



Connect | Recruit | Develop | Retain

Dubuque Works Strategic Plan 2017–2022

YEAR 2 UPDATE (FY 18-19)

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, 2018 to June 30, 2019. 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 FY20.
- Adult Literacy and Education funding was reduced in FY20.
- Promise Jobs funding was sustained for FY20.
- Workforce Innovation Opportunity Act Title 1 Adult, Dislocated Worker, and Youth programs were all reduced in FY20.
- Home Base Iowa staffing was sustained in FY20 and additional private funds have been raised for the program.
- Future Ready Iowa Last Dollar Scholarship was created:
 - The goal of the Last Dollar Scholarship program is to help Iowans achieve education and training in high-demand jobs by paying the tuition for those who enroll in one of the 48 pre-identified occupational programs.
- Iowa Workforce Development was awarded an additional \$982,767.73 investment for Registered Apprenticeship to expand opportunities within the State of Iowa.
 - Dubuque Community School District was awarded two grants to start pre-apprenticeship programs at Senior and Hempstead High Schools. Eight students are in the Carpentry Pre-Apprenticeship Program and five are in the Metals Pre-Apprenticeship Program.
- A second round of \$1 million funding was secured as part of the Future Ready Iowa legislation for competitive grants to Registered Apprenticeship sponsors for establishing programs in high-demand occupations.

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.
- Greater Dubuque Development held two workforce breakfast events to share updates and outcomes of Dubuque Works programs.
- Greater Dubuque Development provided two updates to the Dubuque City Council on workforce activities and Dubuque Works.
- Greater Dubuque Development, Northeast Iowa Community College, and IowaWORKS presented at the Future Ready Iowa Summit to regional employers in Fall 2018.
- 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.
- Dubuque Works programs are represented in recurring BizTimes articles written by Greater Dubuque Development.
- AccessDubuqueJobs.com LinkedIn page 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:

- Northeast Iowa Community College created a video to share with legislators regarding the impact of child care for Opportunity Dubuque participants.
- Greater Dubuque Development presented the Opportunity Dubuque Child Care Pilot program to the human resources sub-committee of the Iowa House of Representatives.
- The Childcare Cliff Effect continues to be a legislative priority for United Way of Iowa, working with all 22 local United Ways to increase awareness and garner support to reduce the effects this has on local Iowans.

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) developed an IT networking event for students and faculty and provided feedback on development of an IT bootcamp and IT Analytics certificate.
- Greater Dubuque Development hosted its second College Career Services Visit for 44 professionals from 28 regional colleges and universities to network with employers and learn about the community to better advise students on jobs and internships in the Greater Dubuque area.

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.
 - Distributed at college recruitment events through Greater Dubuque Development, employers, and other partners.
 - Provided to more than 160 college interns through presentations by Greater Dubuque Development staff.

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:

- From July 2016 to June 2019, employer investors increased 16% to 178 from 153.
- Averaged 20 internship postings per month, up from 13 in FY18
- Expanded digital promotion on Facebook and through Google AdWords.
- Increased career events posted on *AccessDubuqueJobs.com* and promoted weekly through Facebook.
- 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.
- Enhanced initiatives and services exclusively for employers who invest in *AccessDubuqueJobs.com*: Talent Dubuque intern engagement program, EMSI Profile Analytics, newcomer services, College Career Services Visit, etc.

STRATEGY: Increase participation of local college students in Leaders Luncheon, networking events, Future Young Professionals, and other programs that encourage college students engagement within the community.

OUTCOMES:

Greater Dubuque Development hosted or attended the following events:

- Approximately 430 local colleges students attended seven leaders luncheon events at local institutions of higher education.
- Greater Dubuque Development represented employers through *AccessDubuqueJobs.com* at career fairs at University of Wisconsin–Platteville, University of Iowa, and University of Northern Iowa.
- Greater Dubuque Development represented local employers through *AccessDubuqueJobs.com* at two *Telegraph Herald* job fairs.
- Greater Dubuque Development presented information on local economy at five University of Dubuque Senior Seminar classes.
- The IT Sector Partnership hosted a Dubuque Collegiate IT Fair with area employers. Over 80 students attended to network and meet 14 local IT employers.
- Launched Talent Dubuque, an intern engagement program, for summer interns to network and engage in the Greater Dubuque community. Over 160 interns from 14 employers participated.
- Convened group of Career Services professionals and recruiters monthly to plan an *AccessDubuqueJobs.com* Career and Professional Development Fair for October 2019.
- Partnered with University of Dubuque, Clarke University, and Loras College to host the inaugural Student of Color Leaders Luncheon.
- Greater Dubuque Development and United Way of Dubuque Area and Tri-States 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 hosted the following events or programs:

- Young Professionals (YP) network grew to 2,100 members; YP luncheons average 300 monthly.
- YP Board added an Academic Outreach Director to develop a *Next Up* program to complement the Chamber's YP program by connecting college students to YP through mentors. A *Next Up* chapter is being established at Clarke University, University of Dubuque, Loras College, and University of Wisconsin–Platteville.
- YP is launching *YP Primetime* designed specifically for education and healthcare workforce who can't break away at noon but still want to be involved. It is a program from 4:30pm to 5:30pm with leadership development presenters and networking.

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.
 - 1,342 college students rode the Jule in FY19, representing 19-49% of the student body at each institution.

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

OUTCOME:

- Loras College ridership saw an increase in ridership of 523 rides. Loras represents 49% of the ridership with 630 unique Loras students completing 15,695 total rides.

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

OUTCOME:

- Morning (5:45am) implemented in FY19 and continued evening service (6:00-9:00 p.m.) implemented in FY18, resulting in 21,404 additional rides over the previous year.

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.

OUTCOME:

- Regional Transit Authority (RTA) implemented a Dubuque to Peosta pilot with five routes from JFK Transfer to Kapp Dr. between 5:30 a.m. and 4:00 p.m. Dubuque Works promoted this pilot program via social media, newsletter, and information to the employers surveyed. This pilot was discontinued due to low ridership at the end of the fiscal year.
- Job Crawl in Peosta hosted by RTA with free transportation in partnership with *IowaWORKS* and Peosta area businesses in May of 2019.

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 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. Career Fairs were held by Area Residential Care, Stonehill Franciscan Services, Hills & Dales, and the U.S. Census.
- Greater Dubuque Development presented workforce data and educational pathway opportunities through Opportunity Dubuque at the Black Men Coalition Manhood Project for high school students and at the Multicultural Family Center's Summer Teen Empowerment Program (STEP) for high school youth.
- The Multicultural Family Center's STEP program served 26 students of color in its 2019 summer program, with a goal of preparing teens for their first job among others.
- Dubuque Works continued partial funding of Northeast Iowa Community College Outreach Success Coach to ensuring equity in recruitment of minority students into Opportunity Dubuque.
 - In FY19, the Outreach Success Coach recruited 37 minority students into Opportunity Dubuque out of 91 total recruited. Of 83 FY19 graduates, race/ethnicity was disclosed for 77 students; 48% identified as Hispanic, Black/African-American, American Native or multiple races.

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:

- New certificate programs in Child Care and Customer Service implemented.
- 109 students enrolled in Opportunity Dubuque in FY19.
 - 83 students completed a program in FY19.
 - 96% of FY19 graduates who could be reached were employed or continuing their education.

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.
- 5 students enrolled in the Second Chance Program during FY19; 3 completed, 1 did not complete and 1 is currently still in training.
- The Fountain of Youth served 152 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.
- The Fountain of Youth served 150 adults in the *In Tune* group discussions where the group participants help each other develop and mature as people walking in change together.
- The Fountain of Youth served 106 young adults in the PIONEERS program. The PIONEERS program for young adults includes *Getting Ahead in a Just Getting by World* and uses a holistic approach to help participants with financial literacy, interpersonal skills, building resources, and promoting stability.
- The Fountain of Youth and Northeast Iowa Community College are representatives on the State Workforce Development Board's Ex-Offender Reentry Standing Committee. This committee is currently developing job fairs around the state for ex-offender population.

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.
- 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.
- IVRS will continue to collaborate with Iowa Workforce Development (IWD) to provide IVRS services on a regular basis downtown. This assists those who may have transportation barriers.
- IVRS is strengthening their Assistive Technology and Disability training to area businesses. IVRS staff will be collaborating with IWD staff to train them on the ADA laws and regulations so they can present and work with businesses.
- IVRS will continue to build partnerships with area sector boards along with Northeast Iowa Community College and 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.
- In partnership with IowaWORKS, IVRS hosted a reverse career fair for job seekers to display and present their talents and workforce abilities to employers.
- 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 expand work of the initial mental health needs assessment.
- The Community Foundation of Greater Dubuque convened a group of providers to support brain health in the Greater Dubuque area as it relates to the challenges faced by the Department of Corrections. The goal of this group is to strengthen collaboration among stakeholders and develop solutions to addressing barriers to access of care. Accomplishments from this work to date includes: leveraging a Mobile Crisis Unit, Wraparound Program, Mental Health First Aid Training with local law enforcement and the development of an Access Center for Dubuque County.
- 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.

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 reported that 21 out of 26 participants completed the *Getting Ahead in the Workplace* curriculum. At the time of graduation 81% of participants were employed.
- Outreach for the 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.
- 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 (Dubuque Area Labor Management Council); 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.
- Through the Summer Teen Empowerment Program (STEP) at the Multicultural Family Center, teens 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 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 Northeast Iowa Community College, Dubuque Area Labor Management Council, Greater Dubuque Development, and City of Dubuque are partners of the subcommittee.

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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 152 students and Western Dubuque School District enrolled 70 in the Career Learning Link Program:
 - 219 non unique students participated in 14 workplace tours and 26 job shadows;
 - Career Coaches in the program conducted 457 career and academic coaching sessions;
 - Students completed 22 Certified Nursing Assistant Certificates.
- Iowa Vocational Rehabilitation Services (IVRS) will continue to collaborate for the third year with Career Learning Link. Northeast Iowa Community College staff provides Pre-Employment Transition services to students in various high schools in the Dubuque IVRS service area.

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

OUTCOMES:

- Dubuque Works is represented on a panel of key stakeholders in 2019.
- Dubuque Works has committed \$2,158 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:

- Dubuque Community School District (DCSD), Dubuque County Conservation, Iowa Vocational Rehabilitation Services (IVRS), and IowaWORKS partnered on a summer paid work experience program for eight high school students with disabilities.
- Northeast Iowa Community College 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 starting in Fall 2019.
- DCSD implemented a new Work-Based Learning program in the Fall of 2019, featuring the Multi-Occupational Course in which students participate in internships with local employers.
- DCSD Engineering teachers are working on creating engineering projects with John Deere.
- DCSD Career and Technical Education (CTE) teacher participated in an externship with John Deere.
- The Information Technology (IT) Sector Partnership is developing an IT Career Pathway in the Dubuque Community Schools leading to one-, two-, and four-year degrees, some of which are supported by Future Ready Iowa Last Dollar Scholarship funding.
- 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: 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. The 20 students enrolled receive training and employment experience in partnership with Northern Iowa Community College.
- Dubuque Community School District developed a new Cooperative Work Experience course offered to 11-12 grade students beginning Fall 2019.

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 an expanded Career Fair at Hempstead High School to include panel discussions and a “What’s Next” portion with employer and post-secondary booths in the gym in addition to classroom presentations on various career topics. 3,108 sessions were attended by students (students could attend multiple sessions). Twenty organizations participated in the panel discussions, 27 organizations participated in classroom presentations, and 46 organizations participated in the “What’s Next” fair.
- 38 teens participated in the STEP Program at the Multicultural Family Center; 33 teens graduated. The program was attended by 68% teens of color and 32% Caucasian teens. 40 community partners and employers participated in the program.
- DALMC coordinated a career fair at Senior High with 2,250 (students could attend more than one session) student participating. Twenty-four organizations participated in the fair.
- DALMC’s 8th Grade Career Exploration Fair hosted over 1,300 students from Dubuque County and East Dubuque, Illinois during three events.
- DALMC hosted four tours to construction apprenticeship training centers. Seven schools participated with a total of 123 students attending.
- DALMC hosted a High School Construction Expo with 22 schools and 339 students attending. Each student rotated through ten different hands-on booths.
- DALMC hosted an “Explore the Trades Night” with 35 people in attendance to learn more about careers in the skilled trades.
- DALMC assisted with tours to Geisler Brothers, A.Y. McDonald Manufacturing, and Giese Manufacturing with over 50 students in attendance.

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

OUTCOMES

- 111 individuals are currently enrolled in Tech WORKS (48% increase from prior school year) including 39 pre-engineering, 27 advanced manufacturing, 39 construction and 6 auto/diesel mechanics students. 35 students graduated from the program in May 2019.
- Nine students went on job shadows to learn more about a potential career.

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 6th year of student outreach. The program staff engaged 157 students to complete a high school diploma or HSED in FY18; 29 students earned a high school diploma and 11 completed the HSED.
- IowaWORKS partnered to host businesses and a booth on IowaWORKS services at HISET graduation in May 2019.

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 handoffs 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 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;
 - Began using a common referral form to share information regarding student/clients for partners to share information regarding student/clients to improve customer experience and increase referrals.
- 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 5 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 shared disaggregated workforce and program data with the Community Foundation of Greater Dubuque for the Community Data Walk hosted in 2019 for community leaders to look at community data and explore key issues like academic achievement, childcare, economic opportunity, and equity and inclusion.

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

OUTCOME:

- In partnership with the City of Dubuque's Human Rights Department, Greater Dubuque Development enhanced the confidential survey tool to include several questions that provide information on employers' diversity, equity and inclusion efforts and outcomes, including collection and interaction with equity data. In FY19, 30% of employers identified having an active diversity program.

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.
- 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, *biglifessmallcity.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.
 - In FY19, the campaign achieved 316,156 Facebook impressions and 15,350 clicks and 49,549 LinkedIn impressions; the website experienced an average of 1,693 page views per month and the campaign videos were viewed more than 63,000s time 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 continues to experience success in reaching a millennial audience, including 3.54% growth in the age 25-34 audience, which represents 22.13% of total website traffic for Travel Dubuque.
- Travel Dubuque website and social media reached surrounding metros targeted by the *Big Life, Small City* campaign, in addition to larger regional metropolitan areas.