



Human Rights Department  
City Hall Annex  
1300 Main Street  
Dubuque, Iowa 52001-4732  
563-589-4190 office  
563-690-6691 fax  
563-589-4193 TTY  
humanrgt@cityofdubuque.org



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 community designed to advance equity.

I want to begin by expressing my gratitude to the Council for continuing to designate Inclusive Dubuque as a top priority over the past year and in the year to come. Your leadership in this initiative was duly recognized in March 2016 by the National League of Cities with a first-place City Cultural Diversity Award. The initiative earned this recognition because of its focus on:

- enhancing the quality of life in Dubuque by improving equal opportunity and greater access to government and government services by multiracial and multicultural populations;
- increasing citizen participation in government and community activities by all segments of the community, and
- making cultural diversity an ongoing and recognized effort in our community.

This year also brought us a new pilot program entitled "Cultural Snapshots." This community-based research program is designed to highlight the cultural vibrancy present in our community and contribute towards the work of Inclusive Dubuque to advance equity in housing, education, health, and economic wellbeing. We also continued our progress inside the organization building up staff's capacity to weave intercultural skills, equity tools, and the use of data into their work.

Finally, we said goodbye to Training and Workforce Development Coordinator André Lessears, Human Relations Specialist Manisha Paudel and AmeriCorps VISTA member Brynn McDonnell as they moved on to other opportunities. Meanwhile, we welcomed Equity Outreach Coordinator Taj Suleyman and AmeriCorps VISTA member Katherine McFarlin.

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

Respectfully submitted,

A handwritten signature in cursive script that reads "Kelly Larson".

Kelly Larson  
Human Rights Director

# DUBUQUE HUMAN RIGHTS DEPARTMENT FY16 ANNUAL PERFORMANCE REPORT

## Administrative Staff



*Kelly Larson, Director; Taj Suleyman, Equity Outreach Coordinator; and  
Carol Spinoso, Intake Specialist*

## 2016 Human Rights Commissioners

Anthony Allen, Chairperson  
Miquel Jackson, Vice Chair

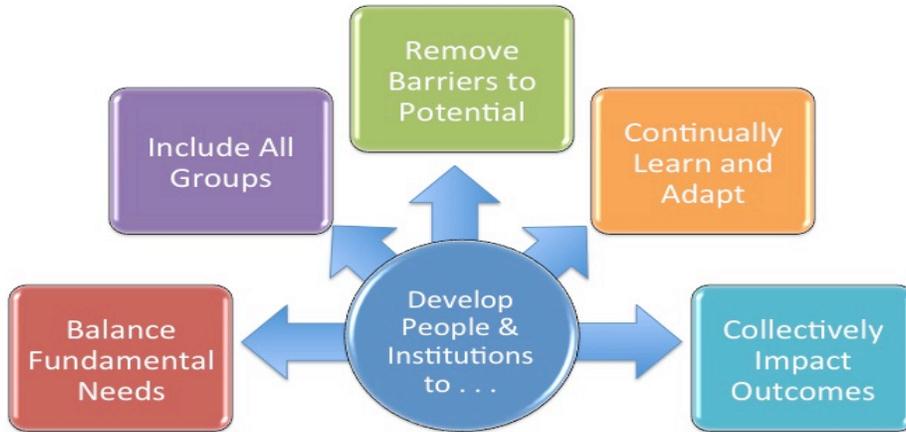
Fred Davis	Jeff Lenhart
Sarah Fisher	Kathrin Parks
Jay Schiesl	Adrienne Scott
Shirley Templeton Vaughn	

## Commission 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.

# 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.

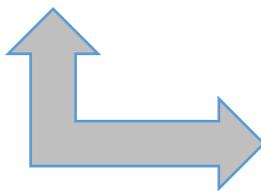
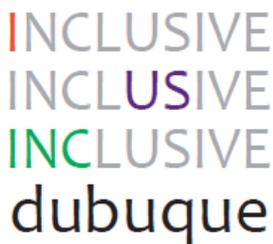


### PLANNING

We work to support Departments in learning about applying equity concepts and tools to develop & implement department equity plans.

### PARTNERSHIPS

We work to collectively impact existing disparities with Inclusive Dubuque, a network of people and institutions focused on meeting the economic and cultural needs of the community.



# HUMAN RIGHTS DEPARTMENT

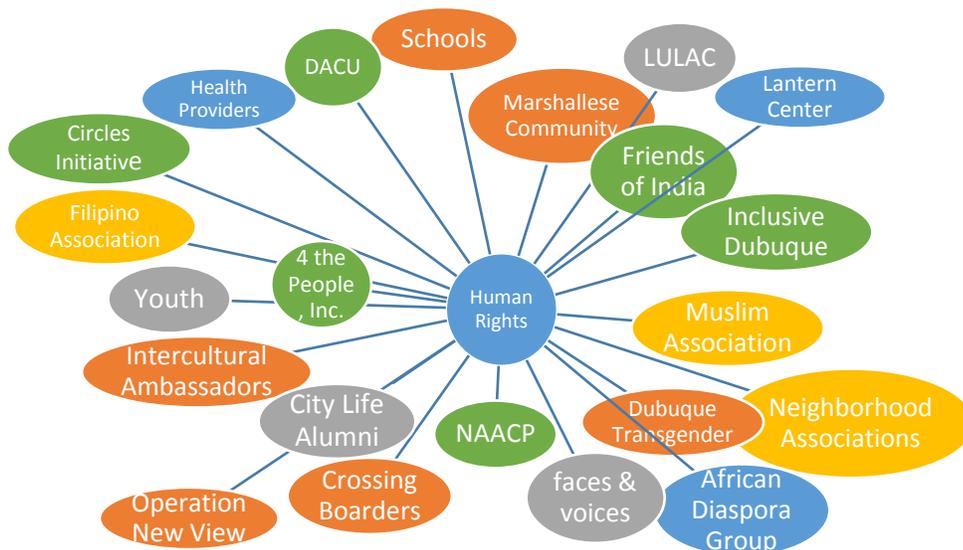
## Community Development

### 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 sector groups for the areas of the Community Equity Profile and training those groups on the use of data as a decision-making and accountability tool.
- Worked with Inclusive Dubuque partners to develop a new pilot program called *Cultural Snapshots*, beginning with an introduction to the Marshallese in our community.
- Partnered with Project Concern, Operation New View, and the Circles Initiative to support volunteerism to impact economic opportunity.
- Presented on Inclusive Dubuque at the regional convening for the Government Alliance on Race and Equity.
- Applied for and received a first-place award from the National League of Cities (NLC) as part of the 2016 NLC City Cultural Diversity Awards for the City Council's support of the Inclusive Dubuque Network.
- Developed and maintained a network of connections with the following community groups and organizations:



# HUMAN RIGHTS DEPARTMENT

The focus of the network is to support social and cultural diversity efforts in the community and to develop partnerships to identify and being to address barriers to equitable access and delivery of services.

## Future Initiatives

- Inclusive Community Action Plan: serve on the Network Impact Council and the Peer Learning Council, supporting peer learning and the use of equity tools across sector groups.
- Develop *Cultural Snapshot: An Introduction to Latinos in our Community*.

## Performance Measure

### 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:* 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.



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\$489,500 = Fiscal value of volunteer service

100% = Homeless program clients to permanent housing

73% = Circles participants increased income



## Goal: Social/Cultural Vibrancy



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

*Initiative:* Inclusive Dubuque is a network of partners committed to supporting an equitable and inclusive culture to meet the economic and cultural needs of our diverse community.

- Equity Profile completed
- Sector groups formed

- Sector Groups learn Results Based Accountability
- Restorative Strategies Peer Learning Session

- Sample Toolkits developed
- Peer Learning plan developed
- Incident Response Plan created

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*Initiative:* 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.

## College

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

## High School

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

## Middle School

Dream Center's In Your Life mentoring develops individualized plans for academic and behavioral success

## Elementary

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

*Youth learning how to "dress for success."*



*Youth attending college tours.*

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*Pilot Program: Cultural Snapshots* is a community based research project designed to highlight the cultural vibrancy present in our community and contribute toward the work of Inclusive Dubuque. This year's pilot grew out of the Marshall Islands Health Project and focused on the Marshallese in our community.

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*We Marshallese are very thankful to be here in Dubuque. Thankful that we are part of the community.*

*Marshallese Resident*

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Health: efforts to hire and train community health workers, educate on healthy food, and introduce "Double Up Food Bucks"

Employment: cultural liaison engaged to assist in connecting community members to IowaWorks programs

Language Access: investigating course opportunities with NICC

Culture and Legal Status Presentations with Federal Government:

35 service providers learned about eligibility for services  
40 Marshallese community members connected to Pathways to Citizenship information

Integrated working groups seeking to impact indicators of well-being with the Marshallese community

Research Design: on-line surveys, translated surveys, cultural broker, one-on-one collection methods

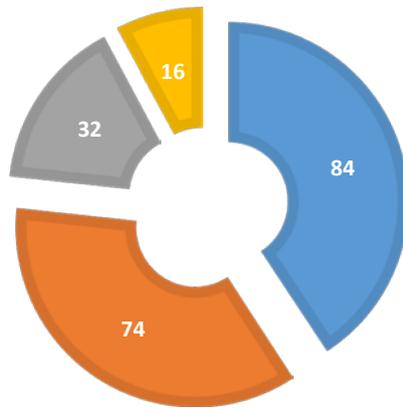
Outcome: 120 service provider surveys and 100 Marshallese community member surveys completed

# HUMAN RIGHTS DEPARTMENT

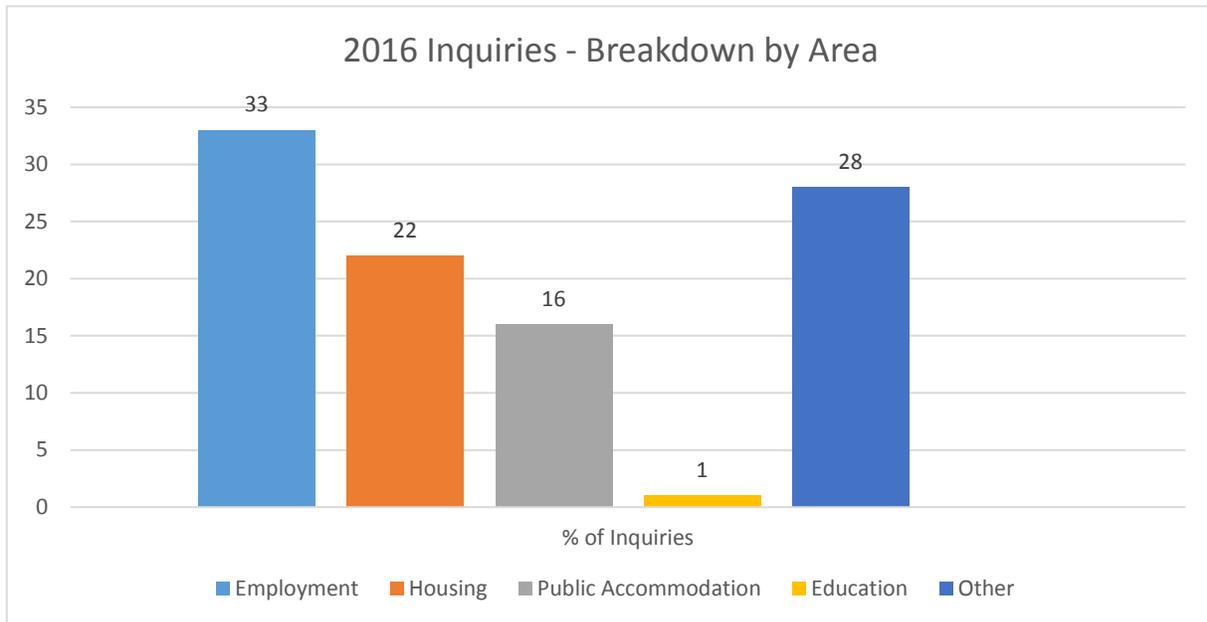
*Service:* Information and referral: This year, 206 people contacted us with specific questions about discrimination complaints or questions about meeting basic needs.

## INQUIRY DISPOSITION

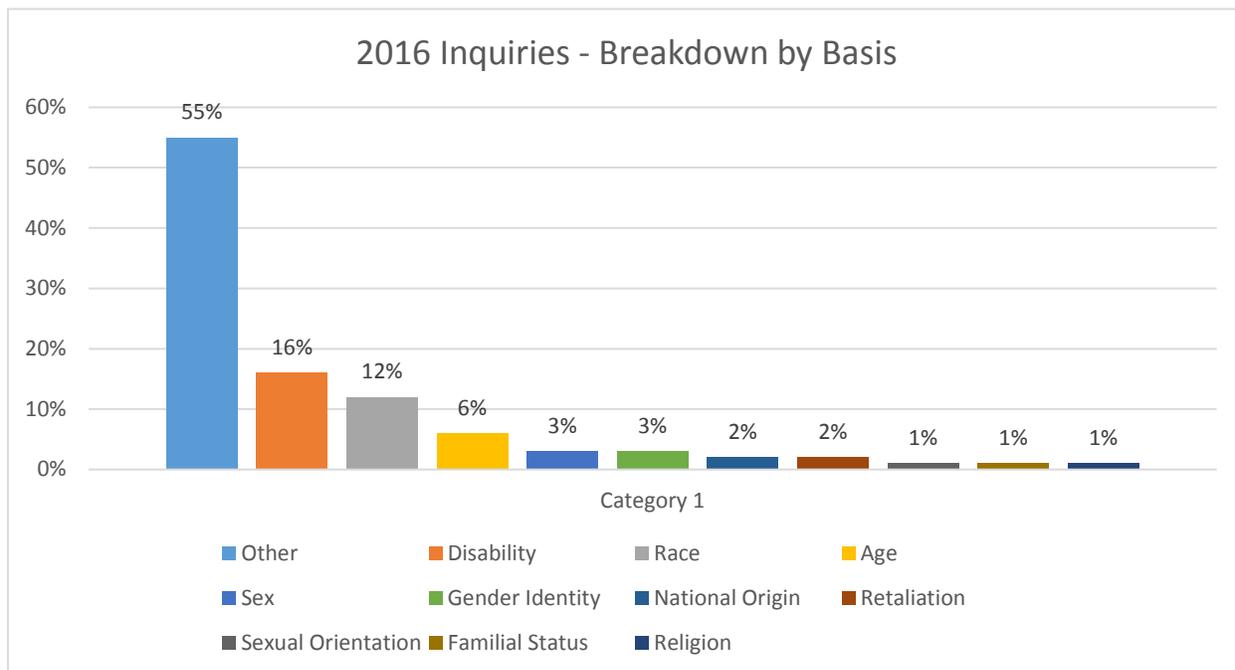
■ Education/Counseling ■ Referral to Another Agency ■ Declined to File ■ Filed Complaint



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



# HUMAN RIGHTS DEPARTMENT



The public also connects with us through the internet, where they are able to learn about everything from legal requirements to upcoming programs and events.

Currently, we have 717 Facebook fans. This year, the most popular items on our Facebook page included:

- Community Engagement on City Council Goals
- Press Conference in Response to Hate Incident
- Orlando Vigil
- Source of Income Dialogue Sessions
- LGBT Safe Zone Training
- Community Engagement on the Resilient Advisory Commission
- City Life

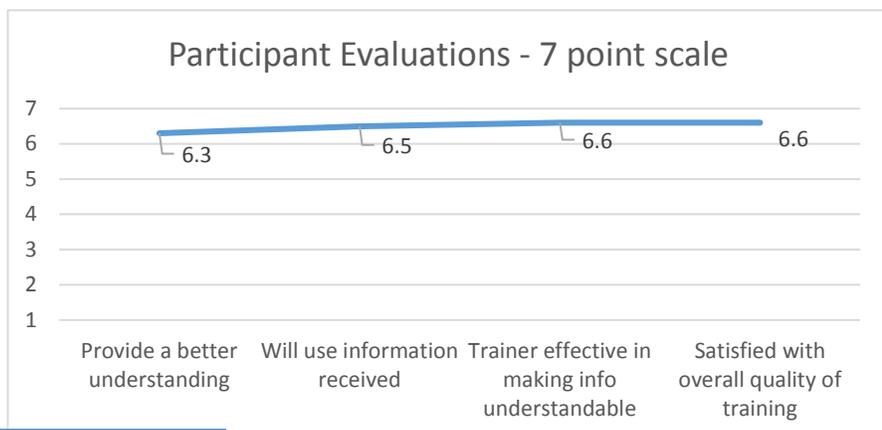
**Outcome #2: Increase mutual understanding, knowledge, and acceptance of others through community partners.**

*Program:* Intercultural Workshops

We offer three levels of intercultural workshops for the general public: a 5.5 hour Intercultural Basics workshop, a 10.5 hour Intercultural Foundations workshop, and a 32-hour workshop focused on application of skills and tools in an organizational context.

# HUMAN RIGHTS DEPARTMENT

This year, 106 people participated in our public intercultural workshops. This brings the total participants since 2009 to 476.



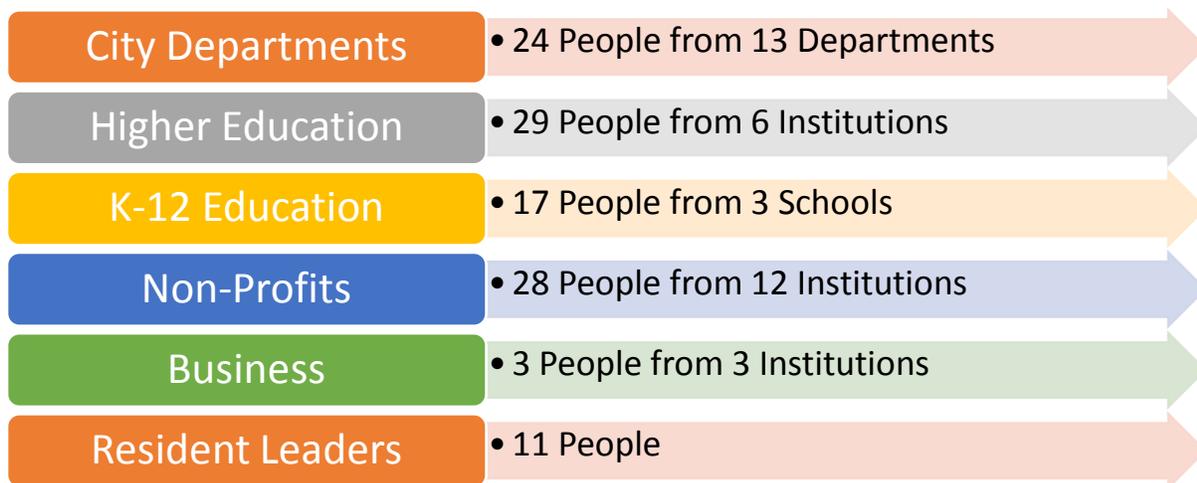
*“The most helpful part was setting up a plan and goals.”*

*- Participant in 32-hour workshop*

*“I was most surprised that there was such a diversity in communication styles and how certain ones work better together than others.”*

*- Participant in Foundations workshop*

Those who have participated in the 32 hour workshops are part of our Intercultural Ambassador Network and serve as trainers and resources in their organizations and the community. This group now consists of 122 people from the following sectors:



# 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

- Equity: Core Team developed framework for department equity plans, including goal areas, indicators, and proposed performance measures; offered workshops on Race: The Power of an Illusion and on Results Based Accountability; introduced a Racial Equity Toolkit.
- Human Rights Department presented on internal equity plan efforts at regional convening for the Government Alliance on Race and Equity.
- Workforce: Core Team worked on several department-specific projects.
- Community Engagement: Core team established guiding principles, surveyed staff, and issued a three-year evaluation and progress report.
- Public CIO Special Report, first quarter 2016, highlighted the City of Dubuque's community engagement efforts.
- Partnered with the Chief of Police, City Manager, and NAACP to re-negotiate the Memorandum of Understanding establishing the Dubuque Community Police Relations Committee, which hears concerns regarding police conduct, and to add the Community City Relations Committee, which will hear concerns regarding city staff conduct in departments beyond the Police.



# HUMAN RIGHTS DEPARTMENT

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

- Equity Core Team will begin developing department level equity plans.

## 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

*Service:* Facilitate Community Engagement Core Team. We lead a core group focused on creating a culture of community engagement with government. This year the team established guiding principles, gathered staff feedback, issued a three-year evaluation and report, and made a series of recommendations to the City Manager for next steps.

*Projects:* Facilitate development and implementation of community engagement plans. We engaged the public in City Council budget and goal setting, development of the Resiliency Community Advisory Commission, and an assessment of accessibility of City buildings.

650 people participated in these projects and indicated that they strongly agree with the following statements regarding their experience:



# HUMAN RIGHTS DEPARTMENT

Approximately 75% of participants shared their demographic information.

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

*Service:* Facilitate Recruitment and Retention Core Team. We lead a core group focused on recruiting and retaining a diverse workforce by creating a culture throughout the organization that values diversity and inclusion. We also support a communications team and a training team.

This past year the teams:

- launched an Intranet for City staff,
- facilitated ICC refreshers in three departments and developed a series of “key concepts” videos
- offered orientation workshops for new staff
- offered training on recruitment practices for Leisure Services staff
- worked on recruitment plans with Public Works
- worked on a skill development pipeline for EMTs/paramedics with NICC

*Program:* Intercultural Workshops for City Staff

This year, 46 staff attended 10.5 hours of Intercultural Foundations Workshops, bringing the total number of staff who have completed a minimum of 10.5 hours of workshops to 819.

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*“I was most surprised by how much I enjoyed it and learned after feeling I was already very interculturally competent.”*

*- Participant in staff intercultural workshop*

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

*Service:* Facilitate Equity Core Team. We lead a core group focused on equitable delivery of City services and developing partnerships across sectors to advance equitable outcomes in the community overall through mutually reinforcing activities. This year we established four broad goal areas for equity plans, along with indicators and performance measures.

*Program:* City Life

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.



# HUMAN RIGHTS DEPARTMENT

As of the fall of 2016, 117 people have completed City Life. Alumni are serving on boards and commissions, taking volunteer roles, showing up at public input sessions, and participating in City programs to meet their needs.

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*“Being new to Dubuque, City Life informed me on things I didn’t even know I needed to know. I am knowledgeable on how to be an active part of my community.”*

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**Project:** Support implementation of the Fair Housing Action plan and the requirement to Affirmatively Further Fair Housing through education and facilitation.

**Education:** This fiscal year we arranged for training for 240 City staff members, commissioners, and community partners designed to expand an understanding of disparate impact law, racial disparities, and the relationship between current day disparities, historical discrimination, and the role and responsibility of government. We used “Race: the Power of an Illusion – The House we Live in” and also introduced a racial equity toolkit to assist staff in decision making.

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*“It helped to hear about how another city looked at whether or not a complaint based system was the most effective and the best for all populations in a community. Look at other options in Dubuque.”*

*- Participant in Fair Housing workshop*

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*“Enjoyed the history that was presented and was very surprised by it. Liked being able to discuss things with the presenters who seemed interested in what we thought, though they may not have agreed with our thoughts.”*

*- Participant in Fair Housing workshop*

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*“The tools for examining institutional racism were outstanding. I saw relevance in the policing of illegal drugs example and in the housing example that were the subject of the day.”*

*- Participant in Fair Housing workshop*

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**Facilitation:** We designed and facilitated community dialogue sessions for the Source of Income working group and issued a report for the working group.

**Research and Reporting:** We collaborated with the Source of Income Working Group to design a Residential Rental Survey for housing providers and for tenants, collected and analyzed the results, and issued a report for the working group.



