



Connect | Recruit | Develop | Retain

Dubuque Works Strategic Plan 2017–2022

YEAR 3 UPDATE (FY 19-20)

Greater Dubuque Development Corporation

City of Dubuque

Community Foundation of Greater Dubuque

Dubuque Area Chamber of Commerce

Dubuque Area Labor Management Council

Dubuque Community School District

Dubuque Dream Center

East Central Intergovernmental Association

Fountain of Youth

Holy Family Catholic Schools

Iowa Vocational Rehabilitation Services

IowaWORKS of Northeast Iowa

Multicultural Family Center

Northeast Iowa Community College

Telegraph Herald

Travel Dubuque

United Way of Dubuque Area Tri-States

Western Dubuque Community School District

Dubuque Works is made possible through financial support provided by the City of Dubuque, Q Casino/Dubuque Racing Association, and the Dubuque County Board of Supervisors.

INTRODUCTION

The Greater Dubuque region has taken workforce solutions to the next level with Dubuque Works, a collaborative regional partnership of employers, funding partners, workforce experts, and educators.

Dubuque Works focuses on three goals:

- **HUMAN CAPITAL:** Partners identify and address recruitment, retention, and relocation needs as defined by Greater Dubuque employers and newcomers;
- **SKILL DEVELOPMENT:** Partners build workforce capacity by enhancing training to meet employer demand;
- **COLLABORATION & EVALUATION:** Partners combine collaborative workforce efforts with quality research to generate evidence-based practices that improve performance and outcomes for local employers.

Dubuque Works is of vital importance to existing companies looking to expand, as well as prospective businesses considering a Greater Dubuque location. Through Dubuque Works, the region is taking a proactive approach to ensure a steady pipeline of talent. Working together at the regional level, we can maximize recruitment and skill development to assure a growing workforce in the Greater Dubuque area, regardless of national fluctuations in available talent.

CONNECT, RECRUIT, DEVELOP, RETAIN

Our solutions to workforce challenges include a disciplined approach that uses community demographic data as well as data gathered from in-depth HR Action and InfoAction interviews with companies to develop custom solutions for the Greater Dubuque area. These include strategies to:

- **Connect** students, underemployed workers, and underrepresented populations to career exploration, education and training opportunities that will position them to pursue and attain high-demand jobs in our market.
- **Recruit** talent both locally and from across the country, including on our very own regional college campuses, through cutting-edge tools and regional promotion.
- **Develop** the technical, academic, and soft skills needed of our workforce now and into the future through collaborations with institutions of higher education, non-profits, and other federal, state, and local resources.
- **Retain** skilled workforce and top talent in the Greater Dubuque area through integrated partnerships with the business, non-profit, housing, workforce, health, recreation, and arts and culture communities.

The following pages outline the strategies and outcomes for efforts from July 1, 2019 to June 30, 2020. Items highlighted in green are programs funded by Dubuque Works.

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2017–2022 DUBUQUE WORKS STRATEGIC PLAN

1. Sustain or increase state and local funding of these critical workforce programs:

- | | | |
|------------------------------------|--|-------------------------------|
| a. Dubuque Works | e. Iowa Workforce Training & Economic Development Fund | g. Promise Jobs |
| b. Iowa PACE | f. Workforce Innovation Opportunity Act | h. Home Base Iowa |
| c. Iowa Adult Literacy & Education | | i. Registered Apprenticeships |
| d. Iowa GAP tuition assistance | | j. Future Ready Iowa |

STRATEGY: Engage local partners to support strategic investments and advocate collaboratively at state and local levels.

OUTCOMES:

- Community College Job Training program funding (GAP, PACE, Workforce Training and Economic Development) was sustained for FY21.
- Adult Literacy and Education funding was sustained in FY21.
- Promise Jobs funding was sustained for FY21.
- Workforce Innovation Opportunity Act Title 1 Adult, Dislocated Worker, and Youth programs were all reduced for FY21.
- Home Base Iowa continues to be a funded program through a public/private partnership. Greater Dubuque Development actively promotes the program to area employers and reaches out to interested veterans to offer assistance.
- Future Ready Iowa is a program that continues to gain traction and provide opportunities for students and adults of all ages to become educated about and trained in additional high-demand occupations. Future Ready Iowa continued to have the Last Dollar Scholarship fund, Employer Innovation Fund and promotion of Registered Apprenticeship programs. Two Future Ready Iowa summits were hosted in Dubuque and Farley that included guest speakers from our partners including IowaWORKS, the Dubuque and Western Dubuque School districts, Fountain of Youth, area businesses, Dubuque Area Labor-Management Council (DALMC), and Greater Dubuque Development.
 - Northeast Iowa Community College (NICC) awarded \$1,113,997 in Last Dollar Scholarships to a total of 460 students during FY20.
 - NICC applied for a \$50,000 Future Ready Iowa Innovation Fund Grant for child care and Dubuque Works provided the match.
- Dubuque Community School District (DCSD) launched multiple pre-apprenticeship programs through state support in partnership with the Carpenters Local 678, Ironworkers Local 89, and Sheet Metal Workers Local 91.
- DCSD also launched a full registered apprenticeship program in Welding with NICC and multiple private sector businesses.

STRATEGY: Ensure robust local implementation and communication of these programs to ensure strong outcomes, including sharing of personal success stories.

OUTCOMES:

- IowaWORKS shares monthly success stories with Dubuque Works partners. Northeast Iowa Community College (NICC) shares success stories of Opportunity Dubuque graduates on a quarterly basis with Greater Dubuque Development.
- Greater Dubuque Development held one workforce breakfast to share updates and outcomes of Dubuque Works programs. The second breakfast was canceled due to COVID-19.
- Greater Dubuque Development provided two updates to the Dubuque City Council on workforce activities and Dubuque Works.
- Greater Dubuque Development publishes a twice monthly workforce newsletter, *Finders of Keepers*, to keep partners, employers, and colleges updated on workforce activities, job fairs, and relevant training opportunities.
- Greater Dubuque Development shares information on IowaWORKS Apprenticeship workshops and Opportunity Dubuque job training programs via AccessDubuqueJobs.com and social media.
- AccessDubuqueJobs.com LinkedIn and Facebook pages are maintained by Greater Dubuque Development to promote relevant Dubuque Works programs.

STRATEGY: Work with employers and state and local programs to understand and decrease adverse effects experienced by program participants due to misalignment of state and federal benefits with wage increases, i.e. “cliff effect”.

OUTCOMES:

- Greater Dubuque Development convened a Child Care Coalition for nearly 18 months to develop a strategy to expand workforce through access to and affordability of quality child care. Coalition partners included the Community Foundation of Greater Dubuque, Iowa Child Care Resource and Referral, Dubuque County Early Childhood, the City of Dubuque, Northeast Iowa Community College (NICC), and the Small Business Development Center. The coalition’s core strategy included improving the general environment for child care to support existing workforce and to develop a pilot program to remove child care barriers for parents wishing to enroll in the Opportunity Dubuque job training program.
- The Opportunity Dubuque Child Care Pilot provides free child care at the Marita Theisen Childcare Center at Steeple Square to enrolled participants needing child care during training; the pilot also subsidizes child care after participants obtain full time employment. The pilot served 19 parents during training and 6 after employment during FY20.
- Through this coalition’s advocacy and communication with the employer community and area legislators, significant progress was achieved this year to improve child care policies that will ensure more working parents can enter the employment market.
- Starting July 1, 2020, two changes were implemented to the State’s Child Care Assistance (CCA) program, the primary support mechanism for low-income working families to access child care:
 - The definition of infant/toddler changed to include children up to three years old (previously it was two). This means that two-year-old children will now be included in the CCA ‘infant/toddler’ age group which has a higher maximum rate for child care providers.
 - The “cliff effect” challenge faced by parents who take higher wage jobs but lose child care benefits at a steeper rate was improved through a CCA Plus program which will allow families to access CCA indefinitely as long as their income remains below 225% of the federal poverty level.
- HF 2629 was signed by the Governor creating a child care challenge program to match employer and other investment in the renovation or construction of child care facilities.
- NICC participated in Community College Day on the Hill, highlighting the Child Care Assistance Program.
- As of the end of FY20, the Child Care Coalition leadership was successfully transferred to Dubuque County Early Childhood, with Greater Dubuque Development and other coalition partners providing supporting advisory roles.
- The City of Dubuque was selected for inclusion in the National League of Cities’ *Cities of Opportunity Cohort* to focus on child care strategy development. Dubuque Works’ representatives participated from the City of Dubuque, Greater Dubuque Development, and the Community Foundation of Greater Dubuque.

2. Increase retention of local college graduates and recruitment of regional college graduates with in-demand skills through strategic partnerships among educational institutional and employers, including robust internship and graduate placement models.

STRATEGY: Increase relationships between regional employers and local college faculty, staff and students, utilizing the Student Employer Connection manual, a how-to guide for employers.

OUTCOMES:

- Greater Dubuque Development updated the *Student Employer Connection* guide to provide a model for college and high school student engagement and internship programs.
- The IT Sector Partnership (collaborative of employers, educators and workforce) hosted its second IT networking event for students and faculty.
- Iowa Vocational Rehabilitation Services (IVRS) staff are connecting with college students, placement office/departments of local and surrounding area colleges to work together with employers to develop internships before graduation and placement opportunities in the Dubuque area after graduation.

- Greater Dubuque Development’s Summer Career Services Visit was canceled in 2020 due to COVID-19.

STRATEGY: Develop Dubuque-area recruitment tool for employers and partners to utilize at college events engaging millennials to consider making the Greater Dubuque area their home after graduation.

OUTCOMES:

- Greater Dubuque Development updated its *You can make it in Greater Dubuque* promotional brochure to highlight quality of life aspects of the community.
 - The brochure is distributed at college recruitment events through Greater Dubuque Development, employers, and other partners.

STRATEGY: Increase utilization of *AccessDubuqueJobs.com* by both employers and students as a go-to resource to find internships and employment opportunities in the Greater Dubuque area.

OUTCOMES:

- In FY20, *AccessDubuqueJobs.com* averaged 172 employer investors per month (compared to a baseline of 161 in FY17). However, COVID-19 has decreased investors in FY20 from 175 in January to 153 in June.
- *AccessDubuqueJobs.com* averaged 19 internship postings per month in FY 20 (compared to a baseline of 20 in FY17). The COVID-19 pandemic has decreased the number of posted internships.
- Expanded digital promotion on Facebook and through Google AdWords.
- Signed *AccessDubuqueJobs.com* up as a user on college recruitment platforms, such as *Handshake*, for easy student access to area job opportunities and events.
- All *AccessDubuqueJobs.com* postings are cross posted on *IowaWorks.gov* for statewide exposure.
- Greater Dubuque Development partners with IowaWORKS and Northeast Iowa Community College (NICC) to present information on job search tools at WARN meetings for laid off workers. This included mailings instead of face-to-face meetings in 2020 as a result of the pandemic.
- NICC began promoting Opportunity Dubuque programs on *AccessDubuqueJobs.com* to increase participation and awareness of training opportunities.
- Iowa Vocational Rehabilitation Services (IVRS) staff are meeting regularly with an average of 175 eligible college students to connect them with the Connect to Success (Job Club) run by IVRS Assistants. The Assistants provide a range of job seeking skills training—resume writing, cover letters, mock interviewing, job leads, interview clothing and other placement attire and tools to maintain employment. IVRS Assistants are providing job leads from *AccessDubuqueJobs.com* to all Connect to Success students.
- Greater Dubuque Development is providing enhanced initiatives and services exclusively for employers who invest in *AccessDubuqueJobs.com*: Talent Dubuque intern engagement program, *EMSI Profile Analytics* job prospecting tool, newcomer services, College Career Services Visit, local college job fair, and other events.

STRATEGY: Increase participation of local college students in Leaders Luncheon, networking events, Next Up (Young Professionals for college-age members), and other programs that encourage college students engagement within the community.

OUTCOMES:

- Greater Dubuque Development hosted the inaugural *AccessDubuqueJobs.com* College Career & Professional Development Fair in October 2019 for area employers to connect with regional college students. 220 students attended the event along with 48 employers.
- Greater Dubuque Development represented employers through *AccessDubuqueJobs.com* at career fairs at University of Wisconsin–Platteville, University of Iowa, University of Northern Iowa, and Loras College.
- Greater Dubuque Development represented local employers through *AccessDubuqueJobs.com* at one *Telegraph Herald* job fair. A second fair was not attended due to COVID-19.
- Greater Dubuque Development presented information on local economy at seven University of Dubuque Senior Seminar classes and a staff and faculty professional development session.

- The IT Sector Partnership, in partnership with Northeast Iowa Community College (NICC) and Greater Dubuque Development, hosted the second Dubuque Collegiate IT Fair with area employers. Over 140 students attended to network and met 16 local IT employers.
- Greater Dubuque Development hosted the second cohort of Talent Dubuque, an intern engagement program, for summer interns to network and engage in the Greater Dubuque community. Eighty-nine interns from 13 employers participated. The program was held virtually due to COVID-19.
- Greater Dubuque Development convenes the *AccessDubuqueJobs.com* College Advisory Partnership on a monthly basis to discuss opportunities for college students to network and connect with local employers for jobs and internships. The group includes representatives from Clarke University, NICC, Loras College, University of Dubuque, IowaWORKS, Sedona Staffing, Cartegraph, Dupaco Community Credit Union, Cottingham & Butler, and Kendall Hunt.
- Greater Dubuque Development partnered with University of Dubuque, Clarke University, and Loras College to plan the second Student of Color Leaders Luncheon. The event was canceled due to COVID-19.
- Greater Dubuque Development participated in Clarke University Assessment Day and University of Dubuque mock interview programs.
- United Way of Dubuque Area Tri-States participates in college fairs and has provided classroom presentations at local colleges, assisting students in registering for Get Connected opportunities to not only become engaged locally but also as a resume and relationship building tool.
- The Dubuque Area Chamber of Commerce's Young Professionals (YP) and Next Up network grew to 2,400 members; YP luncheons average 300 attendees monthly. The Chamber hosted Talent Dubuque interns for virtual luncheons at no cost. All YP luncheons moved to virtual events as a result of COVID-19.

3. Increase access to local public transportation for college students and 2nd and 3rd shift workers in the Cities of Dubuque and Peosta.

STRATEGY: Sustain campus and partner-funded access to the Jule transportation system for college students, increasing their access to employment and community amenities.

OUTCOME:

- The College Transit Partnership provides actively enrolled students at the participating colleges unlimited access to all of the Jule's routes and services for an annual fee of \$20 per student at University of Dubuque, Clarke University, and Loras College. This level of access is valued at \$500 per student annually.
- The Jule College Student Ridership program is experiencing a high percentage of college students utilizing the daytime and nighttime access to public transit. 7.3% of Clarke students utilized the Jule, 17.3% of Loras students, and 7.6% of University of Dubuque students.

STRATEGY: Increase college population utilizing the Jule through campus and community awareness.

OUTCOME:

- Pre COVID-19, Loras College ridership was the most robust ridership with over 50% more riders than University of Dubuque and Clarke University.

STRATEGY: Continue to drive public-private partnership initiatives to expand Jule service to serve more employees though increased hours of Jule service implemented in 2017 to serve more employees on 1st, 2nd, and 3rd shifts.

OUTCOME:

- Iowa Vocational Rehabilitation Services (IVRS) staff are informing job candidates regarding the Jule 2nd and 3rd shift service and have a sign on the office bulletin board to inform clients.
- For IVRS clients who do have their own transportation available, IVRS reimburses them for the first 2-4 weeks of mileage to and from their home to their job. IVRS also provides bus passes for clients who don't have their own transportation but are able to access the bus line.
- Morning service (5:45am) implemented in FY19 and continued evening service (6:00-9:00 p.m.) implemented in FY18, resulting in 21,623 rides in FY20.

STRATEGY: Explore public-private partnership models and employer incentive models to provide transportation from Dubuque to the Peosta Industrial Park and Northeast Iowa Community College campus in Peosta.

4. Support pathways to employment for individuals with significant barriers to employment such as ex-offenders, individuals with disabilities, individuals with brain health barriers, individuals with substance abuse barriers, unemployed and underemployed individuals, English Speakers of Other Languages, etc., which include access to 1:1 coaching and wrap-around services (child care, transportation, work-related cost assistance).

STRATEGY: Close the gap between minority unemployment and overall unemployment in the Greater Dubuque area through identification of barriers to target populations and connections to existing or newly developed solutions.

OUTCOMES:

- The State Workforce Development Board created the Minority Unemployment and Outreach Committee to address disparities in the minority unemployment rate in Iowa. The goal of the subcommittee is clear and measurable: to reduce unemployment in minority communities by five percent (or to the state average) in five years. Dubuque Works has representation on the state committee from Northeast Iowa Community College (NICC) and Fountain of Youth.
 - The committee is focused on 1) communication highlighting that a diverse workforce produces better outcomes, 2) mentorship opportunities, 3) apprenticeship and internship development, and 4) business engagement through SHRM and sharing best practices.
- Greater Dubuque Development promoted career fairs at the Multicultural Family Center through the *Finders of Keepers* newsletter and to the Human Resources community.
- Greater Dubuque Development presented workforce data and educational pathway opportunities through Opportunity Dubuque at the Multicultural Family Center's Summer Teen Empowerment Program (STEP) for high school youth.
- The Multicultural Family Center's STEP program served 16 students of color in its 2020 summer program, with a goal of preparing teens for their first job among others.
- Dubuque Works continued partial funding of NICC Outreach Success Coach to ensuring equity in recruitment of minority students into Opportunity Dubuque.
 - In FY20, the Outreach Success Coach recruited 70 minority students into Opportunity Dubuque out of 118 total recruited. Of 78 FY20 graduates, race/ethnicity was disclosed for 77 students; 43% identified as Hispanic, Black/African American, American Native, Pacific Islander, or multiple races.
- Launched in October 2018, the Community Foundation of Greater Dubuque continues to host the Business Leader Equity Cohort, a group of over 30 local CEOs, education and community leaders who work to identify and address barriers to recruiting and retaining a more diverse workforce in our community.
- Greater Dubuque Development hosted a diversity networking event as part of the *AccessDubuqueJobs.com* College Career & Professional Development Fair to give employers and students the opportunity to make connections that could lead to gainful employment after graduation.
- Multiple Dubuque Works partners participate in the City of Dubuque's My Brother's Keeper initiative to reduce inequities in education and employment sectors. Dubuque Works' partners include Greater Dubuque Development, Multicultural Family Center, and the Community Foundation of Greater Dubuque.

STRATEGY: Increase recruitment, completion and employment of Opportunity Dubuque graduates through strategic outreach; multiple offerings and delivery models; development of new, in-demand certificates; increased engagement with employers; and implementation of work experience component for individuals with multiple barriers.

OUTCOMES:

- Northeast Iowa Community College (NICC) redesigned the student intake process to include Self-Empowerment Theory and motivational interviewing techniques to help identify student needs, address barriers, and provide more robust wrap-around services for Opportunity Dubuque participants.
- Earn and Learn Program developed for child care certificate program in partnership with Holy Family Catholic Schools and for Certified Nurse Aide in partnership with Stonehill Communities.
- 121 students enrolled in Opportunity Dubuque in FY20.
 - 79 students completed a programing during FY20.
 - Opportunity Dubuque graduates have an 88% employment or continued education rate upon completion. This rate of employment was negatively impacted by COVID-19.

STRATEGY: Fully implement and enhance Second Chance Hiring pathway for individuals with prior criminal backgrounds who have difficulty obtaining employment, including partnership with Fountain of Youth's *Real Talk on Elm Street* and mentoring programs, IowaWORKS' Providing Opportunities for Ex-Offenders to Succeed (POETS) program, and other relevant programs.

OUTCOME:

- POETS is being facilitated at the Elm Street Facility by IowaWORKS to assist individuals on how to address their criminal backgrounds on resumes, interviews and during employment.
- The "A Game Workshop", facilitated by IowaWORKS, is held every other week at the Fountain of Youth Program. This workshop goes through various soft skills necessary in employment.
- Northeast Iowa Community College (NICC) assisted 37 students with felony and/or misdemeanor charges during their enrollment in Opportunity Dubuque and/or High School Equivalency Diploma completion.
- The Fountain of Youth refers clients to IowaWORKS, NICC, and Dupaco Community Credit Union for job seeking/keeping assistance, education and financial literacy.
- The Fountain of Youth served 278 adults through the *Real Talk* group discussions. *Real Talk* focuses on cognitive behavior and critical thinking. Participants work together to support one another as everyone works to achieve their goals. Due to COVID-19, *Real Talk* moved virtual in March 2020, reaching 4,100 views on its virtual platform.
- The Fountain of Youth served 175 adults in the *Getting in Tune* group discussions where group participants help each other develop and mature as people walking in change together. Due to COVID-19, the program moved virtual in March 2020, receiving over 5,900 views on its virtual platform.
- The Fountain of Youth served 70 clients in the *Partners in Change* program. *Partners in Change* helps participants develop personally and professionally and change their own mindsets that contribute to generational poverty. Participants will develop an individual success plan which will outline their goals based on 7 different categories.
- The Fountain of Youth and NICC are representatives on the State Workforce Development Board's Ex-Offender Re-entry Standing Committee. This committee is currently developing job fairs around the state for ex-offender population.
- The Fountain of Youth Executive Director participates in the Iowa Prison System Re-entry workgroup, Living Beyond the Bars Advisory Board (Iowa non-profit organization that offers emotional support to families and friends of persons who are incarcerated), and Partnership with Iowa Prisons system to engage inmates with Fountain of Youth programming.

STRATEGY: Develop stronger employer partnerships with Iowa Vocational Rehabilitation Services (IVRS) to increase employment of individuals with disabilities who are seeking employment, including increasing utilization of Ticket-to-Work program.

OUTCOMES:

- IVRS is providing outreach efforts to businesses and community agencies to provide them with updates and a reminder of the services they provide to those with disabilities. This past year business accounts have been developed with the following businesses: RIE Coatings, Dubuque Screw Products, Gronen, IBM, Laborers Union, Wagner Nursery and more.
- IVRS is working with Community Rehabilitation Programs in their service areas to improve services to First Employment individuals. A grant was received from the Office of Disability and Employment Policy to enhance and increase employment outcomes.
- Employment First continues to be an important piece of IVRS daily work. One important piece of Employment First is the Discovery Pilot Program with Community Rehabilitation Partners (CRP) to provide services to the most significantly disabled individuals in Dubuque, Delaware or Clayton Counties. The program works with individuals to discover their interests and skills and put them into a job in the community. The program was off to a great start until COVID-19 began, however, the pilot is beginning services again in FY21.
- The Dubuque IVRS office currently has approximately 485 eligible job candidates within Dubuque County. Of the 485, 50 people are actively seeking employment, 45 are employed, 100 are successfully closed as employed, and all the others are in high school/college, receiving physical restoration services, guidance and counseling services, work assessment, on-the-job training/internship opportunities, supported employment, or self-employment services for owning a business, etc.
- IVRS will continue to collaborate with IowaWORKS to provide IVRS services on a regular basis downtown. This assists those who may have transportation barriers.
- IVRS is strengthening its Assistive Technology and Disability training to area businesses.
- IVRS will continue to build partnerships with area sector boards along with area colleges to enhance their services and involvement in working with students to provide internships and employment services.
- IVRS transfers Ticket-to-Work participants to IowaWORKS for job search and job retention services under the Partnership Plus coordinated approach.
- IowaWORKS partners with IVRS to visit businesses together monthly and share information on both entities resources available to businesses and their employees.

STRATEGY: Build relationships among workforce partners and brain health providers, including substance abuse services, to enhance cross-referrals and improve pathways to employment for individuals from the brain health system and to increase employer ability to access to brain health services for their employees.

OUTCOMES:

- The Community Foundation of Greater Dubuque continued to convene a Mental Health Stakeholder group with representation from services providers, the United Way, and the City of Dubuque to advance the proposals outlined in the initial mental health needs assessment. The work in 2019-2020 expanded to include a Children's Brain Health Working Group to address the specific support needed for children, including training for Trauma-Informed Care. Accomplishments from this work to date includes: completing a resource guide for brain health services in our community, expanding the availability of a Mobile Crisis Unit, Wraparound Program, Mental Health First Aid Training with local law enforcement and the ongoing development of an Access Center for Dubuque County.
- Northeast Iowa Community College developed brain health training with local businesses, both face-to-face and virtually.

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- Iowa Vocational Rehabilitation Services (IVRS) is actively involved with the Integrated Home Health program working with many of our job candidates who have mental health diagnoses. IVRS also works with other mental health agencies and private practices to connect job candidates to the mental health services they need to be successfully employed.
- United Way continues to work with funded partners working with those in our community who have brain health barriers which impacts health, education and employment opportunities. Funded partners report outcomes on client-level outcomes for the service area.

STRATEGY: Enhance workforce and employment services and improve outreach to English Speakers of Other Languages to increase engagement with this community in workforce opportunities.

- IowaWORKS attended the Immigrant Resource Fair promoting our employment services.
- Northeast Iowa Community College (NICC) increased their outreach with the Marshallese, Hispanic, and Filipino populations to assist in High School Equivalency Diploma and Opportunity Dubuque completion.
- The Community Foundation of Greater Dubuque launched an Immigration Needs Assessment that will look to map the services provided to immigrants in the region, identify gaps in services, collect input from local immigrant communities, and recommend precedence models that will improve Dubuque's support of immigrant populations.
 - As part of the Immigration Needs Assessment, the Community Foundation of Greater Dubuque partnered with MIT's Sloan School of Management in order to conduct research on the impact of COVID-19 on local employers and immigrant communities, identifying medium- and long-term solutions for improving connections between businesses and English Speakers of Other Languages.

STRATEGY: Increase participation in existing programs serving the target audience and utilization of existing resources in the community through targeted outreach and intentional partnerships with service providers.

OUTCOMES:

- The Gaining Opportunities program through City of Dubuque Housing helps individuals address the lack of resources which contribute to living in poverty. The program assists participants in the development of a prosperity plan, coupled with the support of a community, to help them grow. The program reports that 11 out of 14 participants completed *Getting Ahead in the Workplace* curriculum in the Fall of 2019. At the time of graduation 81% of participants were employed. As part of the curriculum participants receive educational material, a meal the night of class and meaningful child care. The participants received a stipend for successfully attending 15 weeks. Fall 2019 payout was \$2960.00.
- The spring 2020 cohort of Gaining Opportunities was able to complete two classes, but the program was then suspended due to COVID-19. There were 12 participants. During the months of the pandemic, staff have provided support to those who began the class. These participants received their stipends for the two classes.
- Gaining Opportunities acquired an AmeriCorps VISTA member to assist with capacity building for *Getting Ahead in the Workplace*. The member also was able to build a technological outlet for outreach, engagement, and recruitment through social media platforms. This member also was able to provide meaningful child care to the Fall 2019 *Getting Ahead in the Workplace* participants' children.
- Outreach for the Gaining Opportunities program included diverse community groups (Crescent Community Health Center, IowaWORKS, Human Rights & Community Partners Protecting Children), to promote and recruit for participation in *Getting Ahead in the Workplace*. Through the outreach efforts, over 80 people attended and received recruitment materials for themselves and to share with others in the community. The Gaining Opportunities team participated in events to recruit and promote *Getting Ahead in the Workplace*—National Night Out and Music in the Park. Multiple mailings were conducted throughout the year to Housing Choice Voucher and Family Self-Sufficiency participants to provide community resources and recruitment for the program.

- Iowa Vocational Rehabilitation Services, IowaWORKS, Dubuque Area Labor-Management Council (DALMC), Dubuque Community School District, and Greater Dubuque Development staff are members of the Manufacturing, Health Care, and Information Technology sector partnerships led by Northeast Iowa Community College in Dubuque. Through these sector partnerships, Dubuque Works partners focus on customizing workforce programming for the unique needs of each sector.
- United Way assists and strengthens our community by providing funding to quality programs impacting vulnerable populations. They have provided funding and collaborative support and assistance to the following programs that support pathways to employment for individuals with significant barriers: Tech WORKS (DALMC); Homeless Shelter Services (Almost Home); Maria House/Teresa Shelter (Opening Doors); Centralized Homeless Services (East Central Development Corporation). Each of these services provides individualized programming to vulnerable populations, working to address barriers to employment and leading a healthy and productive life.

5. Increase student exposure to high-demand and high-wage occupations through support of preK-12 workforce readiness programming, including the following:

- | | | |
|---|---------------------------------|------------------------------|
| a. Concurrent enrollment | d. Tech WORKS | h. Future Ready Iowa website |
| b. Career Learning Link | e. <i>Business After School</i> | i. Junior Achievement |
| c. Iowa Career and Technical Education Task Force | f. iJag | j. Mentorship programs |
| | g. HEART program | |

STRATEGY: Increase communication of local labor market information to educators, counselors, parents and students, including job outlook and wage information, through the Future Ready Iowa portal.

OUTCOMES:

- Future Ready Iowa website has career videos available to view to find additional information on career choices.
- Iowa Vocational Rehabilitation Services (IVRS) staff are assigned to every high school in Dubuque County including the Alta Vista Campus as Cornerstone, HEART, and Summit; and Beckman and Wahlert Catholic High Schools. IVRS provides Pre-ETS (Pre-Employment Transition Services) to students grades 9-12. They currently have 288 potentially eligible students.
- Through the Summer Teen Empowerment Program (STEP) at the Multicultural Family Center, teens received 17 hours of career/workforce readiness skill-building activities, completed a Career Portfolio that included the research of three possible careers, jobs or military roles; participated in career exploration through one-on-one and panel interviews with community members; and listened to a presentation from Greater Dubuque Development on the local labor market.
- Northeast Iowa Community College (NICC) presented to Dubuque Community School District (DCSD) counselors to promote work-based learning opportunities and high-demand occupations.
- DCSD held regular meetings of their college and career readiness subcommittee to implement action plan for the school board goal of increasing the number of students having a college/career experience to 100% by 2023. Dubuque Works’ partners NICC, Dubuque Area Labor Management Council, Greater Dubuque Development, and City of Dubuque are participants of the subcommittee.

STRATEGY: Sustain Career Learning Link model, which introduces high school students to high-demand career pathways, including work-related experiences and coursework.

OUTCOMES:

- Dubuque Community School District enrolled 75 students and Western Dubuque School

District enrolled 59 in the Career Learning Link Program.

- 67 unique students toured 4 businesses;
- Success Coaches in the program conducted 227 career and academic coaching sessions;
- Students completed 17 Certified Nurse Aide Certificates. Completion of certificates and enrollments were impacted by COVID-19;
- Iowa Vocational Rehabilitation Services staff are working with Career Learning Link staff in their assigned high schools to provide services to students as they transition from high school to employment or college upon graduation.

STRATEGY: Support implementation of Dubuque’s Local College Access Network (LCAN) grant.

OUTCOMES:

- Facilitated by the Community Foundation of Greater Dubuque, the Dubuque College Access Network (DCAN) brings together leaders from multiple entities including education, business and nonprofit, to identify and implement programs and policies aimed at increasing enrollment in post-secondary education. Ultimately, the network aims to increase enrollment in post-secondary education or training among Dubuque youth from 71% today to 80% by 2025.
- Dubuque Works has committed \$2,500 in matching funds to the DCAN grant administered by the Community Foundation of Greater Dubuque.

STRATEGY: Engage employers to participate in preK-12 workforce development and exposure opportunities through sector boards participation and direct outreach, including increased opportunities for K-12 instructors to participate in externships or partner with the private sector.

OUTCOMES:

- Northeast Iowa Community College (NICC) and the Dubuque Community School District (DCSD) are partnering on a database to collect Work-Based Learning data and manage work-based learning relationships with local employers.
- NICC presented about business participation and work-based learning activities at IT Sector Board, Manufacturing Alliance, and Health Care Sector Board meetings followed by numerous one-on-one meetings with businesses to develop work experience sites for students enrolled in the new DCSD Multi-Occupational Course.
- The Information Technology (IT) Sector Partnership developed an IT Career Pathway with employer input for DCSD leading to one-, two-, and four-year degrees, some of which are supported by Future Ready Iowa Last Dollar Scholarship funding. These programs are set to begin in Fall of 2020.
- Through the Multicultural Family Center’s STEP program, area public and private employers and self-employed business owners, shared with students their careers in the Dubuque community. Virtual career interest and exploration activities were provided as well to participants.

STRATEGY: Implement college and career readiness course in grades 9-12 to expose students to career “soft skills.”

OUTCOMES:

- Through the Summer Teen Empowerment Program (STEP) at the Multicultural Family Center, teens participated in several workshops designed to teach “soft skills” including resumes, interview techniques, job applications, financial literacy, team-building, nonverbal and verbal communication, conflict in the workplace, and dress for success. Students participated in 10 field trips to local employers, heard 26 guest career and skills presenters, and participated in two college camps as they learned these skills.
- The Dubuque Dream Center began a College, Careers, and Employment Program in June 2019 for students 6th-12th grade. The goal of this program is to impact generational poverty by developing the future workforce. Eleven students completed the 2020 Summer College and Career Development Program. This year, students assisted with Meal Services to support families during COVID-19, Virtual Mentoring by mentoring younger students in academics and teaching skills in activities students love through virtual

- strategies, and Carpentry work by assisting in the renovations around the Dream Center.
- Iowa Vocational Rehabilitation Services (IVRS) staff is assigned to work with high school students interested in the HEART program. IVRS has been able to assist students involved with the program with successful employment outcomes.
- Dubuque Community School District (DCSD) enrolled students in 5 pre-apprenticeship programs in partnership with Northeast Iowa Community College and Dubuque Area Labor-Management Council:
- DCSD developed a new Cooperative Work Experience course offered to 11-12 grade students beginning Fall 2019. Through the course, students will participate in internships with local employers.
- IowaWORKS partnered with IVRS, DCSD, and Dubuque County Conservation to provide paid summer work experiences for 12 high school special education students during FY20.
- IVRS is continuing partnership with the DCSD through the Transition Alliance Program (TAP). Grant funds are provided by IVRS to assist with staff costs for two TAP Specialists. Hundreds of students are receiving work-based learning opportunities, work readiness training, self-advocacy training, and other training to transition from high school to work in the community.

STRATEGY: Host career exploration events and industry tours for students in middle and high school to expose them to career opportunities in the tri-state area.

OUTCOMES:

- Dubuque Area Labor-Management Council (DALMC) coordinated expanded Career Fairs at Hempstead and Senior High School to include panel discussions and a “What’s Next” portion with employer and post-secondary booths in the gym. 3,106 (students could attend more than one session and were counted multiple times) students attended the sessions. Twenty-five organizations participated in the panel discussions at Hempstead. Fifteen organizations participated in classroom presentations at Hempstead, and 26 organization participated at Senior. Fifty-three organizations had booths at the “What’s Next” fair at Hempstead and 44 organizations participated at Senior.
- Twenty-one teens participated in the STEP program through the Multicultural Family Center; 19 teens graduated from the program. The STEP program provided students with career exploration through in-person guests and virtual job visits. In-person job shadows were limited this year due to COVID-19. *Note, this is ~50% of typical enrollment due to COVID-19.*
- Northeast Iowa Community College (NICC) hosted Mock Interviews with local high school.
- NICC hosted a 9th Grade Career Pathway Day.
- NICC offered Career Cluster Specific visit days.
- DALMC’s 8th Grade Career Exploration Fair hosted over 1,250 students from Dubuque County and East Dubuque during three events.
- DALMC hosted three tours to construction apprenticeship training centers and advanced manufacturers. Four schools participated with a total of 134 students attending. Additional tours would have been held in the spring but had to be postponed due to COVID-19.
- DALMC traditionally hosts a High School Construction Expo at the end of April. Due to COVID-19 the event had to be canceled this year.
- DALMC hosted an “Explore the Trades Night” with ten students and their families attending to learn more about careers in the skilled trades.

STRATEGY: Increase participation in Tech WORKS for students interested in pursuing a career in the trades.

OUTCOMES

- 105 students are currently enrolled in Tech WORKS, a slight decrease from the prior school year. The decrease was a result of losing in-person contact with students during the months of March, April and May due to COVID-19. Twenty-nine graduated from the program in May 2020. Thirteen students went on job shadows to learn more about potential careers.

6. Expand pathways for opportunity youth and adults to re-engage in employment and training by completing a high school diploma or a high school equivalency degree, and then continuing a pathway to further education and employment.

STRATEGY: Develop a pathway for individuals without a high school diploma to achieve a High School Equivalent Degree (HSED) and Opportunity Dubuque training.

OUTCOMES:

- Re-Engage Dubuque completed its 8th year of student outreach. The program staff engaged 189 students to complete a high school diploma or HSED; 30 students earned a high school diploma and 12 completed the HSED.

STRATEGY: Sustain and enhance Re-engage Dubuque to improve program graduates' ability to continue directly into career training following completion of high school diploma or equivalency.

7. Support integrated partnerships with the City of Dubuque and non-profit service providers in Housing, Education, Workforce, Health, and Arts and Culture to reduce duplication of services to low-income residents and enhance client success to achieve economic stability.

STRATEGY: Ensure relationship among multiple service providers/coaches, including ability to share data and information, to improve client hand-offs and services.

STRATEGY: Ensure Dubuque Works supported programs are well-known by service providers outside the workforce sector to increase collaboration, alignment of systems and processes, and cross-referrals.

OUTCOMES:

- Northeast Iowa Community College (NICC) implemented Success Team monthly meetings to increase referrals of eligible candidates to Opportunity Dubuque. This year, the team:
 - Developed an adult driver's education training program that helps provide funding to adults who are kept out of education and training because of lack of a driver's license. The adult driver's education training program provided funding to seven students who completed their drivers training program and continued to work with an NICC Success Coach to find employment or continue their education;
 - NICC Success Team worked to develop the Next Level Up Leadership Academy aimed at providing leadership training to under-represented community members who want to improve their lives through employment, career advancement, or as a business owner.
- In response to escalating needs related to food security during the COVID-19 pandemic, the Community Foundation of Greater Dubuque established the Food Provider Network, which represents 28 organizations working to keep those in need healthy and fed during the pandemic, including funders, food providers and food suppliers.
- In response to the COVID-19 crisis, the Community Foundation of Greater Dubuque launched the Disaster Recovery Fund to conduct fundraising (over \$1.3M) and distribute grants to community non-profits who are supporting critical food, health, and safety needs during the pandemic. In addition, Community Foundation staff members have been involved with the City's COVID-19 Equity Response Team, ongoing COVID-19 Pacific Islander Health Calls, and management of the Marshallese Health Fund.
- Dubuque Works information is disseminated and encouraged to be supported by all United Way-funded partners, and encouraged to align work and outcomes accordingly. A funding expectation is to collaborate with our provider partnerships and support vulnerable populations collectively.

8. Support disaggregation of all program data, workforce data, and population data to identify inequities and bias, support equity education opportunities and utilize an equity lens to inform decisions.

STRATEGY: Continue to disaggregate data and set targets to reduce disparities or gaps.

OUTCOMES:

- Greater Dubuque Development provides relevant disaggregated program data from college programs and Opportunity Dubuque to Dubuque College Access Network, My Brother's Keeper, Inclusive Dubuque Network, Dubuque City Council and City Leadership Team, and Northeast Iowa Community College Success Team regularly.
- Dubuque Works adopted the goals of the State of Iowa Minority Unemployment and Outreach Standing Committee to reduce minority unemployment rates by five percentage points or to the state average by 2022.
- Dubuque Works disaggregated American Community Survey and EMSI jobs survey data by race/ethnicity to identify disparities based on race/ethnicity related to education, employment, household make-up, and other factors.
- United Way collects demographic data on all United Way-funded outcomes, allowing for the ability to disaggregate based on minority populations to identify and inform decision making and align funding accordingly.

STRATEGY: Share information and partner with Inclusive Dubuque network to enhance equity of Dubuque Works' programming.

OUTCOME:

- Dubuque Works partners share disaggregated workforce and program data with the Community Foundation of Greater Dubuque for the Data Walk hosted for community leaders to review community data and explore key issues like academic achievement, childcare, economic opportunity, and equity and inclusion.
- The annual Data Walk, normally hosted by the Community Foundation of Greater Dubuque each spring, was postponed due to the COVID-19 pandemic, with a planned interactive "virtual" community Data Walk planned for the fall of 2020.
- Greater Dubuque Development's CEO and Vice President of Workforce Solutions serve on the CEO Business Cohort, providing relevant workforce information as requested.

STRATEGY: Enhance HR Action survey to ask better questions of employers about equitable hiring practices.

OUTCOME:

- Greater Dubuque Development continues to ask several questions that provide information on employers' diversity, equity and inclusion efforts and outcomes, including collection and interaction with equity data. In FY20, 36% of employers identified having an active diversity program, up from 30% the prior year.

9. Support community development and marketing strategy that attracts millennial and other workforce, including social media campaign and other joint marketing of the Greater Dubuque area.

STRATEGY: Utilize data from newcomer focus groups to identify regional strengths and challenges in attracting millennial and other workforce and to develop a shared marketing strategy for the Greater Dubuque area.

OUTCOME:

- Greater Dubuque continues to reach out to newcomers through four Distinctively Dubuque (newcomer program) focus groups per year; this information is shared with HR professionals, city officials, and Greater Dubuque Development staff and board members. Only two sessions were held in FY20 due to COVID-19.
- Greater Dubuque Development launched the *Big Life, Small City. You're Home in Dubuque* recruitment campaign in April 2019.

- The campaign targets young professionals through Facebook and LinkedIn, to deliver content focused on quality of life and video stories of other newcomers.
- The campaign includes a website, *biglifemallcity.com* that leverages several community partnerships to reach newcomers, by driving traffic to the Telegraph Herald, City of Dubuque, Travel Dubuque, Dubuque Area Chamber of Commerce, Dubuque365, *AccessDubuqueJobs.com*, and Greater Dubuque Development.
- Since its launch, the campaign achieved 497,296 Facebook impressions and 24,703 clicks and 105,067 LinkedIn impressions and 1,615 clicks; the website was visited 18,360 times. The campaign videos have been viewed more than 81,000 times on YouTube and Facebook.

STRATEGY: Partner with Travel Dubuque (formerly Dubuque Visitors and Convention Bureau) to leverage existing market reach in implementation of a shared marketing strategy.

OUTCOME:

- Travel Dubuque has partnered with the *Big Life, Small City. You're Home in Dubuque* campaign by sharing relevant social media posts and allowing the campaign to share their content.
- Travel Dubuque website and social media reached surrounding metros targeted by the *Big Life, Small City* campaign, in addition to larger regional metropolitan areas.