

CHAPTER 2

COMMUNITY ENGAGEMENT

CHAPTER AT A GLANCE

□ Introduction	2-02
□ Process	2-03
□ Strategic Outreach	2-08
□ Conclusion	2-09
□ Outreach Timeline	2-10
□ Project Participants	2-12
□ Inspiring Ideas	2-13
□ Outreach Demographics	2-14
□ Photo Boards	2-16

CHAPTER 2

COMMUNITY ENGAGEMENT

A plan built by the community and around the community.

Introduction

Engage + Empower

Community engagement has long been a hallmark for the City of Dubuque, and for good reason. Working collaboratively to shape ideas and priorities is essential to ensuring successful plans and implementation – ones that are supported by the community, consider all moving parts, pieces, and partners, and focus on the big picture.

In addition to City-led initiatives, the depth of organizations, neighborhood associations, and partnerships in Dubuque also celebrate community activism via their individual outreach campaigns, missions, and projects. Sustainable Dubuque, Inclusive Dubuque, Greater Dubuque Development Corporation, Dubuque Main Street, the Community Resilience Advisory Commission, Washington Neighborhood Revitalization, Bee Branch Flood Mitigation, etc.... to name a few.

Engagement served as the driving force behind Imagine Dubuque, the City of Dubuque's New Comprehensive Plan. As noted on the landing page of the project website, www.ImagineDubuque.com:

“Dubuque residents, business owners, and stakeholders, you are the stewards of this plan. This is a call to action – share your vision and ideas on the future of Dubuque. It is our mission to ensure this plan reflects and celebrates the collective “voice” of our community.”

Empowering Dubuque residents, business owners, and stakeholders to share their ideas, opinions, preferences, and dreams served as the foundation upon which Imagine Dubuque was built. Before the project commenced, the consultant team and City developed a detailed Community Engagement Plan that outlined specific outreach strategies, marketing tactics, engagement tools, and events.

It was imperative to City leadership that the process be inclusive and representative of the community. Considerable effort was spent meeting with individuals and groups early in the process to identify preferred and comfortable channels for engagement. What was fundamentally communicated was a ‘one-size-fits-all’ approach to engagement would not work. Rather a menu of options designed to accommodate individuals’ and groups’ varying preferences and resources were required. In addition, government can no longer expect people to come to them; instead, government must go to the people. Government must “meet people where they are” to establish comfortable, creative, collaborative, and meaningful forms of engagement.

Imagine Dubuque was designed so that each event informed and built off others, while also providing unique value to the individual community engagement experience. This strategic engagement plan helped forecast and ensure diverse participation would be achieved and project momentum maintained.

ENGAGEMENT COMPONENTS

1 PROJECT BRANDING

2 CREATIVE MARKETING

3 INTERACTIVE TOOLS

4 IN-PERSON EVENTS

Imagine Dubuque's Communications Plan outlined the type, timing, and interplay of all components noted below. The diversity of these collective elements together yielded over 12,500 ideas!



'Dubuque and All That Jazz' Pop-Up Idea Booth | August 18th, 2016



Edible idea incentives at the Farmers' Market Pop-Up Idea Booth | August 19th, 2016

Process

Imagine Dubuque spanned a total of 13 months, with project initiation and pop-up events beginning in August 2016 and the plan being adopted by City Council in September 2017 (see Outreach Timeline on page 2-10). Whereas most community outreach initiatives span 3-5 months, Imagine Dubuque's community input campaign lasted just over 12 months. In other words, 92% of the project's duration focused on engagement and the reporting of ideas and themes back to the community for further refinement.

Engagement Components

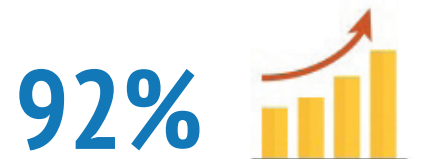
The Communications Plan outlined the type, timing, and interplay of all outreach elements. The diversity of these collective components together yielded over 12,500 ideas!

- ☐ Branding
- ☐ Creative Marketing
- ☐ Interactive Tools
- ☐ In-Person Events

**See infographic at top of page.*



IMAGINE DUBUQUE OUTREACH TIMELINE
Not your typical 3-5 month engagement timeline...



92%
12 of 13 months (or 92% of Imagine Dubuque) focused on outreach and reporting ideas and themes back to the community for further refinement.

Marketing Mediums

PRINT

- Project Cards
- Idea Postcards
- Posters
- Pop-Up Banners
- Transit Banners
- Utility Mailings
- Newsletters



ONLINE

- City Website
- Social Media
- Facebook
- Twitter
- Next Door
- Email Signatures



NEWS

- Radio Interviews
- City News
- Kick-Off Video
- City Journal Video



CONVERSATION

- Word-of-Mouth



▲ *Imagine Dubuque marketing takes hold with even the youngest of residents at the 'Dubuque and All That Jazz' Pop-Up Idea Booth Event*

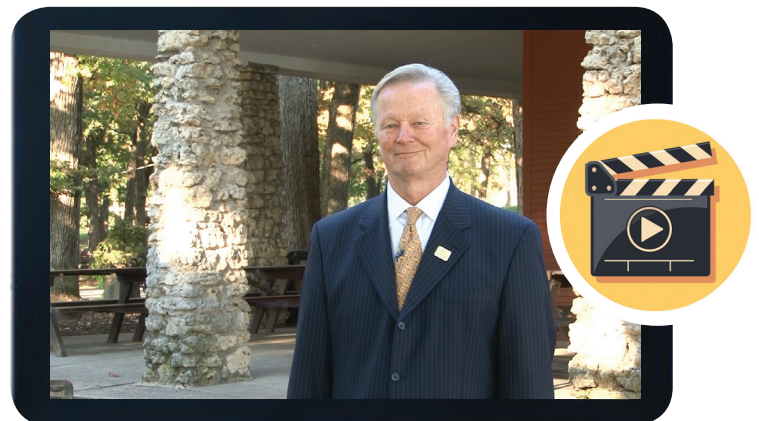
Marketing: Getting the Word Out

Imagine Dubuque's creative approach to branding and marketing effectively built project awareness, generating new ideas from new people. Print and online promotion included the distribution of over 3,000 **project cards, idea postcards, and posters** in local businesses and restaurants.

Educational pop-up banners were put-on display at area destinations, including the YMCA, Farmers' Market, schools, and other area businesses and events. "**Connect Today**" **transit banners** with details about the project website and mobile app were installed on Jule buses.

In addition to print promotion, Imagine Dubuque also engaged people and continued momentum via the **City's website and social media** including Facebook, Twitter, and Next Door, as well as **seasonal newsletters** and a project **kick-off video** featuring Mayor Roy D. Buol that went live in November of 2016.

Imagine Dubuque was also marketed via publications, including **City News** and **utility mailings** to raise awareness and participation. A **City Journal video** featuring City staff and the Long Range Planning Commission Chair aired throughout the duration of the project on CityChannel Dubuque; even **radio interviews** were conducted to raise awareness and further participation.



▲ *Imagine Dubuque Kick-Off Video Featuring Dubuque Mayor Roy D. Buol*

Imagine Dubuque: Getting Started

“More dog friendly places/parks.”
 “Extend and expand bus service.”
 “More community gardens!”
 “Need downsize options (condos).”

- Ideas shared at the Dubuque Farmers’ Market Pop-up Idea Booth.



Workshop Overview

-
- 300
TOTAL WORKSHOP
PARTICIPANTS
- 72
AVERAGE WORKSHOP
ATTENDANCE

Approximately 300 residents came out to take part in the 4 community workshops held as part of Imagine Dubuque, averaging 72 participants per workshop.

■ Online Engagement

The project website and app integrated 'opt-in' emails and push notifications ensuring subscribers would receive a pop-up alert or email containing project news as soon as such was posted.

Quick Statistics: August 2016 to August 2017

- ☐ 30+ Website News Articles
- ☐ 40+ App Push Notifications
- ☐ 350+ Email/App Subscribers
- ☐ 4,500+ Unique Visitors
- ☐ 14,000+ Page Views



Process (continued)

Online Outreach

In addition to the in-person workshops and events, Imagine Dubuque's online participation was a dual source of insight and collaboration. The project website and app included a "Follow Feature" allowing visitors to sign-up to receive project news and announcements via email. Interactive tools were built into both interfaces that allowed users to share ideas, comments, project feedback, and even upload photos of potential improvements and things they would like to see emulated in Dubuque!

Push Notifications

Over 40 push notifications were sent over the course of the project to market upcoming events, project news, idea tools, and quick polls.

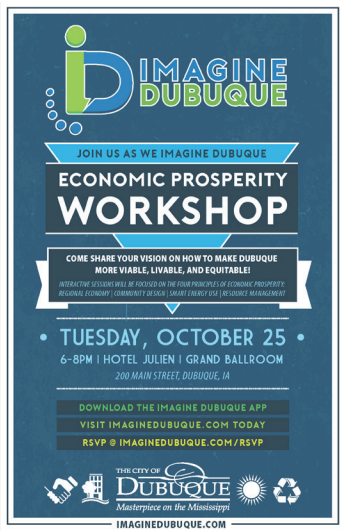


Quick Polls

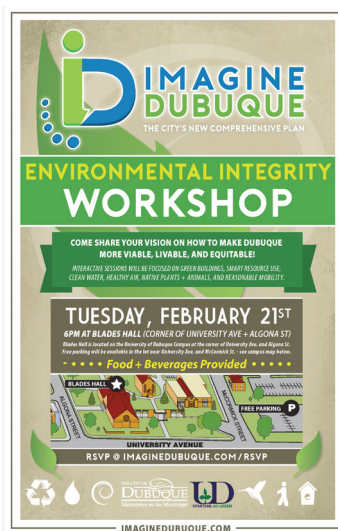
Quick Polls (i.e. short, multiple-choice surveys) were also posted to the website, app, and distributed at community workshops that asked questions pertaining to each of the four pillars, future land use, and an initial poll that asked participants to choose adjectives that best described "Dubuque Today". When new Quick Polls went live, they were promoted via website news announcements, social media posts, app push notifications, and in-person events.



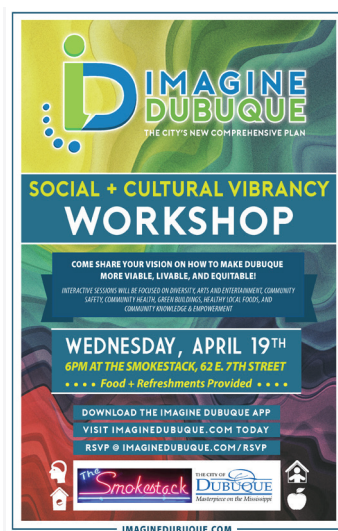
▲ Quick Poll Station at the Economic Prosperity Workshop.



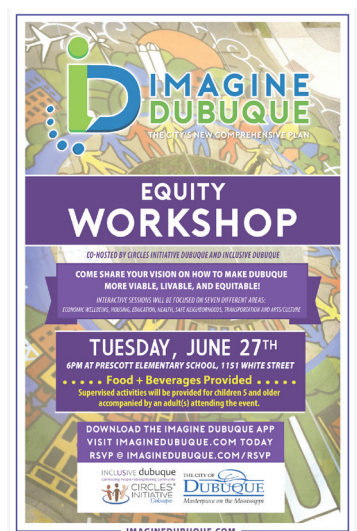
"We need to maintain the historic preservation and integrity of downtown. As a millennial, it's important for us to not only maintain something that is unique, but also has diversity (in terms of use and function) to it."



"Educate each other about green environmental best practices and further social awareness of safe and acceptable products and standards (i.e. no spraying round-up for green lawns)."



"Dubuque is already diverse! But we need to do a better job mixing social, economic, and racial groups in order to take advantage of the gift that is diversity, and improve our City for everyone."



"Remove taboo of mental health in youth. Educate that it is not just severe illness, but includes depression and anxiety. Introduce sessions to have youth feel comfortable talking about it and how students can seek treatment."

▲ There were a total of 4 community workshops; quotes from each of the workshops are included below the respective poster. An open house was held on August 16th, 2017 to showcase and receive feedback on the Draft Plan.

Process (continued)

Going to the Community

Key to Imagine Dubuque's engagement strategy was going to the community. Over 30 Imagine Dubuque focus groups were held at various locations throughout the City to educate residents about the plan and ways to get involved. From venturing to local high schools and universities, to neighborhood associations and service clubs (Kiwanis, Rotary, and many more), these on-site mini-workshops inspired participants to share ideas on the future of Dubuque, download the app, follow the website, and tell family, friends and neighbors to do the same!



▲ Rotary Focus Group



▲ Inclusive Dubuque Focus Group



▲ Student Focus Group at Wahlert High School

■ Live Smartphone Polling

Live polling was integrated into focus groups and meetings that allowed participants to anonymously interact, share comments, and vote on priorities via their smartphones during live presentations. The results were then collected and reported back in real-time via colorful Wordles (as shown in the graphic at right) and bar charts. Live polling was introduced at the start of focus group sessions to provide a baseline of data for participants to respond to, discuss, and opine on in greater detail.

Question #1: What are Dubuque's greatest assets?

Leadership Dubuque Focus Group Live Poll, January 11, 2017, Holiday Inn, 450 Main Street



Strategic Outreach

Data Benchmarks

Also essential to the Imagine Dubuque process was ensuring representative feedback from the whole community – all ages, races, ethnicities, and backgrounds (see demographic charts on page 2-14 and 2-15). Even with a solid Communications Plan in place and robust outreach and marketing underway, successful engagement requires checking back-in with the community, reviewing who is sharing, and determining if added outreach is needed.

Throughout the 12-month engagement process, ideas were recorded in a master idea spreadsheet and categorized by topic. Progressive findings and emerging themes were then reported back to the community at workshops, on the project website, and at Long Range Planning Advisory Commission and City Council check-in's. This detailed and steady documentation and summarization ensured the listening and learning phase of Imagine Dubuque was on the right track.

To better understand who was sharing ideas and involved in the process, Imagine Dubuque's project tools and in-person events integrated optional demographic questions. While reviewing engagement data in February of 2017 (6-months into the process) the project team realized that input from students and seniors was lacking in comparison to City-wide demographics. To address such, creative brainstorming began.

Realizing that mobility was a burden for some elderly residents, info sessions, and lunch-time presentations were scheduled at area senior homes, including Applewood Apartments, The Rose of Dubuque Senior Community, and Bethany Home, to raise awareness and gather direct feedback. A news article about Imagine Dubuque was published in the Golden View, a monthly publication distributed in the Tri-State area (Iowa, Illinois, and Wisconsin), whose primary audience is seniors.



Introducing the Imagine Dubuque Mobile Idea Board

VISIT WWW.IMAGINEDUBUQUE.COM

FREE TO RESERVE AND CHECK OUT, A GREAT LISTENER, VERY LIGHT, AND PORTABLE



The mission of the Imagine Dubuque mobile idea board is to travel around town and collect as many great ideas from Dubuquers as possible on how to improve the future of our great City. But to do this -- we need your help!

Does your workplace, community group, or event have people with great ideas to improve our city? Offer to host the idea board. It couldn't be simpler. The idea board will be delivered to your office or event and picked up when convenient for you. Contact Ose, info below, to learn more and reserve the idea board today. Your ideas matter! Be a part of shaping Dubuque's future today!

TO RESERVE PLEASE CONTACT:
OSE AKINLOTAN, PLANNING TECHNICIAN
OAKINLOT@CITYOFDUBUQUE.ORG
563.589.4210

Idea boxes and comment cards were designed and dropped-off at local schools, universities, businesses, and living facilities. A mobile idea board was stationed at over a dozen businesses and destinations throughout Dubuque, collecting sticky note ideas from visitors and passersby.

These retooling efforts generated over 500 new ideas in less than 3 months, increased feedback from all sectors of the City (including students and seniors), and ensured project demographics aligned with City demographics.

Conclusion

In just over 12-months, more than 6,000 residents participated and shared ideas as part of Imagine Dubuque, resulting in over 12,500 ideas. Public idea sharing sessions ended in June 2017, with a workshop focused on Equity, co-hosted by Circles® Initiative and Inclusive Dubuque at Prescott School. Then a campaign for public input on land use ran mid-August 2017. A Treat + Great Public Open House was held on August 16th, 2017 to unveil the draft plan to the community.

VIABLE . LIVABLE . EQUITABLE

Save the Date

AUGUST 16TH @ 5:30PM
WASHINGTON PARK

Imagine Dubuque Treat + Greet

COME MEET OUR CITY'S NEW DRAFT PLAN!

RSVP
WWW.IMAGINEDUBUQUE.COM

Community engagement was the single-most pivotal and influential factor of Imagine Dubuque. The plan's findings and recommendations, showcased in the chapters that follow, are directly derived from the engagement process, as celebrated by the infographics and outreach statistics therein. Only through the participation of the community was the City capable of developing a relevant and meaningful plan for the future of Dubuque.

Thank you to the thousands of individuals who participated in Imagine Dubuque, sharing ideas, and volunteering their time and energy to positively shape and impact Dubuque's future.

OUTREACH TIMELINE

TOTAL ENGAGEMENT | As showcased in the detailed timeline below, a variety of tools were used and numerous events hosted throughout Imagine Dubuque's 12-month outreach process to empower residents. The varied opportunities and collaborative experiences allowed everyone to connect and share ideas in the way that felt most natural to them - via the website, app, printed postcard, or idea card -- at a workshop, focus group, or pop-up event. Furthermore, tools and events are only successful if people are made aware of them. Creative, steady, and targeted marketing ensured the community knew what events were happening, when, and how to get involved.



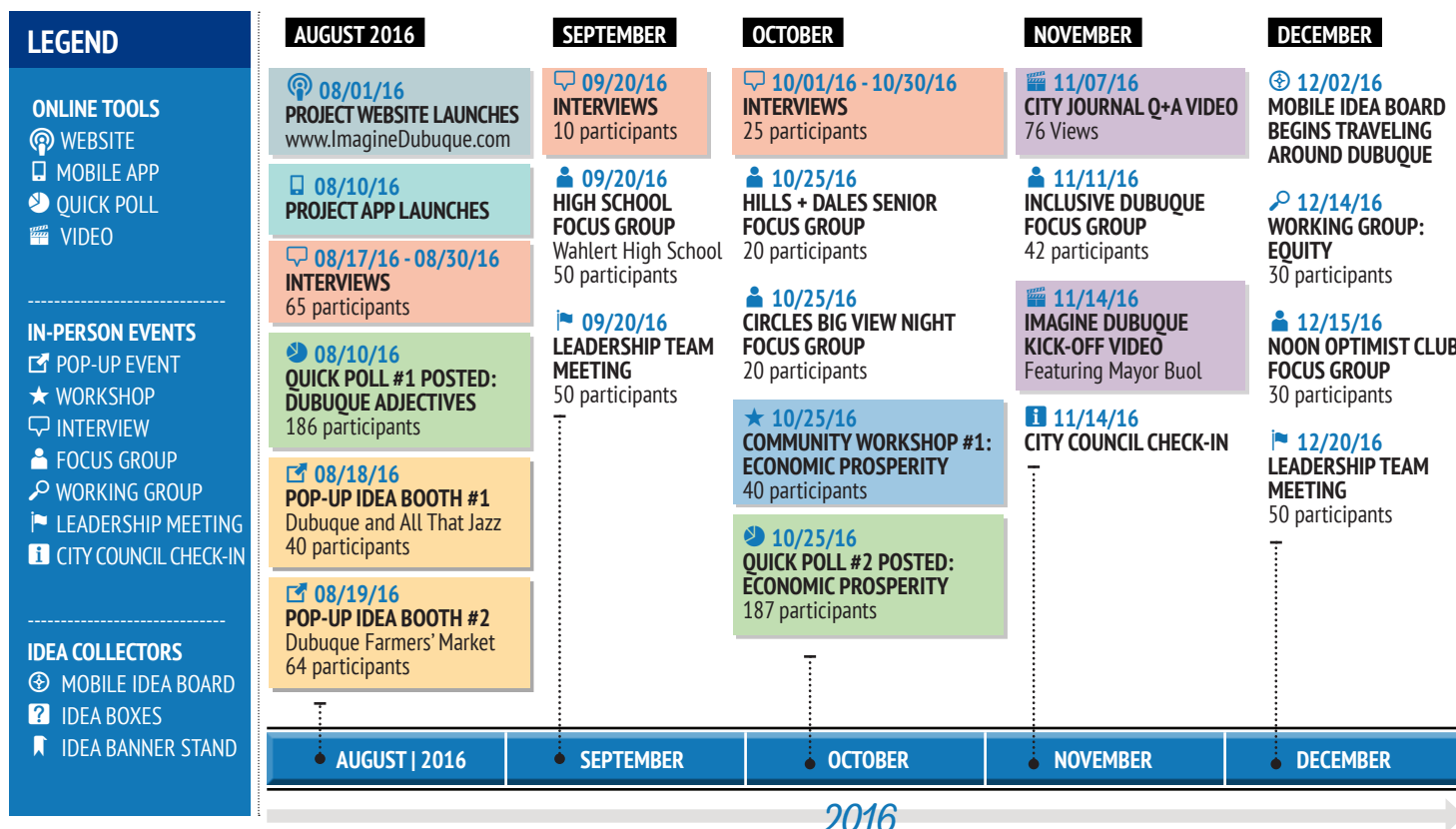
Engagement Q +A

What was the purpose of the Working Groups and Leadership Team Meetings?

The purpose of the working group sessions and leadership team meetings was to generate expert insight, effectively inform issues, and refine/improve community workshops.

Working Groups: Each included 5-15 citizen experts who were selected based on their knowledge and experience pertaining to the 4 project pillars (economic prosperity, environmental integrity, social + cultural vibrancy, and equity).

Leadership Team Meetings: Comprised of City Department heads and leaders, this group of approximately 50 individuals met with the Imagine Dubuque Team every other month to provide input on engagement efforts, identify critical issues, and review and advise on emerging themes.



JANUARY 2017

01/04/17
GREEN DUBUQUE FOCUS GROUP
30 participants

01/06/17
UNIVERSITY FOCUS GROUP
25 participants

01/09/17
DUBUQUE COMMUNITY SCHOOL
DISTRICT EXECUTIVE BOARD
FOCUS GROUP
9 participants

01/11/17
LEADERSHIP DUBUQUE
FOCUS GROUP/MINDMAP
25 participants

01/19/17
MORNING OPTIMIST CLUB
FOCUS GROUP
9 participants

01/24/17
PRINCIPALS + DIRECTORS
OF SECONDARY EDUCATION
FOCUS GROUP
5 participants



02/21/17 Community Workshop #2:
Environmental Integrity

FEBRUARY

02/02/17
QUICK POLL #3 LAUNCHED:
ENVIRONMENTAL INTEGRITY
164 participants

02/07/17
AMERICORPS FOCUS GROUP
40 participants

02/14/17
CITY COUNCIL CHECK-IN

02/15/17
UNIVERSITY FOCUS GROUP
25 participants

02/15/17
WORKING GROUP:
ENVIRONMENTAL INTEGRITY
7 participants

02/15/17
INTERVIEWS
6 participants

02/15/17
WORKING GROUP/MINDMAP:
SOCIAL + CULTURAL VIBRANCY
10 participants

02/21/17
LEADERSHIP TEAM MEETING
50 participants

02/21/17
COMMUNITY WORKSHOP #2:
ENVIRONMENTAL INTEGRITY
70 participants

02/28/17
ROTARY CLUB FOCUS GROUP
53 participants

MARCH

03/07/17
POINT NEIGHBORHOOD
ASSOCIATION FOCUS GROUP
15 participants

03/15/17
IDEA BANNER/ BOXES BEGIN
TRAVELING AROUND DUBUQUE

03/14/17
VALLEY VIEW NEIGHBORHOOD
ASSOCIATION FOCUS GROUP
10 participants

03/25/17
DUBUQUE BLACK MEN COALITION
MANHOOD PROJECT FOCUS GROUP
40 participants

03/27/17
QUICK POLL #4 POSTED: SOCIAL
+ CULTURAL VIBRANCY
90 participants

APRIL

04/18/17
WORKING GROUP:
ECONOMIC PROSPERITY
15 participants

04/18/17
LEADERSHIP TEAM MEETING
50 participants

04/19/17
NON-VIOLENCE FOCUS GROUP
5 participants

04/19/17
LOCAL FOODS FOCUS GROUP
15 participants

04/19/17
COMMUNITY WORKSHOP #3:
SOCIAL + CULTURAL VIBRANCY
50 participants

04/25/17
ARTS + CULTURE FOCUS GROUP
8 participants

04/26/17
SENIOR FOCUS GROUP
21 participants

MAY

05/02/17
SENIOR FOCUS GROUP
9 participants

05/03/17
SENIOR FOCUS GROUP
15 participants

05/04/17
RESILIENT COMMUNITY ADVISORY
COMMISSION FOCUS GROUP
14 participants

05/05/17
POP-UP IDEA BOOTH #3
Puttzin' Around Downtown
200 participants

05/11/17
TEACHER FOCUS GROUP
102 participants

05/11/17
RELIGIOUS SISTERS FOCUS GROUP
20 participants

05/11/17
SENIOR FOCUS GROUP
16 participants

05/15/17
CITY COUNCIL CHECK-IN

05/19/17
QUICK POLL #5 POSTED: EQUITY
130 participants

JUNE

06/01/17
SENIOR FOCUS GROUP
93 participants

06/05/17
KIWANIS CLUB OF DUBUQUE
FOCUS GROUP
12 participants

06/12/17
DUBUQUE COUNTY BOARD OF
SUPERVISORS + STATE REP-
RESENTATIVE FOCUS GROUP
4 participants

06/20/17
LEADERSHIP TEAM MEETING
50 participants

06/27/17
COMMUNITY WORKSHOP #4:
EQUITY
150 participants

JULY

07/10/17
CITY COUNCIL CHECK-IN

07/17/17
QUICK POLL #6 LAUNCHED:
FUTURE LAND USE
350+ participants

07/19/16
POP-UP IDEA BOOTH #4
Bee Branch Opening - Land Use

AUGUST

08/15/17
LEADERSHIP TEAM MEETING
50 participants

08/16/17
OPEN HOUSE/POP-UP BOOTH #5
TREAT + GREET: MEET THE PLAN
150 participants

SEPT

09/06/17
CITY COUNCIL CHECK-IN

09/18/17
PUBLIC HEARING AND
ADOPTION

JANUARY | 2017

FEBRUARY - MARCH

APRIL - MAY

JUNE - SEPTEMBER

2017

PROJECT PARTICIPATION

POWER TO THE PEOPLE | The infographic below showcases Imagine Dubuque participation statistics overall, as well as how such fluctuated over the 12-month engagement process. Chart data includes the number of individuals who participated via the following mediums:

- **ONLINE:** Visited and interacted with the project website and app. These numbers are informed by Google analytics and traffic associated with unique visitors.
- **IN-PERSON:** Attended pop-up events, workshops, focus groups, leadership team meetings, working groups, and interviews. Attendance was recorded at each event.
- **QUICK-POLL:** Responded to the project quick polls. A total of six polls were posted over the course of the project, the findings of which were analyzed and summarized as applicable within the chapters that follow.

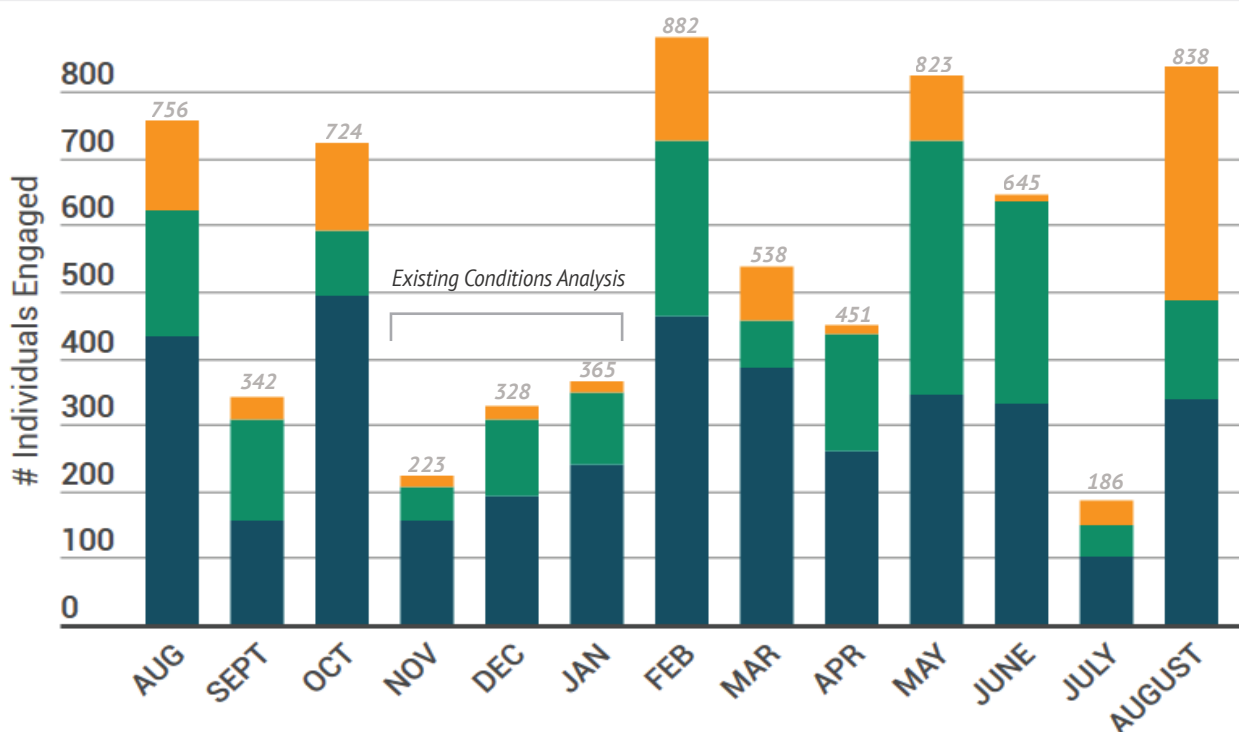
Methodology

To ensure accurate data, the number of individuals who participated was analyzed separate from the number of ideas. Reason being, single participants shared multiple ideas. The number of people who engaged with the idea boxes and mobile idea board were also purposely omitted from the bar chart below being that the majority of people who engaged via such, were part of a focus group.



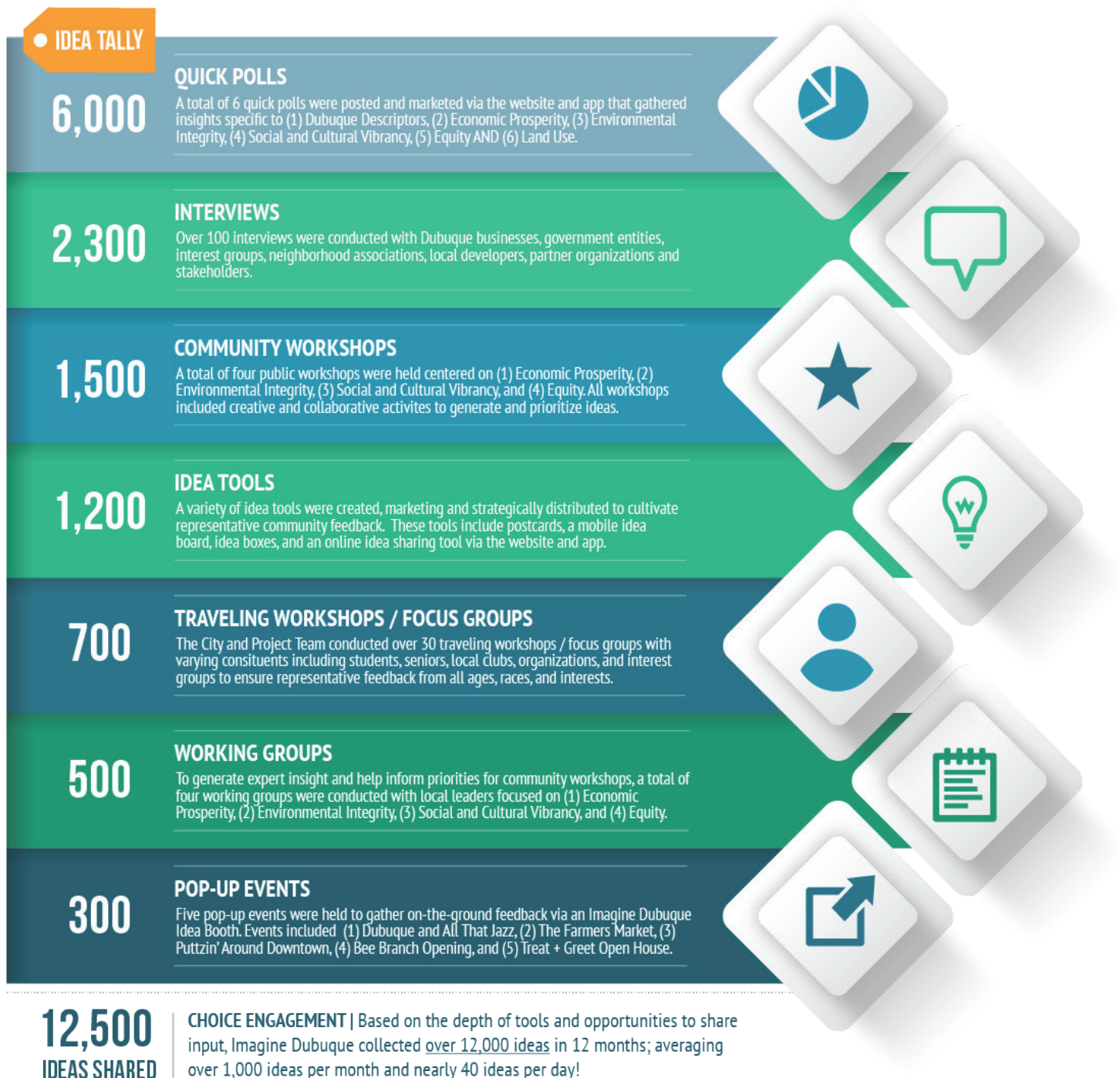
CHART: Number of People Engaged + Monthly Milestones

<u>AUGUST 2016</u>	<u>OCTOBER 2016</u>	<u>FEBRUARY 2017</u>	<u>APRIL 2017</u>	<u>MAY 2017</u>	<u>JUNE 2017</u>	<u>JULY 2017</u>	<u>AUGUST 2017</u>
Project Kick-Off	Economic Workshop #1	Environmental Workshop #2	Social + Cultural Workshop #3	Equity Quick Poll #5	Equity Workshop #4	Land Use Quick Poll #6	Review Draft Pop-Up Event #5
Pop-Up Event #1	Quick Poll #2	Workshop #3	Workshop #4	Pop-Up Event #3	Outreach Ends	Pop-Up Event #4	Treat + Greet Open House
Pop-Up Event #2	2 Focus Groups	Quick Poll #3	Quick Poll #4	5 Focus Groups			
Quick Poll #1		4 Focus Groups	3 Focus Groups				



INSPIRING IDEAS

PROVIDING CHOICE | To inspire Dubuque residents and stakeholders to share their ideas, a variety of tools and opportunities were provided to make the process of sharing as easy and fun as possible. The infographic below identifies the varying ways people provided feedback and the approximate number of ideas and insights collected from each method.



PROJECT DEMOGRAPHICS

DIVERSE ENGAGEMENT | As showcased via the charts and infographics on the following two pages, project demographics closely align with the City of Dubuque's community make-up. That said, there are a few instances wherein the comparison demographics differ slightly: Imagine Dubuque engaged (1) a *higher diversity* of residents relative to race and ethnicity, (2) *more females* than males, and (3) *more seniors, students, and millennials* than City-wide demographics.

What do project demographics reflect?

Approximately 6,000 people engaged with Imagine Dubuque. Of those 6,000 individuals, approximately 2,000 or 33% elected to share demographic details. This reduced statistic is partially due to the fact that not all idea sharing tools and methods were connected to collecting or asking for these insights. For example, demographic data was not connected to mobile idea board comments, idea box comments, postcards, and website analytics, i.e. unique visitors to the project website. However, self-elected demographic data was collected at Workshops, Focus Groups, Pop-Up Events, and Idea Tools via the website and app.

Methodology

Engagement events, activities, and tools (both in-person and online), integrated optional questions relating to demographics. This data was logged and analyzed throughout the duration of Imagine Dubuque to ensure project demographics were reflective of the community at large. This data is presented via the charts and graphics below and includes all information provided from participants during the outreach process.

DATA TRENDS



✓ Diverse Engagement

Compared to City demographics, Imagine Dubuque engaged 2.5% more African American/Black individuals and 1.5% more Hispanic/Latino residents.



✓ Students + Millennials + Gen X Shared

Focus groups and idea tools dispersed to area colleges and high schools effectively generated insights from those aged 19-34 years.



✓ Engaged Seniors

The depth of focus groups held at area senior homes increased awareness and insights from those aged 65 years and older.



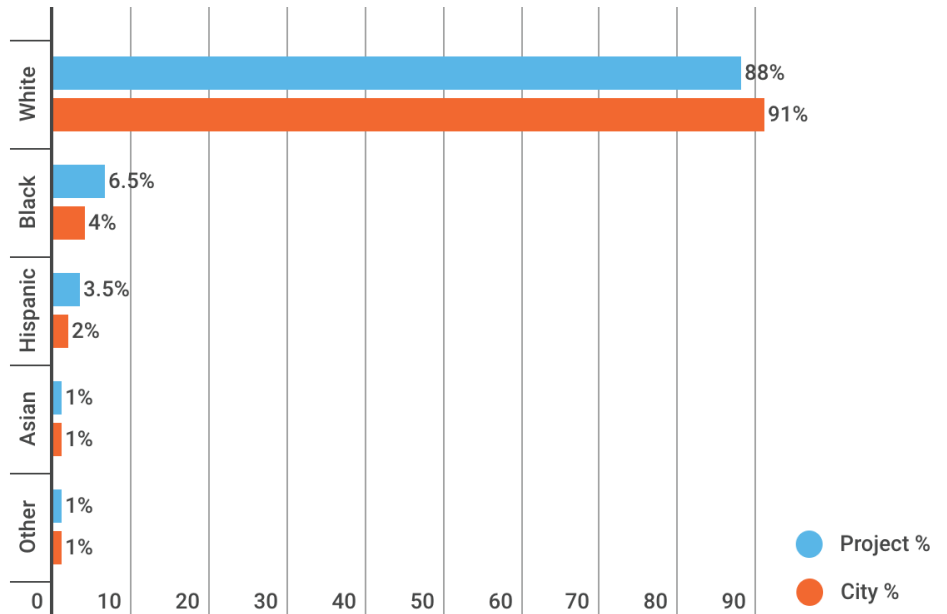
✓ More Females

Approximately 4% more females than males engaged with Imagine Dubuque based on the demographic data collected.



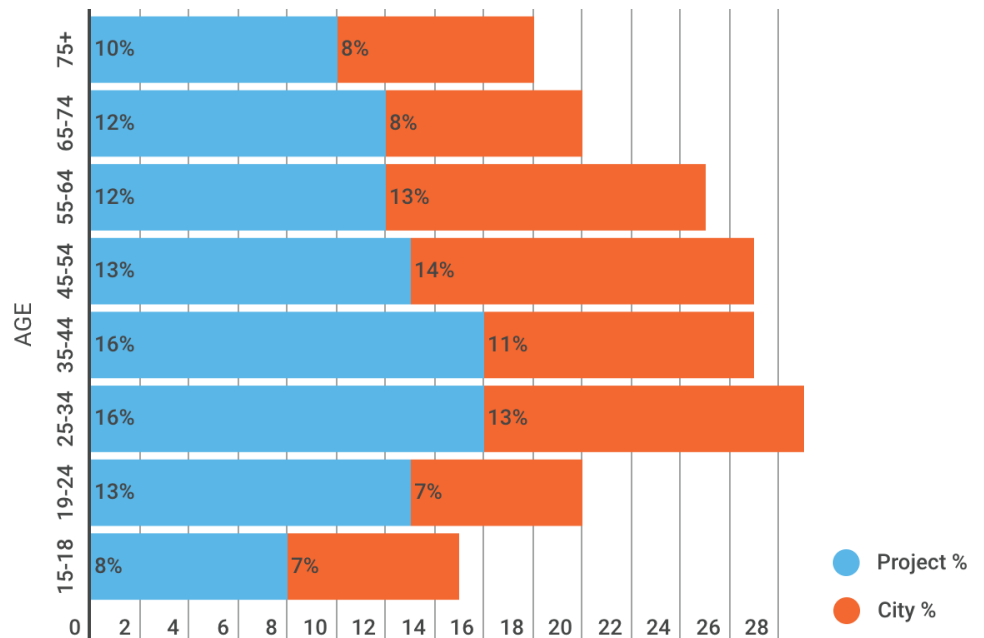
Race/Ethnicity

Looking at race and ethnicity, Imagine Dubuque engaged a higher percent of diverse stakeholders than what is representative of the City. Approximately 6.5%+ more African American/Black participants and 3.5%+ more Hispanic/Latino participants engaged in the process. This added diversity is largely due to strategic focus group sessions, workshops, and project partners such as Inclusive Dubuque.



Age

Nearly all age brackets align, with project demographics being over-represented in college-aged participants (19-24 years), millennials/Gen-Y (25-34 years), Gen-X (35-44 years), and Baby Boomers/seniors (65 years and older). The aforementioned targeted marketing (idea boxes at local colleges, universities, and senior homes) and focus group sessions (high school students, millennials as part of the Leadership Dubuque Workshop) are directly related to the added idea generation in these age sectors.



Gender

Slightly more females than males partook in the project, with female participation being over-represented by 4% and male participation being under-represented by 4%. Less than 1% of project participants chose to “Self-Describe” or preferred not to answer.

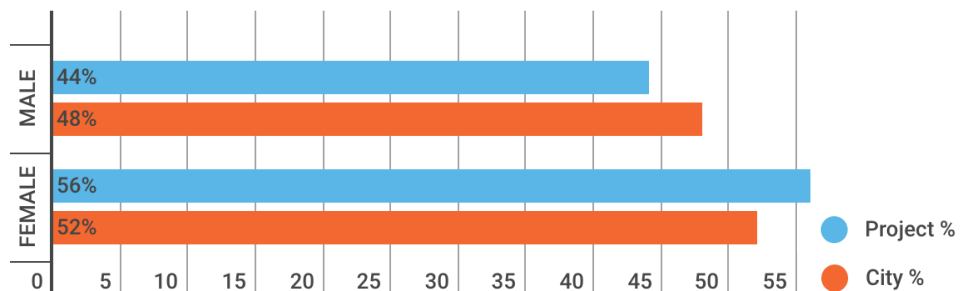


PHOTO BOARD | EVENTS

📍 **Pop-Up Events** | 5 Total | Dubuque and All That Jazz | Farmers' Market | Puttzin' Around Downtown | Treat + Greet Open House

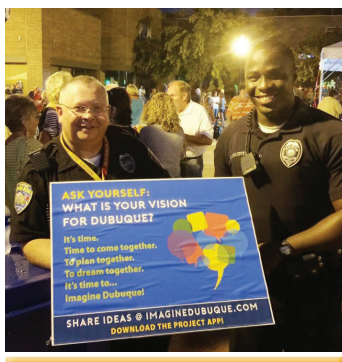


PHOTO BOARD | WORKSHOPS

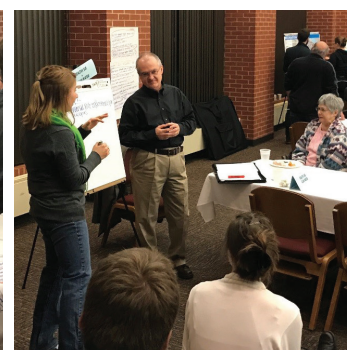
★ **Workshops** | 4 Total | Economic Prosperity | Environmental Integrity | Social + Cultural Vibrancy | Equity



Economic Prosperity Workshop | 10.25.16



Environmental Integrity Workshop | 02.21.17



Social + Cultural Vibrancy Workshop | 04.19.17



Equity Workshop | 06.27.17



PHOTO BOARD | FOCUS GROUPS

 **Focus Groups** | 30+ Total | These traveling workshops took place all over Dubuque!

