

TO: Michael C. Van Milligen, City Manager

FROM: Kelly Larson, Human Rights Director

DATE: May 24, 2016

RE: Report to Inclusive Dubuque on Initiatives, Programs, and Practices
Designed to Advance Equity and Inclusion Since 2014

The purpose of this memorandum is to forward to you the information I have collected from across departments regarding initiatives, programs, and practices designed to advance equity and inclusion that have been implemented since 2014.

Background

The City Council has established Inclusive Dubuque as a high priority. The City as an organization participates in Inclusive Dubuque as a network partner in two ways. First, several City staff are serving on the working groups that have been established to develop collaborative approaches to advancing equity and inclusion throughout the various sectors set forth in the equity profile (housing, education, economic well-being, arts & culture, transportation, and safe neighborhoods). Second, each department has been tasked with identifying the Inclusive Dubuque champion for their department and examining the ways in which services, programs, and practices within their department may be adjusted to advance equity and inclusion.

Discussion

Earlier this year, Inclusive Dubuque Coordinator Katrina Farren-Eller asked each network partner to help tell the story of the various ways in which the partners are taking action to advance equity and inclusion within their sphere of influence, doing what they do best. In response to her request, I invited the Inclusive Dubuque champions from each City department, along with additional City staff members who are serving on an Inclusive Dubuque working group, to sit down with me to capture a response to the following survey question posed by Inclusive Dubuque:

- What, if any, initiatives, programs, or changes in practice have you and/or your organization implemented inside or outside of your organization to promote equity and inclusion since 2014?

Some of the actions undertaken by the City are focused on creating inclusive environments or structures that allow people of all backgrounds to engage and meet their potential:

- The Multicultural Family Center began offering some new programs, including
 - “Difficult Differences,” which is focused on navigating difficult conversations involving aspects of social identity such as race, gender, disability, sexual orientation, etc.
 - “Safe Zone Training,” which is focused on creating safe environments for people who identify as gay, lesbian, bi-sexual, transgendered, or are questioning, and
 - a Trans-racial adoption support group.
- The Arts Special Projects Grant Program has been modified so that inclusiveness of the programming is part of the rating system for receiving a grant.

Other actions undertaken by the City are focused on making equitable adjustments to services, programs, or practices in order to advance access to department services and engage people in ways that are relevant, meaningful, and accessible. Here are a few of those highlights:

- The Public Information Office has expanded communication channels with City department to include You-Tube and the MyDBQ application.
- City buildings were audited for “readily achievable” improvements to increase access for people with disabilities, and improvements such as the addition of ADA signage were made as a result of public input.
- A new play component for people with visual impairments has been added at Marshall Park.
- Adjustments have been made to the community engagement process for City Council Goal Setting and budgeting, and are being examined for continued improvement.
- Leisure Services engaged in a partnership to offer “Unified Sports Events” – these events are an example of both equity and inclusion in that they are adaptive sports that include participants both with and without disabilities.
- The Jule completed a significant redesign of bus routes leading to improved service in our most diversity neighborhoods and for those who are transit dependent.
- The Jule noted that requiring applicants to have a CDL as a pre-requisite to employment was limiting the pool of otherwise qualified applicants. They adjusted their hiring policy to allow on-the-job CDL training, resulting in a broader pool of qualified applicants.
- The Human Rights Department has provided child-care, transportation, and translation services for residents in order to advance access to the City Life program.

Some actions are focused on adjusting a City program in order to be a more effective partner in collectively impacting a community-wide strategic initiative. The best example of this lies in the area of Grade Level Reading:

- The Leisure Services Department re-vamped the Partners in Learning Program to specifically focus on grade level reading achievement
- The Leisure Services Department also revised the summer drop-in programs at the parks to include an intentional learning focus to help reduce the “summer slide.”

Still other actions are focused on providing avenues for the public to play an active role in advancing equity and inclusion, such as:

- The Sustainability Grant Program awarded a grant to a University of Dubuque student who is addressing food access in a neighborhood that is in a food desert.

I’ve also attached to this memo a chart containing the full list of responses I received from departments.

Action Requested

This memo is being provided for your information. No action is requested.

cc: Department Managers
Katrina Farren-Eller, Inclusive Dubuque Coordinator

City of Dubuque Department	Initiative, Program, or Change in Practice
City Clerk's Office	<ul style="list-style-type: none"> • 2014: Brochure on how to insure events are accessible to people with disabilities included with special event permit packet • 2015: City Council adopted a resolution affirming the commitment to diversity and inclusion through broad recruitment and appointments to City Boards and Commissions • Beginning to map Board and Commission applicant addresses to see if representation throughout the city • Working to develop additional ways for people to be informed of Board and Commission vacancies
City Manager's Office	<ul style="list-style-type: none"> • 2014-16: extensive efforts to keep the public informed and engaged with the Bee Branch creek restoration work • 2015: received training on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism • 2015: City now has You-Tube channel and MyDbq Ap allowing for broader and easier access; demonstration of ap offered at neighborhood meetings • 2015-16: new community engagement activities for budget process and City Council goal setting adopted • 2016: ICMA Fellows hosted in Dubuque from Indonesia, Cambodia, Thailand • 2016: Sustainability grants awarded included one to UD student who is addressing food access in neighborhoods that are in a food desert
Building Services	<ul style="list-style-type: none"> • 2015: City buildings assess for readily achievable improvements and work underway to address • 2015: improved ADA signage in City buildings as a result of public input
Leisure Services Department	<ul style="list-style-type: none"> • 2014-16: Intentional work on recruitment process for MFC Director; Park Division positions; Supervisory staff revamped approach to seasonal recruitment and hiring processes with goal of expanding diversity of pool • 2014: Re-vamped AmeriCorps Partners in Learning program to focus on Grade Level Reading • 2015: re-vamped summer drop-in programs at parks to include intentional learning focus • 2015: MFC began offering some new programs: Difficult Differences program; Safe Zone

	<p>Training; Trans-racial adoption support group</p> <ul style="list-style-type: none"> • 2015: Road to Success partnership with MFC and Black Men Coalition revised to include opportunities to be considered for summer employment • 2015: Partners on MFC Board worked to consult with numerous community groups on NAACP request to rename the building • 2015: new play component for visually impaired added at Marshall Park • 2016: 9 pesticide free parks being piloted; healthier for all including those with chemical sensitivities • 2016: Four Mounds Day Camp adjusted camp times and bus transportation options to expand availability to working parents and/or those reliant on public transportation • 2016: will be implementing scholarship cards so that families who income qualify can choose to apply the scholarship towards full range of Leisure Services program rather than only to certain programs • Partnership with Boys & Girls Club offers breakfast and lunch at Comiskey Park during summer • Mapped program registrations to see demographic coverage by neighborhood • Partnered with DCSD and others to offer Unified Sports Events – adaptive sports that include people with and without disabilities
Engineering Department	<ul style="list-style-type: none"> • Expanded recruitment for open positions to attract a broader applicant pool, additional job fairs, college campuses, professional websites, regional focus • Green Alleys purposefully split city-wide so hitting all demographic and income areas throughout the watershed • Transition Plan for accessibility being updated to current access standards, including guidelines for public rights of way that were adopted in 2014 •
Economic Development Department	<ul style="list-style-type: none"> • Arts Special Projects Grants modified so that inclusiveness of the program is part of what is rated
Finance Department	<ul style="list-style-type: none"> • Expanded recruitment for open positions to attract a broader applicant pool - college campuses, professional websites • Instituted a new practice of inviting vendors with the City to self-identify as female or minority owned businesses
Fire Department	<ul style="list-style-type: none"> • Formed community engagement committee that is working to attend more community events, neighborhood meetings, Farmer’s Market, and engage with neighbors through

	community gardens and little libraries at the Fire Stations
Housing Department	<ul style="list-style-type: none"> • 2015 received training on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism • 2014-16: Impacted parties are involved with Source of Income committee and their input will be included in recommendations to City Council • 2016: Full Time position for Circles funded • 2016: Micro-enterprise program added to CDBG budget • 2016: Received funding for resiliency grant that will include a focus on rehabilitation for quality affordable housing
Health Department	<ul style="list-style-type: none"> • 2016: extensive community engagement on the creation of Resiliency Advisory Commission
Library	<ul style="list-style-type: none"> • 2014-16: two staff members participate on City's intercultural competence team; in 2015 and 2016 they have presented to all library staff and are preparing two additional presentations along with videos of ICC concepts for CODI • Librarian attended two days of training on programs for people with Alzheimer's • One staff person is becoming more active in Inclusive Dubuque • Adult and Youth Services staff are planning programs targeted to special populations • Recruitment initiatives have been expanded to attract a more diverse pool; more candidates are invited to take part in exercises that provide managers a chance to interact with them before inviting for formal interviews • Several volunteers have mental or physical disabilities • Clerk positions are no longer used solely to support high school students and instead are open to adults as well, supporting librarianship is a profession. • Plan of Service includes goals to offer multicultural elements in programs • Multicultural books and displays are actively sought out • Partnership exists with Multicultural Family Center for book club and foreign language classes
Police Department	<ul style="list-style-type: none"> • 2015: renegotiated Memorandum of Understanding with NAACP establishing the Dubuque Police Community Relations Committee • 2015 received training on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism; Regular department level training on topics of diversity, equity and inclusion • 2015-2016: Police and other City staff are reviewing and when applicable implementing

	<p>recommendations from the President’s Task Force on 21st Century Policing</p> <ul style="list-style-type: none"> • 2015-2016: Police meet with 4 the People on a quarterly basis • 2015: Chief participated in Racial Profiling panel discussion • 2016: instituted Chief’s Forum • 2016: Police requested through the budget process funding to complete a traffic stop analysis • 2016: Memorandum of Understanding with NAACP under review for expansion to other City Departments, with Police assisting in facilitation • 2016: Police and NAACP executives have scheduled out monthly meetings to discuss issues as they arise.
Planning Department	<ul style="list-style-type: none"> • Architectural guidelines updated to include more information on accessibility • Expanded recruitment for open positions – colleges • 2015 received training on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism • Staff attended training on reviewing site plans for accessible design • Staff met with various community groups and included requirements in Comprehensive Plan Request for Proposals to describe efforts that will be made to reach traditionally marginalized groups
The Jule	<ul style="list-style-type: none"> • 2014: Significant redesign of bus routes improving service in our most diverse neighborhood and for those who are transit dependent • Recruitment: instead of requiring that applicants have a CDL, applicants who meet all other skill requirements can compete for the job and Jule will train them to receive CDL after hire in order to expand recruitment pool.
Human Rights Department	<ul style="list-style-type: none"> • 2014-16: childcare, transportation, translation services offered to, and used by, City Life participants, providing equitable access to engage and learn about local government. • 2014: Staff and community partners serving as intercultural competency trainers completed train-the-trainer on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism • 2014: Facilitated Transgender Dubuque presentation to school counselors and nurses • 2014: Facilitated Cultural Voices Presentations to ELL Teachers, Police Department, Housing Department • 2014: Facilitated City membership in Local and Regional Government Alliance on Race & Equity

	<ul style="list-style-type: none"> • 2014: Facilitated development of inclusive environments policy for Multicultural Family Center • 2014-16: Served as Mayor’s representative for My Brother’s Keeper Community Challenge • 2015: Developed an informal network of community members across various “protected class” backgrounds who serve in formal or informal leadership capacities throughout the community • 2015: Hosted ICMA Fellows from Indonesia • 2015: Provided dialogue facilitation, data collection, community engagement planning and implementation as part of Inclusive Dubuque development of Community Equity Profile • 2015-16: Facilitated development of transgender restroom signage for Multicultural Family Center, along with staff process for accommodating people with contrary cultural or religious beliefs. • 2015-16: Economic Opportunity VISTA partnership with Iowa Campus Compact, Operation New View, Project Concern, Circles Initiative focused on building capacity of organizations serving low income individuals • 2015: Human Relations Specialist position reclassified to Equity Outreach Coordinator; intentional recruitment efforts to attract a skilled, diverse pool of candidates including through Intercultural Communication Institute. • 2015: Staff volunteered to participate in LGBTQ panel discussion at U.D. • 2015: Created internal equity team; facilitated meetings with leadership teams in each departments to provide overview of Inclusive Dubuque and begin initial assessment of how departments are approaching diversity, equity, and inclusion in their work; analyzed results; created template for equity plans for departments and developed racial equity toolkit • 2015: Began working with Leisure Services and Police Departments on equity plans for their departments. • 2015: Process established to evaluate community engagement activities through resident feedback and demographics of participants • 2015: Facilitated development and implementation of community engagement plan around accessible access to City infrastructure • 2016: Connected with Iowa Department of Human Rights to begin supporting each other’s work to connect residents to opportunities
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	<ul style="list-style-type: none"> • 2016: Completed Results Based Accountability Certificate program; identified performance measures for department equity plans • 2016: Began developing department equity plan with Planning Department • 2016: Collaborating on Marshall Islands Health Project in collaboration with Mercy Medical Center, Crescent Community Health Center, and individuals from the Marshall Islands • 2016: Facilitating creation of leadership development program with Project H.O.P.E., Inclusive Dubuque, and City Clerk • 2016: Working with the faith community on issues facing immigrants in Dubuque • 2016: Collaborating with Police Department and community leaders on Chief's Forum • 2016: Supported Police Department efforts related to recruitment and hiring • 2016: Strengthened connections between Iowa Works and Marshallese Community • 2016: Began developing relationships with Success Coaches in order to support their efforts to connect residents to opportunities • 2016: Established connection with Mental Health America of Dubuque • 2016: Collaboration with Inclusive Dubuque, NAACP, Human Rights Commission, and MFC on response to hate incident; neighborhood walk/conversations • 2016: Working on improving language access in partnership with NICC • 2016: Re-designed 4-day Intercultural Workshop to focus on structure of organizations • 2016: Hosted ICMA Fellows from Indonesia, Cambodia, Thailand
<p>Housing Commission, Community Development Advisory Commission, Long Range Planning Commission</p>	<ul style="list-style-type: none"> • 2015 received training on Race: the Power of an Illusion and distinctions between implicit, explicit, individual, institutional, and structural racism