



## INTRODUCTION

This report describes the City of Dubuque's work to advance equity, leading with race, over the past year. The work is a journey that continues to unfold in a non-linear fashion based on community needs, community input, council policy direction, and the best available knowledge about effective practices in racial equity, intercultural relations, and human and civil rights.

This report consists of the following segments:

- 1) A brief summary of 2020 realities, including the global pandemic, the Black Lives Matter movement, and our work to develop a Fair Housing Action Plan and Equitable Poverty Prevention Plan with Public Works, LLC.
- 2) A reminder of our four equity goal areas and how they relate to City Council goals and community equity indicators.
- 3) A summary of progress made by various departments as they work on department level equity plans.
- 4) A set of recommendations for a 2021-2023 Equity Plan for the City of Dubuque.

## PROCESS AND CHALLENGE

Our process continues to be grounded in council policy direction, community engagement, and ongoing learning and staff development. Community participation processes this year have heavily informed recommendations for the 2021-2023 plan. These include:

- community participation in the creation of two major planning documents: the Analysis of Impediments to Fair Housing and the Equitable Poverty Prevention Plan.
- recommendations from community partners as part of a Black Lives Matter work session held in July and follow-up conversations in August and September; and
- staff's ongoing relationships with the Human Rights Commission and with traditionally underrepresented groups in the community.

Our work is also grounded in an understanding of the challenge of protecting and promoting human rights in a representative democracy rife with human disagreement about individual freedom and responsibility to others, or how best to ensure a minimum standard of living. These differences are influenced by a variety of factors, including culture and individual experiences. As learning takes place and new understandings emerge, changes in policy or law may follow.

A couple of points bear mentioning:

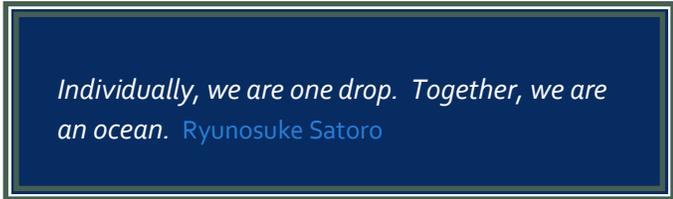
- The Human Rights Department neither exists nor operates in a vacuum. Our work is collaborative, cross-cultural, cross-departmental, and cross-sectoral by design. We also are at times constrained by an existing legal and social structure.
- We approach our work in a human-centered and developmental way. This means that we take time for individual learning and growth, while simultaneously recognizing that accountability for behavior change is necessary.

- Some of our interventions are at the individual level of learning and development, some are at the institutional level of city government operations, and some are at the structural level of interactions across institutions. All three levels play a role in creating and maintaining systemic inequities.
- The blending of popular approaches to diversity and inclusion with an intercultural approach and a focus on equity is innovative and this creates an organization in transition where challenges are to be expected as we pilot, learn, and grow.
- We are very early in our work to advance racial equity using an intercultural approach and we are experiencing the pain of being one of the trailblazers in this arena.
- We expect challenges and conflicts to continue; tackling them without abandoning our vision is necessary to progress.

As we develop the organization and the people serving within it, we create an organization that is in transition.

Overall, however, we are continuing to move towards an equitable and inclusive culture where all people are healthy and

able to reach their potential, while simultaneously attending to any groups that are disproportionately experiencing negative life outcomes as a result of social policies and practices.



## THE REALITIES OF 2020

The need to work effectively across cultural differences and the complexity of addressing historic and current inequities requires a focus on working across sectors, effectively engaging the public in civic affairs, and analyzing and adjusting our own City services towards more equitable outcomes. Our work has become both more focused and more strategic as a result of certain realities that have faced us in 2020.

## LOCAL IMPACTS: THE GLOBAL PANDEMIC, BLACK LIVES MATTER, AND THE EQUITABLE POVERTY PREVENTION PLAN

In mid-March 2020, the City and County of Dubuque mobilized the Incident Management Team in response to the global COVID-19 pandemic. For several months, many staff found themselves re-assigned to activities focused on remediating the impact of the pandemic. While this work in itself had a strong equity focus, which is summarized later in this report, it did take staff away from the more proactive work set forth in department level equity plans. Much of the work this year has focused around mitigating the impact of the pandemic on populations facing serious structural inequities in our society. While we undoubtedly made some positive impact with our work, the reality is that the nature and depth of the inequities in Dubuque and across the nation have made it nearly impossible to prevent the disproportionate negative impact of the pandemic on our most vulnerable populations, including our populations of color and, most notably, our Pacific Islander community members. At the time of this writing, City offices remain closed to the public and many staff continue to work from home to

reduce the spread of the virus, as numbers of cases continue to climb. Current activities are focused on preparing for vaccine distribution

In the midst of the pandemic, we experienced a resurgence nationally of public awareness and concern about racial injustices, following several high-profile deaths of black Americans at the hands of police. One homicide in particular – the videotaped killing of George Floyd in Minneapolis – spurred public outrage and actions around racial justice. Locally, community members organized marches and rallies and held community conversations around racial justice and equity. In July, the City Council hosted a two-evening work session called Black Lives Matter where a variety of community partners presented their recommendations for local actions. City staff members held follow-up conversations with each of these partners in August and September, with a particular focus on identifying State and Federal legislative priorities for Council consideration along with potential actions for department equity plans.

Throughout this time, the City continued its work with Public Works, LLC to conduct an Analysis of Impediments to Fair Housing with associated recommendations, and to develop an Equitable Poverty Prevention Plan. Both of these processes involved significant community engagement and the recommendations were formed based on a combination of that engagement and best practices across the country in addressing the barriers identified.

All of this has influenced the final segment of this year's report: a 2021-2023 equity plan that contains several cross-departmental recommendations. These recommendations are premised in both the disproportionate impact that the global pandemic has had on communities of color, the increasing public support for addressing racial inequities, and the recommendations flowing from the Analysis of Impediments and the Equitable Poverty Prevention Plan. While Human Rights staff time will focus on several of the most significant of the projects included in the plan, departments will be encouraged to continue work on their individual department plans and report on that progress at the end of 2021 as well.

## COUNCIL GOALS, POPULATION LEVEL INDICATORS, AND ORGANIZATIONAL OBJECTIVES

### CITY COUNCIL 2035 VISION STATEMENT

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*Dubuque 2035 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome. Dubuque 2035 has preserved our Masterpiece on the Mississippi, has a strong diverse economy and expanding connectivity. Our residents experience healthy living and active lifestyles; have choices of quality, affordable, livable neighborhoods; have an abundance of diverse, fun things to do; and are successfully and actively engaged in the community.*

*What kind of community do you want for your children, grandchildren, friends and neighbors, both new and long standing? The only way to have a viable, livable, and equitable community is to make it so. It will not just happen on its own. We all share responsibility to develop the action steps, create the strategies for success, be inclusive in our efforts, and make our community sustainable and resilient.*

[Introduction to Imagine Dubuque Comprehensive Plan](#)

### CITY MISSION STATEMENT

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*Dubuque city government is progressive and financially sound with residents receiving value for their tax dollars and achieving goals through partnerships. Dubuque city government's mission is to deliver excellent municipal services that support urban living; contribute to an equitable, sustainable city; plan for the community's future; and facilitate access to critical human services.*

The City of Dubuque is dedicated to a viable, livable, and equitable community, and City staff play a key role in contributing towards community sustainability. City staff is committed to:

- Service: We are responsive
- People: We care
- Integrity: We are honest
- Responsibility: We are accountable
- Innovation: We look for a better way

This report describes City staff's efforts during 2020 to advance inclusive and equitable service delivery and to contribute towards the creation of a more inclusive and equitable community where life outcomes can no longer be predicted based on the circumstances of one's birth.

## A NOTE ABOUT DIVERSITY, EQUITY, AND INCLUSION

There is a lot of talk these days about diversity, equity and inclusion and an equal amount of disagreement about what these terms mean. Reduced to its simplest form, and in the words of Tonya Allen with the Skillman Foundation: diversity is when we count people, inclusion is when people count, and equity is when we can no longer use circumstances of birth to predict life outcomes. This report includes efforts in all of these areas.

The work to be inclusive and advance equity is life-long work that requires a focus on individual growth and development along with a focus on co-creating new ways of operating that bring us closer to more equitable outcomes. This report is a report of an ongoing and ever-changing journey.

*Intercultural Competency is a developmental, research-based practice focused on:*

*Improving skills over time through experience and practice*

*Working well across backgrounds, experiences, and worldviews that differ from what either individual is used to*

*Leading in ways that leverage our differences in order to ensure effective service delivery to all segments of the population.*

## CITY COUNCIL GOALS & POPULATION LEVEL INDICATORS

Each City Council goal has a relationship to one of the major quality of life areas that are commonly considered when discussing structural racial inequities. In addition, national best practices associate specific population level indicators with these various quality of life areas. Clarity on the indicators helps to guide the types of strategies that might reduce inequities. The chart below summarizes these relationships:

Council Goal	Community Equity Area	Associated Equity Indicator(s) (all disaggregated by race)
Robust Local Economy	Economic Wellbeing	Median Household Income Employment/Unemployment Rate
Vibrant Community	Criminal Justice	Youth Arrest or Conviction Rate Adult Arrest or Conviction Rate
Livable Neighborhoods	Housing	Home Ownership Housing Cost Burden
Vibrant Community	Health	Obesity Rate Infant Mortality Life Expectancy

Partnerships	Education  Leadership & Representation	Pre-k readiness, grade level achievement, high school graduation, college/career certificate completion  Community support and engagement in equity activities
Diverse Arts, Culture, Parks, and Recreation	Arts, Culture & Recreation	Access to Parks and Recreational Opportunities  Culturally appropriate or socially aware programming
Connected Community	Transportation	Access & Proximity to Foundational Community Assets

Current demographic data for the City of Dubuque is available at [www.dbqdatawalk.com](http://www.dbqdatawalk.com), as is data on arrest rates, grade level achievement, and housing problems including cost burden. Efforts continue to make the data surrounding these indicators publicly available through the City of Dubuque’s data portal at [www.opendata.cityofdubuque.org](http://www.opendata.cityofdubuque.org). In general, like the rest of the nation, the City of Dubuque experiences disparities based on race in the majority of these areas.

Important to referencing these indicators is the shared understanding that no one sector, institution, or individual can directly and sustainably change these indicators. Rather, efforts must be collaborative and cross-sectoral in nature. Neither is any single sector, institution, or individual exempt from contributing if we are going to be successful. The four goal areas for our work inside the City organization recognize that efforts at the individual, institutional and cross-sectoral levels are valuable, with various individuals and departments contributing in different ways.

**ORGANIZATIONAL GOALS**

Interventions at the individual, institutional, and structural levels can help us advance equity.

- Individual interventions include educational opportunities to develop self-awareness regarding cultural identity, and an understanding of the interconnectedness between people and context.
- Institutional interventions include practices and procedures that are effective in fostering inclusive participation and contributions from a variety of people from different backgrounds.
- Structural interventions include collaboration across sectors to remove barriers and advance policies that create a more equitable culture.

To advance equity in these areas, the City has established a set of four organizational goals. Using an intercultural communication approach and skills, Human Rights Department staff members assist each department in identifying the interventions that would be most appropriate for its equity plan in one or more of four goal areas. The first three of these goals involve working at the individual and institutional levels within City government, while the final goal involves external partnerships across sectors to begin to address structural issues. Given the degree of disproportionality residents of color continue to experience in major quality of life indicators, the current objectives under each goal area are focused specifically on racial equity.

## GOAL 1: ADVANCE EQUITY THROUGH WORKFORCE RECRUITMENT AND RETENTION EFFORTS

In order to insure an equitable and inclusive work environment, it is important for staff to be examining data around the following questions:

- Who has the necessary skills for the jobs we have available?
- Who applies for those jobs and how are they learning about the application process and openings?
- What are the civil service trends in departments using civil service exams?
- Who is and is not getting hired for the jobs?
- Who is and is not receiving development opportunities?
- Who is and is not receiving promotions?
- Who is leaving the organization and why?
- What steps will we take, within our sphere of influence, to address what we discover?

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### HIGHLIGHTS OF DEPARTMENT LEVEL ACCOMPLISHMENTS RELATED TO GOAL #1

Each department contributes towards turning the curve on organization workforce equity trends through their department level equity plans related to staff development, recruitment, and retention within the department.

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### STAFF KNOWLEDGE

In order for staff to play an active role in advancing equity, it is important to consider and address the level of staff understanding around some key concepts. For example:

- *To what extent do staff members understand individual implicit racial bias and ways to interrupt their own bias?*
- *Does staff understand the importance of evaluating unintended consequences and making adjustments to improve outcomes?*
- *To what degree do staff share an understanding of racial equity and the historically discriminatory policies and procedures that continue to impact people today?*

This year, staff participated in numerous learning activities related to racial equity.

*I will continue to think creatively and outside the box knowing that historical adverse outcomes persist today.*

Participant in City staff workshop

- COVID-19 prevented our annual four-day workshop. As a substitute, we encouraged City staff to participate in virtual opportunities offered through other entities.
- Sixteen City staff members read the book *How to be an Anti-Racist* by Ibram Kendi while participating in the four-week online course *Hard Conversations: Whiteness, Race, and Social Justice*.
- Sixty-three City staff members attended the virtual *Race in the Heartland* conference.

- Eighty-three staff members completed the virtual 21-Day Equity Challenge as part of the City's Fall Wellness Challenge.
- All City staff from Planning, Human Rights, Police, Housing, and the City Manager's office completed a workshop that included a presentation on implicit bias, a presentation on redlining, and an hour-long poverty simulation activity.
- Five City staff completed foundational racial equity training offered virtually through the Government Alliance on Race and Equity (GARE), and a variety of staff attended or viewed GARE meetings and webinars on racial equity topics.
- Staff in the City Manager's office completed virtual training and practice on bias interruption and how to respond to residents using "code," rude phrases, tones, micro-aggressions, or overtly racist speech.
- Library staff completed training on Trauma Informed Care and training on serving homeless populations.

*When reading something, I will remember implicit bias and read it from a different lens to make change.*

Participant in City staff workshop

*Weekly staff meetings focus on team building, normalizing discussions around identities, and actively intervening in situations where inequitable behavior is occurring.*

Housing & Community Development  
Department

- Budget and Finance Department staff created and implemented a training session on budgeting for equity, while Human Rights staff hosted office hours on Fridays during the budget submission process to assist staff in answering the equity questions associated with Capital and Operating improvement packages.
- Human Rights staff presented "Culture Creator" segments on a variety of racial equity topics as part of weekly all-employee calls.

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## STAFF SKILLS AND TOOLS

In order for staff to be proficient in applying a racial equity lens to their work, they need to have the skills and tools to do this well, along with the support of other internal facing departments. For example:

- *Are staff members building equitable and inclusive relationships with communities of color so that they may engage in effective ways?*
- *Do staff members have the tools to actively analyze data disaggregated by race to determine who is and is not benefitting from current ways of operating?*
- *Are staff members able to recognize biases inherent in commonly accepted narratives and expand the narrative to include additional ways of seeing the world?*

This year, internal facing departments continued to provide equity-related tools to support staff across the institution. Most notably, the Public Information Office, Media Services, and GIS provided several helpful tools.

- They developed an equity plan focused on assisting departments with inclusive language and imagery while improve accessibility, distribution, and transparency.
- The developed a set of Communication Equity Guidelines along with the Communication Team. These tools, when applied by staff throughout the organization, have the potential to advance racial and economic equity by improving access and understanding of City information, programs, and services.
- They assisted in developing the City of Dubuque Budgeting Web Map, which identifies CDBG, Urban Renewal, and Urban Revitalization districts and includes census tract and demographic data. The map is a key tool in helping departments examine who is benefitting and or not benefitting from budget decisions that impact various areas.
- They replicated a Dubuque redlining map and developed comparison maps for use in Fair Housing training. The maps provided a visual of the long-lasting impacts of systemic racism and classism in our community. GIS staff continue to assist in developing an online story map to address the history and current status of racial and economic inequities.
- Media services continues to live stream all City Council meetings through facebook, and nearly all videos produced now include closed captioning. This is more inclusive for the deaf and hard of hearing population, though it can also assist English language learners with comprehension and retention.

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#### ADJUSTMENTS IN RECRUITMENT PRACTICES

- A consistent recruitment structure has been developed and implemented, an Employee Handbook created, and a full review and revision of pre-employment processes undertaken consistent with equity best practices, including elimination of credit checks on prospective employees.
- Unnecessarily including positions in civil service, which requires written tests, was determined to be a barrier to a qualified and diverse applicant pool. Positions have been re-evaluated in accord with current legal standards, with several positions removed from the civil service testing requirements.
- The Fire Department is including women and people of color on their interview panels.
- The Police Department's Community Resource Officer feeder program continues to reap results, with 63% of the CROs, most of whom are women and/or people of color, going on to be hired by the department.
- National data and feedback from applicants who have declined positions indicate that low-income communities and communities of color are less likely to engage in AmeriCorps service due to low living allowances equivalent to minimum wage. This removes from our pool many applicants with the lived experiences that are valuable to a successful program. Consequently, we have increased the living allowance to an amount equivalent to \$9.60 an hour.

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## ADJUSTMENTS IN RETENTION PRACTICES

- Based on a model in the Police Department, Human Resources developed and implemented a peer support program. Peer counselors reached out to all staff following the murder of George Floyd to provide support, recognizing the racial trauma that the incident was likely to activate in employees.

## GOAL 2: ADVANCE EQUITY THROUGH GRANT, CONTRACT, AND PURCHASED SERVICES AGREEMENTS

Each year, the City of Dubuque budgets nearly \$3,000,000 to be paid to a variety of grant, contract, and purchased services partners focused on economic development, housing, health, and social and human services. The budgeted amount also includes funds allocated for Arts & Culture, Neighborhood, Community Development Block Grant and Sustainability grant programs.

In order for our grant and contract partners to be proficient in helping us to advance equity and inclusion in our community, it is important to have conversations with our partners around the following:

- What is the level of partners' understanding of implicit bias, historical discrimination, unintended consequences, and racial equity?
- Which of our partners have racial equity plans?
- Who is contributing towards the City's racial equity goals and how are they measuring and reporting their contribution?

It also is important to know:

- Who does and does not apply for City funding opportunities and how do they become aware of the process for applying?
- Who does and does not receive City funding?
- Who is and is not situated to be competitive for City funding opportunities?

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## HIGHLIGHTS OF ACCOMPLISHMENTS RELATED TO GOAL 2

Partners receiving funding reported the following changes in policy/practice designed to remove barriers and/or improve awareness, access, or participation during FY20:

- Arts & Culture:
  - 10 of 19 Arts & Culture organizations receiving FY21 Operating Support Grantees, representing 79.1% of the total funding awarded for FY21, provided information on their equity activities. Of these 10 organizations, 9 drafted and released solidarity / equity commitment statements this year; 8 were adopted by their boards. Those statements are available via websites & social media channels, and have been published to members / listservs via email newsletters. In addition, 9 regularly participate in weekly Arts & Culture virtual check-ins held by the Office of Arts and Cultural Affairs; topics of the weekly check-ins alternate between COVID-19 impacts and equity/social justice work in the arts.

- 14 of the 19 FY21 Arts Operating Support grantees operate within or offer their primary programming in CDBG target areas.
- In April/May 2020, Bell Tower Theater reviewed and adjusted all staff and board policies using an equity lens.
- Dubuque County Historical Society has developed a 10-employee Diversity, Equity, Accessibility, Inclusion working group tasked with developing an actionable strategy.
- Several Arts organizations have set goals towards diversification of their boards; board recruitment is being attempted but difficult due to COVID-19.
- Although COVID-19 has limited access to programs, Arts organizations have pivoted to continue offerings and activities through virtual and streaming options creating hundreds of hours of creativity and inspirational content that is available online at no cost.
- Employment:
  - Four Mounds expanded programming to serve adults with barriers to employment.
  - Fountain of Youth hosted a Wednesday night trauma group, brought community leaders together to meet with populations re-entering from incarceration, and shifted the Partners in Change program to phone and on-line in order to continue during the pandemic.
- Housing:
  - Community Solutions of Eastern Iowa hired a translator and printed documents in Spanish to remove language barrier.
- Education:
  - Four Oaks started "Stand Up," a diversity and inclusion committee and committed to hiring a diversity and inclusion director.
  - Riverview Center hosts monthly diversity, equity and inclusion trainings and expanded their intake system.
- Transportation:
  - Dubuque Dream Center provided transportation to all students to remove this participation barrier.
  - Riverview Center relocated to Elm Street for increased ease of access to services.

Partners reported the following people served through their programs in FY20:

- Housing
  - Community Solutions of Eastern Iowa served 66 White, 1 White Hispanic, 19 Black/African American, 2 Black/African American and White, 3 Multi-Racial
  - Opening Doors served 5 White, 1 White Hispanic, 3 Black/African American, 1 Black/African American and White
- Education:
  - Dubuque Dream Center served 30 white, 5 White Hispanic, 2 Black Hispanic, 150 Black/African American, and 10 Pacific Islanders
  - St. Mark Youth Enrichment served 56 White, 2 White Hispanic, 13 Black/African American, 8 Black/African American and White, 1 Black/African American and White and Hispanic, 1 Asian, 5 Multi-Racial
  - Four Oaks served 8 White and 2 Multi-Racial



- Employment:
  - Four Mounds served 13 White, 1 Black/African American and White, 1 Multi-Racial
  - Fountain of Youth served 17 White, 14 Black/African American, 1 Asian
  - Dubuque Main Street contributed \$7,896 in supporting a remodel of Fountain of Youth office space and \$3,961 for a new entrance at Adobo's restaurant.
- Miscellaneous:
  - Washington Tool Library served 192 White, 9 Black/African American, 2 Black/African American and White, 3 American Indian, 7 Asian, 2 Pacific Islander.
  - Riverview Center served 39 White, 2 White Hispanic, 3 Black/African American, 1 American Indian, 1 Multi-Racial
  - Lutheran Services of Iowa served 12 White, 2 Black/African American, 2 Black/African American and White
  - Greater Dubuque Development Corporation, through DubuqueWorks, provided funding to the Dubuque Dream Center, Fountain of Youth, and the Race Forward Conference.

Partners reported the following outcomes during FY20 (note that most partners are not yet disaggregating their data based on race):

- Transportation:
  - DuRide provided 9,901 rides to 299 disabled or elderly community members.

**GOAL 3: ADVANCE EQUITY THROUGH SERVICE DELIVERY AND COMMUNITY ENGAGEMENT**

In order to ensure our services are being delivered in an equitable manner and the community is equitably engaged with government, it is important to consider and address:

- Who is and is not accessing or using City services or programs and why?
- Who is and is not better off as a result of programs and services we offer and why?
- Who is experiencing barriers to accessing and/or using our programs and services and why?
- Who might be experiencing language or cultural barriers to accessing and/or using our programs and services and why?
- Are the ways in which we are operating programs or services creating barriers and are there alternative ways of operating?
- What assumptions by staff or by community members may be preventing access and/or use of City services or programs?

It is also important to consider the ways in which we are conducting outreach and engaging with the public.

- Who is and is not aware of our services and engagement opportunities and why?
- Who does and does not participate and why?
- Who applies to serve on our boards and commissions, who is appointed and why?
- How do they know when positions on boards and commissions are available?
- Who remains engaged with the City organization and who disengages?

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## HIGHLIGHTS OF DEPARTMENT LEVEL ACCOMPLISHMENTS RELATED TO GOAL 3

Each department plays a role in ensuring that their programs, services, and ways of doing business are equitably available to all residents in our community and to examine who is and is not benefitting from the services we provide. This requires engaging the communities most impacted in determining what adjustments, if any, are needed to improve equity in the availability/ accessibility, affordability, and usage of City programs and services. To date, most adjustments are being made based on anecdotal evidence of best practices nationally rather than based upon the intentional application of the equity toolkit with localized data and community input.

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### ADJUSTMENTS TO IMPROVE ACCESS TO CITY PROGRAMS AND SERVICES

- The Budget Balancing Act budget simulation and Taxpayer Receipt are now available in Spanish and Marshallese.
- The City runs a free background check for housing providers on prospective tenants. As part of this, the City had been providing arrest records in addition to conviction records. The Analysis of Impediments to Fair Housing found this likely to be interfering with fair housing, and guidance from the U.S. Department of Housing and Urban Development cautions against relying on arrest records in making rental decisions due to bias and disparities in arrests by race. At a cross-departmental training session, staff examined the documents that housing providers receive and most people – including police officers – were unable to read them correctly. Records staff reported the numbers of questions they received and how it raised concerns about misinterpretation of the information. As of October 2020, the City will no longer include arrest records in the background checks provided to housing providers. Taking additional steps toward analyzing the results of background checks for disparate impact is not planned at this time due to staff time and money that would be needed to develop a data collection system for housing providers.
- The Library implemented a fine and fee forgiveness program with the following amounts forgiven by ward:

Ward	Forgiveness Total
	\$75,014.93
1	\$12,575.76
2	\$15,607.50
3	\$31,470.46
4	\$30,137.02

Highest rates of forgiveness were in wards 3 and 4, which encompass the downtown core and have the highest rates of poverty and racial diversity.

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### ADJUSTMENTS TO IMPROVE USAGE OF CITY PROGRAMS AND SERVICES

- 30% of all library programs offered in the past year focused on inclusivity, defined as programs that feature various ethnicities, races, religious beliefs, sexual orientations, gender identities, and individual abilities.

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## ADJUSTMENTS TO IMPROVE EVALUATION OF PROGRAM/SERVICE IMPACTS ON EQUITY

- Upon discovering that a single block had 120 “quality of life” requests for service in a two-year period, the Housing Department looked more closely at who was being negatively impacted. They discovered the area was 30% residents of color. Rather than continue with traditional enforcement methods, eight members of the Department’s community engagement team spent a day in August 2019 knocking on doors to engage with residents, assess needs, and gather input on solutions, picking up garbage in the neighborhood as they walked. In the year since that engagement, “quality of life” complaints in that block decreased to a total of 22 complaints. There were also renovations and investments totaling nearly \$300,000 in three of the properties where large percentages of the complaints were originating.
- Creation of a heat map exposed that no Housing Choice Voucher holders are living in the Carver school district and only one is living in the Eisenhower district, highlighting the connection between housing and education. The Housing Department has envisioned several ways that mapping could assist with evaluating the equity impacts of their work.

*“The bad landlords are better, and there’s no drama, no violence. The neighborhood is improving and I hope to see more homeowners.”*

Neighborhood Resident

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## ACTIVITIES TO ENGAGE WITH RESIDENTS MOST IMPACTED BY INEQUITIES

- The Economic Development Department adjusted the STEP UP partnership with Fountain of Youth, and also began building relationships with black business owners in Dubuque.

*Minority business owners have been informally interviewed in groups and one-on-one to assess what is helpful to them and what is not. Minority business owners are therefore dictating the scope of the program as well as determining which avenues and existing resources could best provide increased access points.*

Economic Development Department

- COVID-19 presented numerous challenges in emergency management, particularly with respect to reaching English Language Learners. Staff were aware that our Marshallese community members have a high incidence of pre-existing conditions and often live multi-generationally in close quarters. Human

Rights, Housing, Public Information, and Crescent Community Health Center worked closely with community leaders in the Marshallese community and the Incident Management Team to translate and share information, encourage testing, establish a quarantine shelter, and encourage infected community members to willingly relocate to that shelter. Unfortunately, disparities in this community still played out as we feared, though we likely saved some lives with our efforts.

- The Planning Service Department developed a process to invite and include Native American tribes and nations in the development of a Protection Plan for the mounds at the Four Mounds site. Input was collected from Tribal Representatives from six different tribes and nations, significantly changing the design and outcome of the physical plans for the site helping find solutions for both continued use and new protection. The group also helped define the need for development of an Inadvertent Discovery Plan and Guiding Principles for Education and Protection.
- The City Council hosted a work session over two evenings in July entitled Black Lives Matter. Through this work session and follow-up conversations in August and September, community partners presented numerous requests for action around racial equity. These recommendations form the basis for many of the 2021 Racial Equity Plan items at the end of this report.

*Tribal Representatives from six different tribes and nations consulted on the Four Mounds Protection Plan, resulting in significant improvements to the plan that would not have been anticipated without their participation.*

Planning Department

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## COMMUNITY ENGAGEMENT THROUGH BOARDS AND COMMISSIONS

One of the primary ways that residents obtain a voice in City government is through serving on City Boards and Commissions. Ensuring that members are representative of the various constituencies across our community is crucial. Data is updated and made available on the City’s Open Performance site at <https://dubuque-performance.data.socrata.com/stat/goals/gegg-k24s/45vu-qt8a/gcjc-ij6e>.

This year, the Clerk’s office expanded the number of people receiving notification of Board and Commission openings, and also began to develop an exit interview survey to assist with determining where improvements might be made to better engage residents through their commission service.

## GOAL 4: ADVANCE EQUITY THROUGH COLLECTIVE IMPACT PARTNERSHIPS

The City of Dubuque’s Comprehensive Plan, *Imagine Dubuque 2037: A Call to Action*, was adopted in 2017 following broad community outreach that made extensive use of both traditional methods and technology to expand public participation in planning. *Imagine Dubuque* produced over 12,500 ideas from 6,000 people representing all sectors of Dubuque. Approximately 2,000 or 33% elected to share demographic details. Participation was generally reflective of Dubuque’s demographics in terms of gender, age, race and ethnicity. A commitment to equity is part of the plan’s foundation.

Collective Impact Partnerships are cross-sector efforts designed to address disparities in major quality of life areas. Current initiatives include the Campaign for Grade Level Reading, Re-Engage Dubuque, the Dubuque College Access Network, and Opportunity Dubuque. The My Brother’s Keeper Network collaborates with these initiatives to insure continued disaggregation of data and a race explicit (not race exclusive) approach. The Mayor and City Council have specifically prioritized partnership with the Fountain of Youth, the Dubuque Dream Center, and the Four Mounds H.E.A.R.T. program.

For our community to address systemic inequities, it is important to consider and address:

- What is the employment rate and median income for various populations in our community?
- How are youth of various backgrounds doing in achieving at grade level in school? In graduating high school? In finding a career or attending college?
- Which populations have the highest levels of housing cost burden?
- How do home ownership rates vary across groups?
- Who is and is not likely to find themselves involved in the criminal justice system, and what are the opportunities for second chances?
- How do health outcomes, particularly for preventable diseases, differ amongst populations? How does this effect life expectancy?
- Who is and is not benefitting from the various partnerships and efforts designed to expand access and opportunity?
- Who is experiencing barriers to accessing and/or using community opportunities? Which barriers may be language or cultural barriers?
- Are the ways in which we are operating creating barriers and are there alternative ways of operating?
- What assumptions may be preventing access and/or use of community opportunities?

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## KEY PARTNERS

Over the years, several efforts such as Opportunity Dubuque, the Campaign for Grade Level Reading, Re-Engage Dubuque, and the Dubuque College Access Network have collectively contributed towards advancing equity in education and employment. Similarly, the Pacific Islander Health Project has had an impact on advancing health equity with this population. Key partners in these efforts have included the Dubuque Community School District, the Dubuque Chamber of Commerce, Northeast Iowa Community College, and several recipients of City funding including the Greater Dubuque Development Corporation, Dubuque Main Street, the Community Foundation of Greater Dubuque, Crescent Community Health Center, and several of our local non-profit organizations.

The work of the Inclusive Dubuque Network also is worthy of mention, as that group includes representatives from every major sector in the community, from faith communities to private business to K-12 and higher education. The group is responsible for community education in the form of its Best Practices in Diversity, Equity, and Inclusion program. Inclusive Dubuque also is home to the Business Leader Equity Cohort, which includes executive representatives from American Trust, Dupaco Community Credit Union, Crescent Electric, Kendall Hunt Publishing, Conlon Construction, John Deere DubuqueWorks, Prudential Retirement, Alliant Energy, O'Connor and Thomas, Black Hills Energy, IBM, Medical Associates, Q-Casino, McGraw-Hill, Lime Rock Springs, Northeast Iowa Community College, Dubuque Community School District, and Greater Dubuque Development Corporation. As primary leaders supporting diversity, equity, and inclusion efforts within their organizations, the cohort has been focused on deepening their knowledge of systemic challenges people in their organizations and the community face and has identified initial project for impacting both their own organizations and the broader business community.

The engagement of local financial institutions, who are heavily represented on the True North Board of Directors, similarly is crucial to ensuring that families of color have access to the loans and capital

needed for home ownership, transportation, small business development, and ongoing education. Moreover, people need to be banked to build credit and avoid predatory lenders. Opportunities to further engage these institutions should be a priority in the coming year.

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## EQUITABLE POVERTY PREVENTION PLAN

This year, the Planning Services Department, along with a steering committee with representatives from various sectors, worked with a consultant to develop an Equitable Poverty Prevention Plan. This plan describes eight determinants of poverty and calls for a more coordinated community response to



address those determinants. The results of this process, coupled with community partner suggestions obtained through the Black Lives Matter work session and associated conversations, form the basis for the 2021-2023 Equity Plan discussed below. At the time of this writing, the final plan has not yet been presented to Council for adoption. As part of the process, however, Public Works, LLC presented draft recommendations for community and council feedback and a variety of those have been included in the 2021-23 equity plan.

## WHERE WE ARE GOING – RECOMMENDATIONS FOR 2021-2023

Now that the majority of departments have been through a self-assessment process and are beginning to develop their equity plans, we will be shifting our focus to supporting efforts that normalize conversations around race and equity throughout the organization and that operationalize the application of an equity tool to specific programs, policies and practices. Common themes Human Rights Department staff identified when meeting with departments on their equity plans are:

- differences in staff understanding and skills related to equity and inclusion, along with uncertainty regarding where staff/departments are operating developmentally along the intercultural development continuum;
- uncertainty regarding how to check for implicit bias in individual behaviors and in institutional practices;
- the need for two-way mentorship where people are learning from one another;
- limited clarity and detail in equity plans, including a lack of specific goals, timelines, and responsibilities;
- limited use of both qualitative and quantitative data to measure who is benefitting from our services, who is being burdened, and whether or not any adjustments we make are effective;

- failure to systematize effective equity actions (i.e., continuation is dependent on the interest and actions of a committed individual rather than part of how we do business);
- a need for a shared set of equity data sources that relate to major cross-departmental services, have been strategically determined, are easily accessible, and are kept up to date.

Our goal continues to be to work towards having a minimum of two staff in each department who are well-grounded in equity concepts and are working to apply an equity lens within the work of their department. Ideally, one person will be a facilitator who can bring activities to staff meetings and provide ongoing, department relevant development for staff and a second person will be responsible for tracking progress on the department's equity plan. Given the hierarchical nature of our culture, it is also crucial that department managers have a clear vision they can articulate to their staff regarding the department's role in advancing equity.

#### PROPOSED CITY OF DUBUQUE EQUITY PLAN FOR 2021-2023:

The attached chart contains a proposed equity plan for the organization for 2021-2023. For each project, it identifies the community inequity it is designed to contribute toward addressing, the cross-departmental team members, the responsible department for reporting purposes, and whether there are any associated improvement packages in the FY22 budget. It contains space to add specific actions, timelines, and performance measures which will need to be determined by the relevant team members. While departments may continue with additional action items as laid out in their specific department level plans, it is proposed that these cross-departmental efforts be the primary focus of Human Rights staff time over the coming year.

The Human Rights Department is proposing that departments report quarterly on their progress on each of the items in the plan, with a focus on the following questions:

- What is the community indicator you are seeking to impact?
- What is your equity analysis of this indicator?
- Why does addressing this indicator matter?
- Why is there racial disparity in this indicator?
- What calls to action from Black Lives Matter or other community groups are linked to this indicator?
- What will you do about it? Do your actions relate to other community initiatives that are currently underway to address this disparity?
- How are you involving the community members most impacted?
- How are you measuring the impact of the work you do?

Once this proposed plan is approved, Human Rights staff will share it with relevant departments and lay out the expectations for filling in the plan with details and timelines, along with requirements for reporting. It is also worth noting that there is related work that needs attention within our organization in order for us to be effective in measuring the impacts of our work. Actions underway that will improve our ability to report outcomes over time include:

- the work that is planned in Human Resources related to improved use of Neogov;

- efforts to populate the data in our open data portal and improved access to data in a usable format;
- skill building around qualitative and quantitative data analysis, along with data
- efforts to align department performance measures with the open performance portal, and
- the work of the High Performing Government teams.

## THE IMPORTANCE OF A COLLECTIVE EFFORT

As departments develop and implement equity plans and learn from communities most impacted, there is increasing recognition of the magnitude of the issues facing our communities and the importance of doing more. At the same time, departments are holding up what is going well and sharing those examples with other departments.

Much remains to be done in terms of being able to show outcomes and evaluate efforts so that we are continually learning and improving in our work. There continues to be a need for all departments to be equally active. Ultimately, we are seeing some progress in what we acknowledge to be long-term, ongoing work. Across all departments and throughout the community we must continue to ask who else is and is not benefitting from all our organization and community have to offer and what might we address next.

**Organization Goal 1: Advance Equity Through City Workforce Recruitment, Training, Tools, and Retention**

**Strategy 1A: Develop shared understanding and normalize conversations around race and equity among City employees and partners receiving City funds**

**Responsible Departments: Human Rights, CMO, ED, Housing, Human Resources, Facilitation Team**

Community Equity Area: Education	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards: increased community leadership of equity activities	<b>DEI &amp; ICC Workshops</b> ICC & Equity employee orientation: Apr and Nov 21 32-hour workshop: Nov 21 Annual Equity Workshop: Oct 21	Human Rights	#/% of workforce and partner participants  #/% with improved understanding DEI, ICC concepts; #/% taking action		
	<b>GIS Story-Mapping</b>	Human Rights	N/A		
	<b>Budgeting for Equity</b> Score and identify priority FY22 items: 12/20 Review and make adjustments to process: 6/21 Training: 8/21 Office hours: 10/21 Score and identify priority FY23 items: 12/21	Budget/Finance	#/% equity projects funded  Outcomes of projects funded		

Organization Goal 1: Advance Equity Through City Workforce Recruitment, Training, Tools, and Retention					
Strategy 1B: Develop Intentional Network and Pipeline to City Employment					
Responsible Departments: Engineering, Public Works, Water, WRRRC, Fire, Human Resources, Human Rights					
Community Equity Area: Economic Wellbeing	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Employment Rate disparities	<b>Pilot Civic Infrastructure Track FY22</b> Identify racial equity issue: 6/21 Review data on outcomes by race: 6/21 Develop plan with community/student engagement: 7/21 Implement plan: 8/21 Evaluate outcomes and adjust: 12/21 Work Session update: 1/22	Human Rights	# students expressing career interest, by demographics  # students completing, by demographics	Equity Job Training Intern (Engineering); Youth AmeriCorps Program Employee (Engineering)  Youth AmeriCorps Coordinator and Funding Package (Leisure Services)	Black Lives Matter: Black Men Coalition
	<b>Evaluation Options for Organization wide plan – FY23</b>	Human Resources			

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3A: Support Development and Expansion of Minority and Women Owned Business Enterprises					
Responsible Departments: ED, Finance & Budget, Human Rights, Legal					
Community Equity Area: Economic Wellbeing	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Median Income disparities	<b>MBE support</b> Identify racial equity issue: 1/21 Review data on outcomes by race: 1/21 Develop plan with community engagement: 5/21 Implement plan: 6/21-9/21 Work Session update: 7/21 Evaluate outcomes and adjust: 10/21	Human Rights	TBD by project team	Minority Owned Business Microloan Initiative (Economic Development)	Black Lives Matter: NAACP; Multicultural Family Center
	<b>Vendors and Procurement</b> Identify racial equity issue: TBD Review data on outcomes by race: TBD Develop plan with community engagement: TBD <ul style="list-style-type: none"> <li>Work with Legal on minority impact analysis sheet and contract requirements</li> <li>Work on service contract bid requirements (housing) that discourage small contractors</li> </ul> Implement plan: TBD Evaluate outcomes and adjust: TBD	Finance/Budget	TBD by project team		

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3B: Implement 21 <sup>st</sup> Century Policing Efforts					
Responsible Departments: PD, Human Resource, CMO/Neighborhood Development; Legal, Human Rights					
Community Equity Area: Criminal Justice	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Youth arrest rate disparities	<p><b>SRO Review</b></p> <p>Identify racial equity issues: 2/21</p> <p>Review data on outcomes by race: 2/21</p> <p>Develop plan for committee recommendations to include proposed committee members; current and additional data, community engagement through parent/student focus groups, best practice models, timeline for developing recs: 3/21</p> <p>DCSD/Chief approval of plan: 3/21</p> <p>Implement plan and develop recommendations: 4/21-6/21</p> <p>Review recommendations with City Manager &amp; Superintendent: 6/21</p> <p>Establish metrics to track over time: 5/21-6/21</p> <p>Share with BLM partners; Work Session update: 7/21</p> <p>Implement recommendations: 8/21</p> <p>Evaluate outcomes and adjust: 5/22</p>	Human Rights	# of students diverted from criminal justice system, by demographics		Black Lives Matter: Switching Places Foundation; NAACP  Equitable Poverty Prevention Plan
Project contributes towards addressing: Youth and	<p><b>Diversion</b></p> <p>Submit budget: 12/20</p> <p>If funded: Design position: 5/21</p> <p>Design initial work plan: 5/21</p> <p>Fill position: 7/21</p>	Police	# of individuals diverted from criminal justice system	Community Diversion & Prevention Coordinator (Police)	Equitable Poverty Prevention Plan

adult conviction rate disparities	<p>Create working group with GO staff, CEC, COPs, Neigh. Dev: 7/21 If not funded, regroup and revise: 4/21</p> <p>Firefighter Critical Incident Training (Brain Health): 3/21</p>				
Project contributes towards addressing: Youth and adult arrest rate disparities	<p><b>Use of Force and PEWS analysis</b> PEWS and Use of Force data – include in annual report and review with DCPRC: 6/21</p>	Police	TBD by Project Team		<p>Black Lives Matter: NAACP</p> <p>Equitable Poverty Prevention Plan</p>
	<p><b>DCPRC</b> Meet with NAACP on process: 12/20 Discuss Next Steps for Justice items with DCPRC, identify pros/cons: 12/20 Review best practices and compare with pros/cons identified by DCPRC: 3/21 Address any legal limitations related to proposals: 4/21 Identify points of agreement and disagreement and make recommendations to City Manager and Chair of NAACP: 6/21 Review PEWS and Use of Force data with DCPRC: 6/21 Work Session Update: 7/21</p> <p>Request DCPRC assistance/bias interruption related to “neighbor profiling” concerns: 6/21</p>	Human Rights	<p>#/% of complaints resolved to satisfaction of parties, by demographics</p> <p>#/% of policies reviewed, revised, and approved by DCPRC</p>		<p>Black Lives Matter: NAACP</p>

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3C: Equitable Fine and Fee Reform					
Responsible Departments: Health, City Attorney, Human Rights, Police, Public Works, Finance/Budget, Water, Fire					
Community Equity Area: Economic Wellbeing	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: median income disparities	<b>Civil Fines and Fees Pilot</b> Submit legislative proposals: 11/20 Submit budget items: 11/20 Community survey and focus groups: 3/21 Complete data gathering and analysis: 4/21 Identify racial equity issue/review data on outcomes by race: 5/21 Identify potential pilot program and policy changes: 7/21 Initiate pilot program: 9/21 Implement work with consultant & adjust project if funded: 10/21	Human Rights	TBD by project team	AmeriCorps Community Outreach Coordinator (Leisure Services)  Consultant for Equitable Fines & Fees Assessment (Human Rights)	
	<b>Criminal Fines &amp; Fees</b> Request data from State: 11/20 Complete data gathering and analysis: 5/21 Coordinate with County attorney and identify racial equity issue/review data on outcomes by race: 7/21 Community survey & focus groups: 10/21 Develop proposals and policy changes for budget: 11/21	Police & City Attorney	TBD by project team	Community Diversion & Prevention Coordinator (Police)	Equitable Poverty Prevention Plan

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3D: Advocate for State and Federal Legislative Priorities to Advance Racial Equity					
Community Equity Area: Multiple	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Youth/adult arrest and conviction rate disparities	State: decriminalize marijuana; mandatory minimum reform: 12/20 Federal: mandatory minimum reform; ex-offender re-entry support: 12/20	City Manager's Office (Metro Coalition; IA League of Cities)	Success rate		Black Lives Matter: NAACP Analysis of Impediments
Project contributes towards addressing: housing cost burden disparities	State: predatory mobile home parks; SOI pre-emption: 12/20 Federal: fully fund HCV: 12/20				Black Lives Matter: Friends of Fair Housing Analysis of Impediments
Project contributes towards addressing: Grade Level Achievement; HS Graduation; post HS	State: adequate funding for ed; substitute teaching requirements: 12/20 Federal: public school funding 12/20				Black Lives Matter: NAACP

completion disparities					
Project contributes towards addressing: Median income disparities	<p>State: Funding for 14-24 y.o. employment; funding for small bus. dev.: 12/20</p> <p>Federal: Increase federal minimum wage; expand earned income tax credits: 12/20</p>				<p>Black Lives Matter: Black Men Coalition</p> <p>Analysis of Impediments</p>
Project contributes towards addressing: representation disparities and discrimination	<p>State: minority impact statements: 12/20</p> <p>Federal: letter re: D,E,I EO submitted; reauthorize voting rights act; address public charge rule: 12/20</p>				<p>Black Lives Matter follow-up conversations</p>

**Organization Goal 3: Advance Equity Through City Services and Community Engagement**

**Strategy 3E: Mitigate the racially disparate impact of the pandemic**

**Responsible Departments: Health, Human Rights, Fire, Police, Engineering, Library, Information Services, CE Team**

Community Equity Area: Multiple	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Life expectancy disparities	<b>Vaccination Plan with traditionally marginalized populations</b> Identify racial equity issue: 1/21 Develop plan with community engagement: 1/21 Implement plan: 2/21-5/21 Review data on vaccinations by race: 6/21 Work session: 7/21	Human Rights	#/% vaccinated, by demographics		
	<b>EMS Care</b> Identify racial equity issue: 2/21 Review data on outcomes by race: 2/21 Develop plan with community engagement: 4/21 Implement plan: 6/21 Evaluate outcomes and adjust: 12/21	Fire	TBD by project team		
Project contributes toward: Grade level achievement disparities	<b>Bee Branch Wi-Fi – Wi-Fi for census tracts 1 and 5</b> Identify racial equity issue: 2/21 Review data on outcomes by race: 2/21 Develop plan with community engagement: 4/21 Implement plan: 6/21 Evaluate outcomes and adjust: 12/21	Information Services	TBD by project team	Broadband Acceleration and Universal Access CIP (Engineering); Neighborhood Broadband CIP (Housing)	Equitable Poverty Prevention Plan

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3F: Increase Engagement of communities of color and Immigrant and Refugee Communities with Government					
Responsible Departments: PIO, Human Rights, City Clerk, Finance/Budget, Planning, Leisure Services					
Community Equity Area: Representation	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: engagement disparities with government	<b>Language Access Plan</b> Identify racial equity issue: 7/21 Review data on outcomes by race: 8/21 Develop plan with community engagement: 8/21 Implement plan: 10/21-4/22	Human Rights	TBD by project team		Analysis of Impediments
	<b>Board &amp; Commission Recruitment and Retention</b> Identify racial equity issue: 2/21 Review data on outcomes by race: 8/21 Develop plan with community engagement: 1/22 Implement plan: 4/22 Evaluate outcomes and adjust: 12/23	Clerk's Office	#/% representation on Boards & Commissions, by demographics  #/% Boards & Commissions taking equity actions		
	<b>Low-Mod park improvements</b> Identify racial equity issue: ongoing Review data on outcomes by race: annually Develop plan with community engagement: annually Evaluate outcomes and adjust: ongoing	Leisure Services	Access to parks, programs, and services by census tract demographics	FY22 CDBG 5-year CIP program	

Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3G: Develop Public Awareness of Racial Equity and Increase Culturally Relevant Programming					
Responsible Departments: Leisure Services, MFC, Human Rights, Library					
Community Equity Area: Education	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards: increased community leadership of equity activities	<b>Best Practices with Inclusive Dubuque:</b> TBD  <b>REAL Talk with Fountain of Youth:</b> 11/20 – 1/21	Human Rights	# of participants #/% with improved understanding DEI, ICC concepts; #/% taking action		
	<b>Racial Equity Education Plan</b> TBD: Contingent on funding; include 30-day Dubuque Equity Challenge; book discussions	Human Rights	# of participants #/% with improved understanding DEI, ICC concepts; #/% taking action	Racial Equity Education Plan (Human Rights)	Equitable Poverty Prevention Plan
	<b>Implementation of Equitable Poverty Prevention Plan in Collaboration with Inclusive Dubuque Equity Profile Update</b> TBD: Contingent on funding and CFGD/Inclusive Dubuque Equity Profile Process	Human Rights with Office of Shared Prosperity, CFGD/Inclusive Dubuque	TBD by Project Team	Equity Metrics (Human Rights) Office Shared Prosperity (OSP) data analyst (CMO) OSP office build out CIP (CMO) OSP administrative assistant (CMO) Consultant support through	Equitable Poverty Prevention Plan, Analysis of Impediments Black Lives Matter: Black Men Coalition, Friends of Fair Housing

				Public Works LLC (CMO)	
Project contributes towards increased culturally relevant programming	<p><b>LS Recreation Needs Assessment</b>  Contingent on funding  Identify Racial Inequities: Fall 21  Launch RFP: 12/21  Hire consultant: 4/22  Community Engagement: Summer 22  Review engagement feedback by race: fall 22  Develop plan winter 22/23  Implement plan: 7/23  Evaluate outcomes and adjust: annually</p> <p><b>Scholarship program</b>  Identify racial equity issue: ongoing  Review data on outcomes by race: annually  Evaluate outcomes and adjust: annually</p>	Leisure Services	<p>#/% increase in minority persons/organization participation in programs and services</p> <p>#/% Minority Applications  #/% Redeemed for program types</p>	<p>Recreation Needs Assessment CIP (Leisure Services)</p> <p>Current &amp; FY22 Operating Budget (\$25,000 annually)</p>	
Project contributes toward addressing educational achievement disparities	<p><b>STEP and STEP-UP</b>  Identify racial equity issue: 2/21  Review data on outcomes by race: 2/21  Develop plan with community engagement: 4/21  Implement plan: 6/21  Evaluate outcomes and adjust: 10/21</p>	Leisure Services	#/% increase in minority participation in programs and cultural events		
	<p><b>School ID as Library Card with DCSD</b>  Identify racial equity issue: TBD  Review data on outcomes by race: TBD  Develop &amp; implement plan with community engagement: TBD</p>	Library	TBD by project team		

	Evaluate outcomes and adjust: TBD				
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Organization Goal 3: Advance Equity Through City Services and Community Engagement					
Strategy 3H: Expand Access to Safe, Affordable Housing, including homeownership					
Responsible Departments: Housing, City Attorney					
Community Equity Area: Housing	Key Actions & Timeline	Project Coordination & Reporting	Performance Measures (disaggregated by race)	Related FY22 Budget Items	Origination: Plan with Community Engagement
Project contributes towards addressing: Housing cost burden disparities	<b>HCV Acceptance</b> Review data for racial equity impact: 6/21 Develop plan with community engagement: 6/21 Implement plan: 7/21-2/22 Evaluate results: 4/22	Housing Department	TBD by project team		Analysis of Impediments
	<b>Testing program</b> Identify racial equity issue: 1/21 Review data on outcomes by race: 1/21 Develop plan with community engagement: 6/21 Implement plan: 9/21-12/21	City Attorney	TBD by project team	Fair Housing Testing Training Program (Housing)	Analysis of Impediments
	<b>Low Income Tax Credit Housing Projects</b> Identify racial equity issue: 1/21 Review data on outcomes by race: 1/21 Develop plan with community engagement: 1/21 Implement plan: 2/21-5/21	Housing Department	TBD by project team		Analysis of Impediments
Project contributes towards	<b>Credit repair program</b> Identify racial equity issue Review data on outcomes by race	Housing Department	TBD by project team	Credit Repair Program CIP (Housing)	

addressing: Home ownership disparities	Develop plan with community engagement Implement plan Evaluate and adjust				
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