Dear community members,

At the Community Foundation, we see our region as a big picture made up of interconnected pieces. Communities are linked by geography, residents share social networks, and systems can influence the path each of us takes through life.

With this view, we understand how collaborative solutions can solve even the toughest challenges. By listening, learning and analyzing data, we identify issues and convene community members to address them. We get to the root of problems and drive change that leads to better outcomes for everyone.

We do this work because Dubuque is our home and we want to ensure it is a place where future generations can thrive. By deepening our relationships, we gain new knowledge that helps us strengthen the region for the long term.

The stories in this report illustrate how we widen our lens to see beyond what’s in front of us. We see connections among people, needs and opportunities for transformation. We look to the future of Dubuque with open eyes and an eagerness to make a positive difference. Look with us and see where you fit into the big picture.
When a longtime Community Foundation supporter learned that a growing number of Dubuque students from Guatemala were struggling, she wanted to help.

With her generous support, the Community Foundation is funding a new mentor position to bridge language and cultural barriers for these students and set them on a path to thriving futures. It’s a solution made possible by having the right relationships, partners and data to understand the need.

Dubuque’s Guatemalan community members face unique challenges. Many came to the United States as unaccompanied minors, a legal status that affords them a path to citizenship but little social safety net support. Plus, many speak indigenous dialects like Ixil that are uncommon here. Because of this barrier, they miss learning valuable life skills, classroom instruction and career prep.

Our work with nonprofits helped us zero in on a solution. One of our partners knew Dubuque resident Dominga Lopez Raymundo, who speaks Ixil, Spanish and English, and recommended her as a mentor for the schools. District officials were enthusiastic, but they were unable to hire her because she did not have a high school diploma.

To find a solution, we worked with Northeast Iowa Community College, which created a position on its staff for Dominga, enabling her to contract with the K-12 system while earning her high school equivalency diploma through the college. The supporter made a grant from her donor-advised fund to pay Dominga’s salary.

“This solution came together because of how we work,” says Alex Baum, the Community Foundation’s knowledge management director. “Data helped us identify the need, and thanks to our strong relationships, we were able to bridge that need with generous, committed partners.”

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**DID YOU KNOW?**

The average wait time for Guatemalan immigration case resolution is at an all-time high.*

- **<1 YEAR** Average wait time in 1998
- **>3 YEARS** Average wait time in 2021

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**Community Foundation of Greater Dubuque**

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*Transactional Records Access Clearinghouse at Syracuse University — Immigration

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26 CHILDREN

Unaccompanied Guatemalan minors in Dubuque public schools**

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**Dubuque Community School District

**926 CHILDREN**

Community Foundation mentors Guatemalan students across the Dubuque Community School District, bridging language and cultural barriers to support their education and long-term success
When the world rapidly changed in 2020, the Community Foundation launched an effort to help people address basic needs, including food, safety and health. By early 2021, we and our affiliates had granted more than $1.8 million to organizations on the front lines of the pandemic response.

By activating the Greater Dubuque Disaster Recovery Fund and launching recovery funds with five of our eight affiliate foundations, we provided critical support during an emergency unlike any other. Early contributions from local organizations, including Dubuque Bank & Trust, Dubuque County, Dubuque Initiatives and the Dubuque Racing Association, combined with gifts from individuals made this impact possible.

In the past, we used the Disaster Recovery Fund to support people in the wake of natural disasters like floods and tornadoes. Responding to a global pandemic has been more complex, and the experience has made us a more skilled and strategic grant-maker.

The pandemic’s impacts have been multifaceted, from household finances to health and safety to education. To grant dollars effectively, we have convened leaders weekly from these many impact areas to understand where funding could help most — and how these challenges are connected.

The result has been stronger cooperation among the organizations serving people in need, which is not only important during a crisis but also for the region as a whole moving forward.

For example, a single grant to a food pantry can help on a one-time basis. However, working with food providers to create a more coordinated distribution system has a long-term, positive impact on the entire community.

We use all of the tools in our toolbox, including grantmaking and our ability to convene community leaders around issues, to drive transformational change that benefits everyone.

Last year showed that crises are unpredictable and inevitable, and it’s important to prepare for what comes next. We’ve established the Greater Dubuque Forever Fund to help build resiliency by broadly supporting the many needs that can arise during an unforeseen challenge.

As an endowment, the fund will grow in perpetuity, and annual payouts can help address emergencies that might occur. It’s a way to ensure support is available next time we need it.
REVIEWING 2020
By the Numbers

“The Community Foundation has the devices and the expertise to get the job done. We can sit here and dream, but the Foundation has the ability to go where the need is. With its good leadership, good investments, and good outcomes for the Dubuque region, it’s an organization I believe in strongly.”

Charlie Becker
Executive Director, Camp Courageous of Iowa

$113 MILLION
Total assets

$54.7 MILLION
Amount of grants awarded to date

$10.3 Million
2020 gifts and pledges

$6.4 Million
Amount of grants awarded in 2020

2,523
Number of grants awarded in 2020

Performance Comparison

<table>
<thead>
<tr>
<th></th>
<th>YTD</th>
<th>5-Year Annualized</th>
<th>10-Year Annualized</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Foundation of Greater Dubuque</td>
<td>10.87%</td>
<td>7.62%</td>
<td>7.69%</td>
</tr>
<tr>
<td>7/12 Global Stock/Global Taxable Bond*</td>
<td>9.88%</td>
<td>8.68%</td>
<td>6.68%</td>
</tr>
</tbody>
</table>

*Institutional Custom D Portfolio Blend is a segment blended benchmark based on historical asset class targets for the MIAS D composite using Morningstar peer group average returns, net of management fees.
Khalea Neal and Mariah Garner have a unique view into children’s lives. As Dubuque public school teachers, they see how barriers set children up for long-term learning challenges.

“Our families have a lot of obstacles to tackle before academics, such as access to technology, language barriers, and overall consistency in the home,” they say. “Many students come to school with a lot of struggles. We’re helping them cope while also teaching them.”

Their experiences underscore a major challenge: Minority families and families in generational poverty are disproportionately impacted by issues that negatively affect children’s learning and development.

No matter how well-resourced, schools alone cannot solve these problems. That means children’s well-being is the responsibility of all of us. How can teachers tend to students’ social-emotional needs? How can parents support positive development? How do we ensure families can access the internet and other resources?

Addressing these challenges takes a holistic approach and a passion for nurturing new generations. At the Community Foundation, our passion shines through Every Child Reads, which drives early literacy success and builds a foundation for long-term academic achievement; our Dubuque College Access Network, which changes the lives of students who never imagined going to college; and Vision to Learn, which brings free eye exams and glasses to children.

Facing adversity requires all community members to think and act like parents: love, commit and advocate. It’s the approach Khalea and Mariah take, and it’s the approach the Foundation takes to help children through challenging times today and long into the future.

### Social-Emotional Well-Being

Children benefiting from a new social-emotional learning partnership with St. Mark Youth Enrichment and the Dubuque Dream Center

### Dubuque Grade-Level Reading

Percentage of students meeting benchmark on the FAST (Formative Assessment System for Teachers) screener

<table>
<thead>
<tr>
<th>Grade</th>
<th>Winter 19-20</th>
<th>Winter 20-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten</td>
<td>62%</td>
<td>46%</td>
</tr>
<tr>
<td>First Grade</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Second Grade</td>
<td>57%</td>
<td>50%</td>
</tr>
<tr>
<td>Third Grade</td>
<td>62%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Last year, as the country grappled with the George Floyd killing in Minneapolis, leaders in the Dubuque region looked inward to process the pain from this nearby event. Rural leaders reached out to the Community Foundation for help learning about systemic racism as well as equity and inclusion practices.

In response, the Foundation’s Inclusive Dubuque team created and convened a workshop series called Racial Healing that drew dozens of community leaders from our affiliate areas. Through four virtual gatherings with guest speakers, presentations and readings, leaders studied how, over decades, racial inequities impacted sectors like housing and employment. Participants were equipped to build their own local plans to ensure all voices were heard as we build communities where all people can thrive.

This work was possible because of our strong relationships with rural leaders as well as our capacity to gather knowledge and share it among community members through forward-thinking initiatives.

The challenges our region faces can be complex. Tackling them requires difficult conversations and the ability to sometimes work across differences. In rural regions, this work comes naturally. We are neighbors above all else, and we do what it takes to make our home a better place.

Ultimately, rural communities own their futures. They understand what issues must be addressed and how to build local support and funding to make their dreams reality. In the Foundation they have a partner that provides financial expertise, working models and technical know-how in community building.

In our rural region, supporting neighbors is a way of life. Whether sharing winning recipes for a successful fundraiser or pitching in to unload a food pantry delivery, caring citizens are used to stepping up. They share common values like generosity, ingenuity and effort.

The Community Foundation’s affiliate structure is rooted in this spirit. Across seven counties, we partner with eight local foundations building relationships and working together to address what matters most in rural towns and counties. Through these networks, we’ve created the framework for small-town residents to rise to the challenges of the day and chart their own path toward a stronger future for their communities.

Affiliate Foundations

Allamakee County Community Foundation
Clayton County Foundation for the Future
Community Foundation of Jackson County
Dyersville Area Community Foundation
Foundation for the Future of Delaware County
Jones County Community Foundation
LincolnWay Community Foundation
River Bluff Community Foundation
In 2015, I joined a conversation hosted by the Community Foundation around grade-level reading, my first of many about student and family success. I learned that students lagging in reading proficiency by the end of third grade are less likely to graduate high school and be prepared for careers. I also learned that racial minorities and children from low-income households — students who mirrored my upbringing — are disproportionately affected.

The discussion helped me see how issues like education, race and income inequality are connected and think about how to change the narrative, especially for low-income youth and students of color. I immediately got to work.

One of my first efforts was helping organize Dubuque’s Back-to-School Bash with the Foundation and Dubuque Black Men Coalition. During that event, I witnessed how cross-sector collaboration can lead to positive impacts. One activity, free haircuts for students who read to the barber, went viral on social media, and barbers nationwide now offer free haircuts to spark interest in reading.

Today, I’ve become more deeply involved in work around racial equity. Recently, I’ve joined the Community Foundation in building relationships with national funders that want to support regional leaders like us in positively transforming systems that serve people. These partnerships are about aligning with organizations that share our values and commitment to bridging divides in areas like employment, health and education.

I share a passion with the Community Foundation for building an equitable Dubuque region. It takes intentional commitment and investment from all corners of the community, as well as state and national partners, to scale this work and build an America that supports all people. As a leader, I am learning that life is about serving others and leaving your community better than you found it. Working with the Community Foundation gives me the vehicle to address current and past inequities and make a lasting difference.

In addition to being a Community Foundation fellow, Anderson Sainci is a resource coordinator for the city of Dubuque and a Dubuque Community School District board member.

“Life is about serving others and leaving your community better than you found it.”
Anderson Sainci
Generosity Runs in the Family

Chad and Laura Chandlee grew up with parents who showed them the importance of giving back and being active in their community. As Dubuque public school teachers, Chad's parents saw first-hand how each person could impact future generations. Laura's parents recognized the value of nurturing the Dubuque community through education, music and the arts.

Today, they pass these values on to their children. From helping build homes and schools in Central America to volunteering with local nonprofits, they all share in the rewards of personal generosity. Not only does it build their character, but it also builds a better world, whether in another country or here in Dubuque.

“One of the most important lessons we teach our children is that all people can make a difference,” Chad says. Hands-on volunteering is one option, because it provides support that many organizations need and appreciate.

“Volunteering helps us connect with our neighbors, learn about where we live, and grow as individuals. Everyone in our family learns when we serve,” Laura says.

The Chandlees also give to the Community Foundation, because they see what can be accomplished when it bridges generous people and Dubuque's needs. “The Foundation understands the issues facing the community and is a catalyst in drawing everyone together to address them. They listen to our ideas and guide us in finding opportunities to have an impact,” the Chandlees say.

The Community Foundation helps people feel good about giving. People can give with the assurance that their dollars will support issues they care about and strengthen Dubuque for the future. The Chandlee family knows from experience — once you feel good about giving back, you'll want to keep doing it. And, you'll want to instill that generous spirit in others, as well.

“The Foundation understands the issues facing the community and is a catalyst in drawing everyone together to address them. They listen to our ideas and guide us in finding opportunities to have an impact.”

Chad and Laura Chandlee
When we talk about strengthening our community, I’m reminded of a valuable lesson my daughter taught me nearly 20 years ago.

We had just moved to Dubuque, and we were having an outing downtown. After parking, my daughter asked me why I was putting coins in a meter. I explained that I needed to pay to park our car, and if I didn’t, I would get a ticket.

"Does every driver have to do this?" she asked. “Yes,” I replied. "Every driver is responsible for paying their meter.”

She looked at me and said, “Mom, can we put coins in all the meters so no one gets a ticket?” It was a powerful reminder that community is about looking out for each other.

Remembering this event today makes me think about the ways we can look out for one another on an even bigger scale: Building economic prosperity, making health care accessible, expanding educational opportunities, embracing equity and inclusion, and showcasing arts and culture are just a few ways we can create a future for Dubuque in which everyone can thrive.

Achieving this takes all of us working together, and when we put people at the center of everything we do, success follows.

We all dream of a better tomorrow, but no one knows what tomorrow may bring. The pandemic has been a sobering reminder that we need to expect the unexpected. The Community Foundation is planning for the future by building the Greater Dubuque Forever Fund today.

Our community needs this safety net, because without it, we will always be scrambling to react to a crisis rather than being proactively prepared. It’s like putting money in your savings account for a rainy day.

“When we put people at the center of everything we do, success follows.”

Your support of the Forever Fund is an investment in the people that make up our community. As my daughter reminded me years ago, we all can do our part, no matter how big or small.

Help us look to the future with a gift to the Forever Fund. Together we can have an impact in our community for generations to come.

By Bobbi Earles  Vice President of Development and Communications
Together, we are building a BRIDGE TO THE FUTURE

Printed by Union-Hoermann Press