Anthony Allen, Chairperson
Susan Stone
Sarah Fisher
Miquel Jackson, Vice Chair
Fred Davis

Tom LoGuidice
Tanya Engling
Ashley Melchert
Shirley Vaughn

Administrative Staff

From top center clockwise: Kelly Larson, Director; Carol Spinoso, Intake Specialist; Nikola Pavelić, Community Engagement Coordinator; Manisha Paudel, Human Relations Specialist, and André Lessears, Training & Workforce Development Coordinator
HUMAN RIGHTS DEPARTMENT

Department Mission: 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. In all we do, we treat compliance with current civil rights laws as the bare minimum required, not the end goal.

SUCCESS IS ABOUT PLANNING, PARTNERSHIPS AND PEOPLE LEADING TO OUTCOMES

PEOPLE
Reach-in strengthens relationships between City government and traditionally marginalized communities for the purpose of engaging individuals in governance, ensuring access to City services, and supporting connections to other community institutions.

PLANNING
Departments throughout the organization will be using the Equity Profile results and information from the Government Alliance on Race & Equity to develop & implement department equity plans.

PARTNERSHIPS
Inclusive Dubuque is a network of people and institutions focused on meeting the economic and cultural needs of the community. The Equity Profile will be completed by the fall of 2015, with partners then leading community action planning workgroups.
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.

Highlights of the Past Year

- Partnered with Inclusive Dubuque on Inclusive Community Action Planning through development of a community equity profile.
- Continued to expand our Intercultural Ambassador Network through leadership development workshops for community organizations.
- Partnered with Project Concern, Operation New View, and the Circles Initiative to support volunteerism to impact economic opportunity.
- Designed and implemented 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:
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.

**Future Initiatives**

Inclusive Community Action Plan: serve on the equity profile impact council and assist with community engagement for the action planning phase

- National Incident/Events: partner with Chief of Police and community members to identify issues, review best practices, and prepare report with local options and recommendations.

**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

**Goal: Economic Prosperity**

**Outcome #1: Improve economic prosperity for all through community partnerships**

*Project #1:* Inclusive Dubuque Equity Profile – we worked with partners to develop and implement a process to create a community equity profile. The process has helped to establish a community baseline around conditions impacting economic prosperity, and has opened the door to dialogue around equity and inclusion throughout the community. This is the first step towards developing action plans.
Human Rights staff assisted with community engagement and dialogue sessions, with a goal of reasonably representative participation across the community.

**COMMUNITY ENGAGEMENT**

- **1,995** Community members completed online surveys
- **24** Facilitators have been trained as of July 1
- **60** Community dialogues have been held
- **584** Community members attended dialogues
- **305** Community members have signed up to stay connected

The following information details the demographics of community members who participated in the online surveys and community dialogues as of August 11, 2015. When available, a comparison to the demographics of the City of Dubuque is included.

**RACE/ETHNICITY**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Equity Profile</th>
<th>City of Dubuque</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>83.95%</td>
<td>93.4%</td>
</tr>
<tr>
<td>Black/Afr. American</td>
<td>11.54%</td>
<td>5.0%</td>
</tr>
<tr>
<td>Hisp./Latino</td>
<td>2.39%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Asian/Pac. Islander</td>
<td>1.57%</td>
<td>1.5%</td>
</tr>
<tr>
<td>Native American</td>
<td>0.55%</td>
<td>0.7%</td>
</tr>
</tbody>
</table>

**NEIGHBORHOOD**

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Point</td>
<td>4.43%</td>
</tr>
<tr>
<td>South End</td>
<td>9.49%</td>
</tr>
<tr>
<td>North End</td>
<td>11.52%</td>
</tr>
<tr>
<td>Hill/College/Hospital</td>
<td>14.72%</td>
</tr>
<tr>
<td>Downtown</td>
<td>15.51%</td>
</tr>
<tr>
<td>Outside Dubuque</td>
<td>18.35%</td>
</tr>
<tr>
<td>West End</td>
<td>25.80%</td>
</tr>
</tbody>
</table>
Project #2: My Brother’s Keeper is a network of non-profit organizations and volunteers who are working to support youth of color and low income youth of various ages to improve school achievement, graduate from high school, and proceed to college and/or a career.

“Don’t be a stereotype. I was a stereotype myself because I thought that people in the community wouldn’t give us a chance, but then again they did.”
- Future Talk Participant

Middle School
Dream Center’s In Your Life mentoring develops individualized plans for academic and behavioral success

High School
Futural Talk participants learn job skills and earn a science credit.

Elementary
St. Mark Heroes Academy increased or maintained literacy skills for 88% of students who participated

College
Local college students tutor and mentor younger students, serving as role models.

Youth learning how to "dress for success."

Youth learning to identify their leadership skills.
Project #3: Volunteering for economic opportunity is a collaborative project involving Iowa Campus Compact, AmeriCorps VISTA, and three non-profits receiving City funds – Project Concern, Operation New View, Circles Initiative. These non-profits are focused on supporting residents towards self-sufficiency by stabilizing their housing, providing education and employment skills, and increasing household income.

- Number receiving financial literacy: 257
- Number receiving job training and other skill development: 194
- Number with improved financial knowledge: 173
- Number mentored: 1361
- Number community volunteers hours: 6411

- Fiscal value of volunteer service: $134,192
- Federal & State EITC returned to pockets: $283,084
- Homeless program clients to permanent housing: 83%
- Circles participants employed after 18 months: 70%
Goal: Social/Cultural Vibrancy

Outcome #1: Continue to become an inclusive community in which all feel welcome and included, with no one left behind.

Project #1: Information and referral: This year, 262 people contacted us with specific questions about discrimination complaints or questions about meeting basic needs.

The most frequent areas where people were seeking assistance related to employment and housing needs, and more than half of the contacts did not involve allegations or concerns of discrimination.

2015 Inquiries - Breakdown by Area
The public also connects with us through the internet, where they are able to learn about everything from legal requirements to upcoming programs.
**Outcome #2:** Increase civic responsibilities by having citizens be part of the solution.

**Project #1:** Neighbor-2-Neighbor is a resident led and City supported pilot program focused on creating safety through knowing the neighbors on your block.

6 Block Leaders Recruited & Trained

4 Block Leader Sponsored Events

“I don’t want my neighbors to call the Police when my son plays the music too loud. I want them to call me or come over. I think this program will help us get to that.”
- resident

“I am excited to get to know my neighbors through this, and not be scared when they knock on my door.”
- block leader

**Project #2:** Reach-in is an outreach approach focused on building sustainable relationships with community members and empowering them as agents of inclusion and integration. Group members participated in various ways this year:

- Facilitated Inclusive Dubuque dialogues
- Hosted school dialogue on student concerns
- Served in advisory role with Police
- Organized suicide awareness walk
- Planned and hosted annual Dr. King Breakfast
- Volunteered with local organizations
- Connected friends & family with community resources
Project #3: Intercultural Workshops are offered to community members annually.

This year, 18 people participated in our annual Board and Commission training, 160 participated through our Hempstead and Senior High School program, and 25 people participated in our 32-hour workshop.

Those who have participated in the 32 hours workshops are part of our Ambassador group and serve as trainers and resources in their organizations and the community. This group now consists of the following:

- **City Departments**
  - 21 People from 12 Departments
- **Higher Education**
  - 28 People from 6 Institutions
- **K-12 Education**
  - 10 People from 2 High Schools
- **Non-Profits**
  - 23 People from 17 Institutions
- **Business**
  - 6 People from 3 Institutions
- **Resident Leaders**
  - 13 People

**HUMAN RIGHTS DEPARTMENT**

**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 partner in 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.
Highlights of Fiscal Year 2016

- Assessed mutually reinforcing activities of City organization as a Mission Partner in Inclusive Dubuque
- Workforce Recruitment & Retention: development of intranet, implementation of orientation workshops
- Community Engagement: core team developed toolkit and shared understanding/process for CE; Toolkit implemented to revise budget, con plan, City Life
- Equity: department assessments, FH training, cultural voices work with depts; AI and action plan

We support departments in their efforts to recruit and retain a high quality, diverse workforce, to ensure equitable access and delivery of City services, and to engage the community in decision making so that services are responsive to community needs.

Future Initiatives

- Environmental Stewardship/Community Resiliency Commission: assist with community engagement in designing the purpose, size, staffing, support, and funding for the Commission.
- Police Best Practices: support the identification of best practices and opportunities for Dubuque and the preparation of action plan with options for City Council review and direction.
Performance Measures

Organizational Development – Activity Statement
Partner with other City Departments to ensure equal opportunity, fairness, engagement, and access to government services

Goal: Financially Responsible City Government and High Performance Organization

Outcome #1: The City is providing services responsive to community needs

Program #1: We lead a core group focused on creating a culture of community engagement with government. This year, we worked with staff to develop a community engagement toolkit, create shared meaning, and develop a consistent process. We are working to infuse a philosophy and tools into how we do business, measuring our progress and making improvements along the way.

Project #1: Upon experiencing low attendance at earlier City Life sessions, we engaged the public in reworking our City Life program resulting in the following changes:

- reducing the program length from 10 weeks to six week,
- increasing the number of tours from 1 tour to 7 tours, and
- adding three additional public buildings as meeting locations.

Project #2: We engaged the public in reworking the community input portion of the annual budget process, resulting in the following changes for the FY17 process:

- hosting additional public input sessions with the City Manager in different neighborhood locations,
- developing marketing materials and surveys,
- locating kiosks with surveys and background information throughout the community to increase informed participation.

Participants appreciated the session design for both of the above projects, strongly agreeing with the following statements:
Participants also agreed that the meetings reflected the diversity of people and views in our community.

**Outcome #2: The City is hiring and retaining a top quality workforce**

*Program #1: We lead a core group focused on recruiting and retaining a diverse workforce. This past year, we modified our recruitment process and developed recruitment checklists and tips to support managers in their efforts.*

Current workforce demographics are:

<table>
<thead>
<tr>
<th>Active Employees Total as of July 2015</th>
<th>Asian</th>
<th>Black</th>
<th>White</th>
<th>Hispanic</th>
<th>Am. Indian</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>Total</td>
<td>5</td>
<td>33</td>
<td>950</td>
<td>17</td>
<td>1</td>
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<td>1006</td>
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<tr>
<td></td>
<td>0.00%</td>
<td>0.03%</td>
<td>0.94%</td>
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<td>0.00%</td>
<td>0.63%</td>
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<tr>
<td>Full Time Employees</td>
<td>1</td>
<td>10</td>
<td>522</td>
<td>6</td>
<td>1</td>
<td>411</td>
<td>129</td>
<td>540</td>
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<td></td>
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<td>0.02%</td>
<td>0.97%</td>
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<tr>
<td>Part-Time</td>
<td>1</td>
<td>10</td>
<td>145</td>
<td>4</td>
<td>0</td>
<td>75</td>
<td>85</td>
<td>160</td>
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<tr>
<td></td>
<td>0.01%</td>
<td>0.06%</td>
<td>0.91%</td>
<td>0.03%</td>
<td>0.00%</td>
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<tr>
<td>Seasonal</td>
<td>3</td>
<td>13</td>
<td>283</td>
<td>7</td>
<td>0</td>
<td>147</td>
<td>159</td>
<td>306</td>
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<tr>
<td></td>
<td>0.01%</td>
<td>0.04%</td>
<td>0.92%</td>
<td>0.02%</td>
<td>0.00%</td>
<td>0.48%</td>
<td>0.52%</td>
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</table>
Project #1: Working with other staff, we designed and implemented employee orientation workshops and developed an employee intranet based on last year’s training needs assessment.

A Total of 32 staff attended new orientation workshops this year, and 34 staff attended 10.5 hours of intercultural foundations workshops.

“Learning different styles in how people think and interpret things helps to provide different ways to approach and handle situations out of the norm.”
- Participant in staff intercultural workshop

“I was surprised by the general bits of information about the City I never knew – policies relevant to my job, how our taxes are spent, engagement sessions happening.”
- Staff orientation participant

Outcome #3: There is easy access to City information and services for all

Program #1: We lead a core group focused on equitable delivery of City services, and participating with community partners to impact equitable outcomes in the community overall through mutually reinforcing activities. This year we met with leadership teams in every department to:

- present on Inclusive Dubuque,
- assess the current status of equity work within the departments, and
- begin to develop action plan areas for each department

We also:
- developed an equity tool and shared language around racial equity,
- and began to identify action plan areas for each department.
**Project #1:** City Life is a program that connects community members and City staff so that participants can discover relevant information about local government structure and services.

Participants in City Life 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.

> “NOW I UNDERSTAND HOW COMMUNITY-DRIVEN DUBUQUE IS AND THAT THE DEPARTMENTS NOT ONLY WANT MY INPUT BUT THEY RELY ON IT.”
> City Life Participant

> “I HAVE A MUCH BETTER UNDERSTANDING OF HOW EACH DEPARTMENT FUNCTIONS AND AFFECTS THE CITIZENS.”
> City Life Participant

**Project #2:** We arranged for Fair Housing training for 109 City staff members to insure staff has an awareness of the legal requirements underlying fair and equitable delivery of City services, including the concept of disparate impact.

**Project #3:** We partnered with the Housing and Legal Departments to complete the analysis of impediments to fair housing and develop an action plan. Items set forth in the action plan will inform department level equity plans in FY16-17.

**Project #4:** Community members in a group called Cultural Voices met with members of the Police Department and Housing Department to increase awareness and understanding of how department service delivery may be impacting immigrants and refugees.